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# OhioHealth: A System Overview

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## Overview

OhioHealth is a network of faith-based not-for-profit hospitals and health care organizations in central Ohio. The OhioHealth system consists of 11 member hospitals including 6 regional hospitals service the surrounding counties of Delaware, Hardin, Marion, Richland, and Athens. The system also boasts over 50 outpatient centers. The system offers a comprehensive range of services, including home health care, rehabilitation services, and hospice. About 21,000 associates and 3,600 physicians are employed by the health system.



- **Mission:** *Improve the health of those we serve*
- **Cardinal value:** *We honor the dignity and worth of each person*
- **Values:** *compassion, excellence, stewardship, integrity*

## Critical Issues

The healthcare marketplace in Columbus is very competitive. OhioHealth must find ways to protect and gain market share.

### **Growth/Expansion**

As OhioHealth continues to expand north and southeast of Columbus, one major challenge facing leadership is finding a way to properly integrate the various new hospitals and practices into the OhioHealth family. Leadership has introduced a system-wide culture to act, think, and operate as a system known as “systemness.” The basic concept is that by working together as a comprehensive system and leveraging strengths, OhioHealth can achieve more than any one hospital can alone.

### **Creating Value**

Federal health reform is increasing the number of people with health insurance and these individuals and families will be looking for providers. The additional patients that have purchased health insurance under the ACA and expansion of Medicaid further increase the demand for healthcare services. Reform is also placing increasing pressure on healthcare organizations to find ways to create value. Value is achieved by providing high quality care at the lowest possible cost. Opportunities to create value can generally be found in quality, efficiency, safety, and cost initiatives. OhioHealth aims to ensure that patients will receive the same high quality of services, no matter which location the customer visits.

### **Financial & Human Resources**

Financial resources are needed to pursue the organization’s mission. Organizations are experiencing more pressure from payers and declining inpatient volumes. The ACA is pushing a shift from fee-for-service to value-based payment models that use incentives to reward quality and discourage inappropriate or unnecessary care. OhioHealth aims to maintain low cost operations through:

- tight cost control and
- economies of scale
- eliminating waste
- evidence-based best practices & processes.

At the same time, the organization must be able to offer patients access to state of the art equipment and facilities. OhioHealth needs to find the optimal physician alignment strategies through a mix of employment and other financial arrangements.

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