

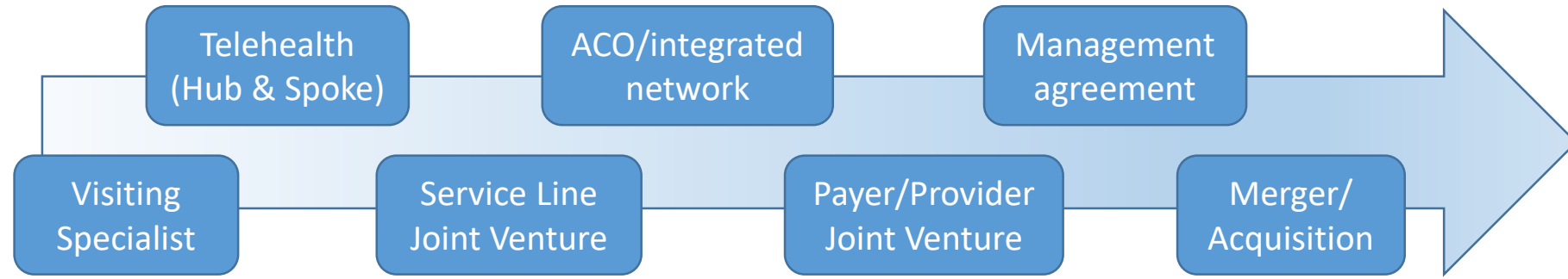
# Teaming Up for Innovation: Improving Access to Care through Strategic Partnerships and Alliances

Richard Allen, CEO, Warren General Hospital, PA

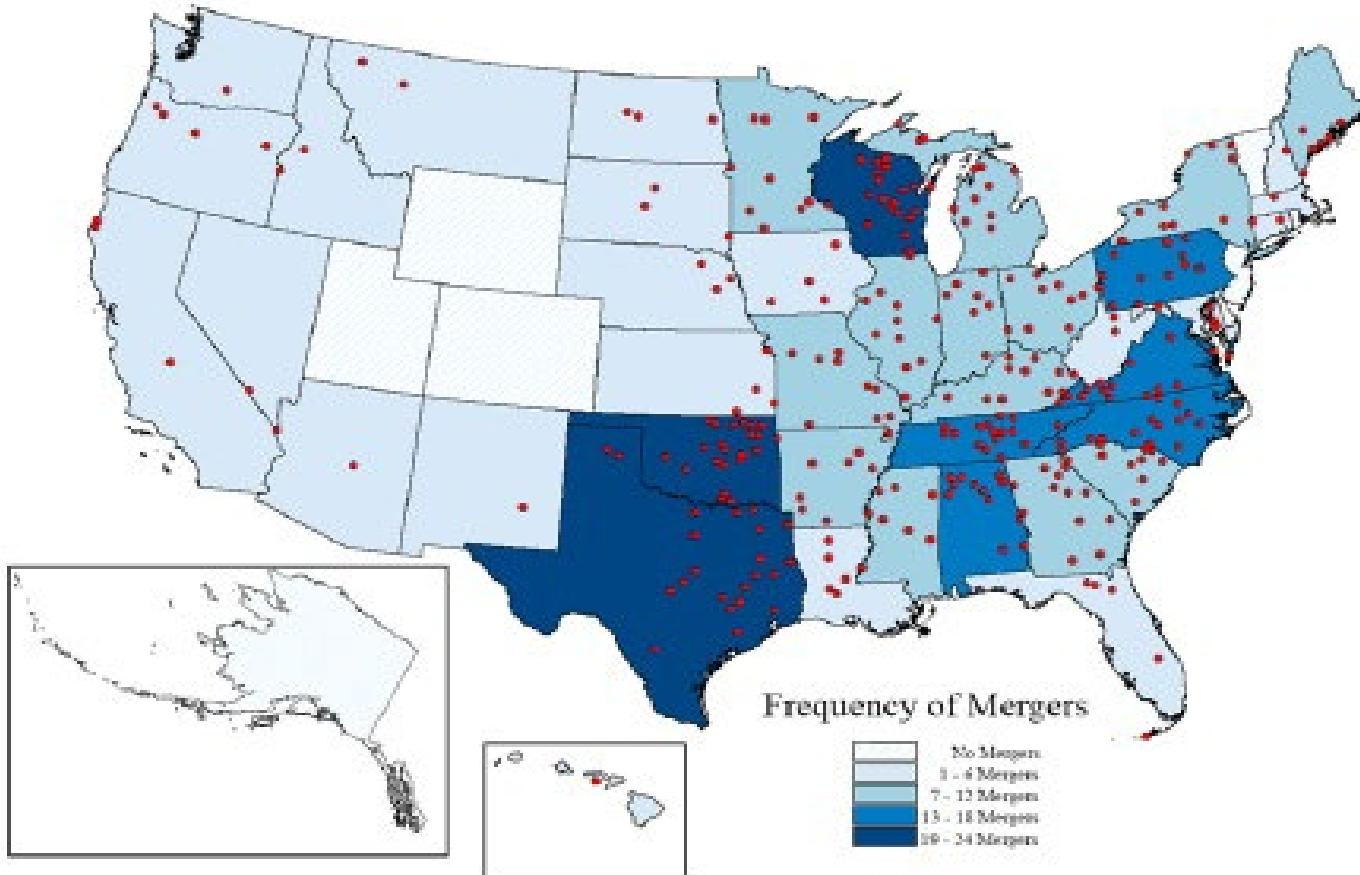
Rachelle Schultz, EdD, CEO, Winona Health, MN

Carol Friesen, CEO, OSF HealthCare Northern Region, IL

# Affiliation



Unique Rural Hospitals that Merged by State, 2005-2016



**Approximately 12% of all rural hospitals merged from 2005 through 2016**

# Transforming Our Hospital: Partnering for Success!

**Richard Allen, CEO**  
**Warren General Hospital**



**More** Exceptional Care, **Still** Exceptionally Close.



# Strategy

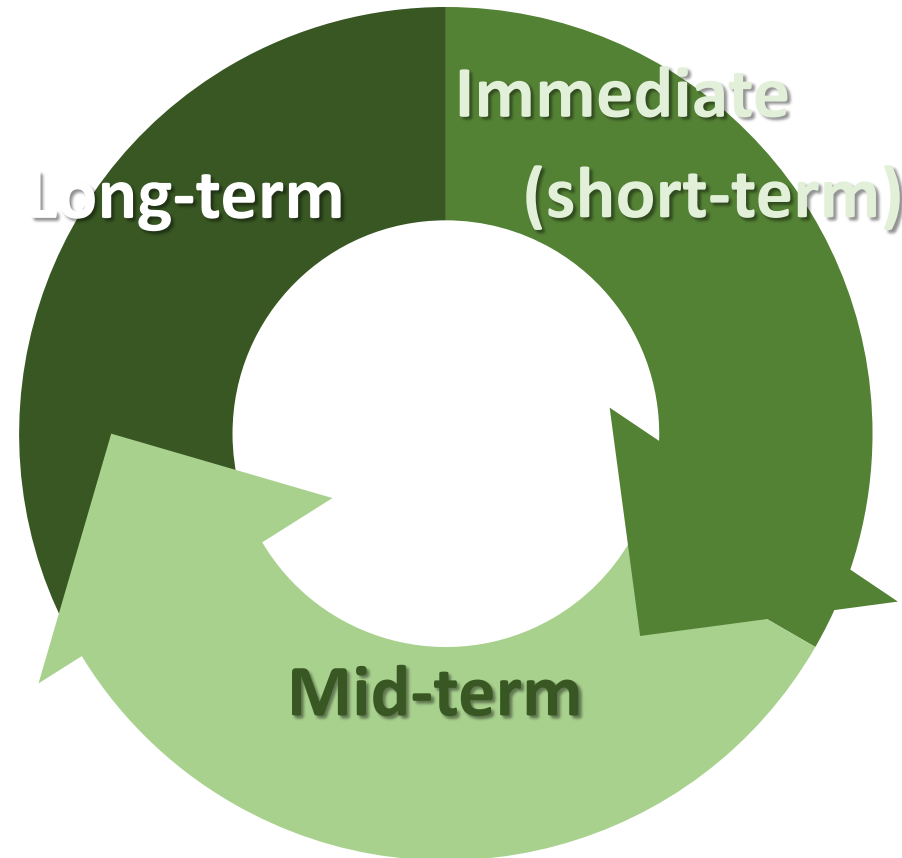
**Expense Reduction**

(Cash Flow)

and

**Revenue Growth**

(Top Line and Net/Margin)



# How Did WGH Decide?

- **Board of Directors – started deliberation in April 2017**
- **Developed criteria for selection of a partner**
  - **Cultural fit**
  - **Economics**
  - **Referral patterns and Clinical integration**
  - **Strategic fit regionally**
  - **Local and regional presence**
- **Reviewed several proposals**
- **Negotiated best possible terms**



# Terms and Structure



- **AHN/LECOM Financial Commitment**
- **ER/Hospitalist contract to AHN/SVH**
- **WGH commitment to Highmark insurance**
- **WGH/WMG joins Highmark/AHN Clinically Integrated Network**
- **LECOM exclusive provider of medical education services including student training (medical and pharmacy students) at WGH**
- **WGH retains 55% organizational control – AHN/LECOM assumes 45% membership interest in WGH with reserved powers/financial performance “triggers”**

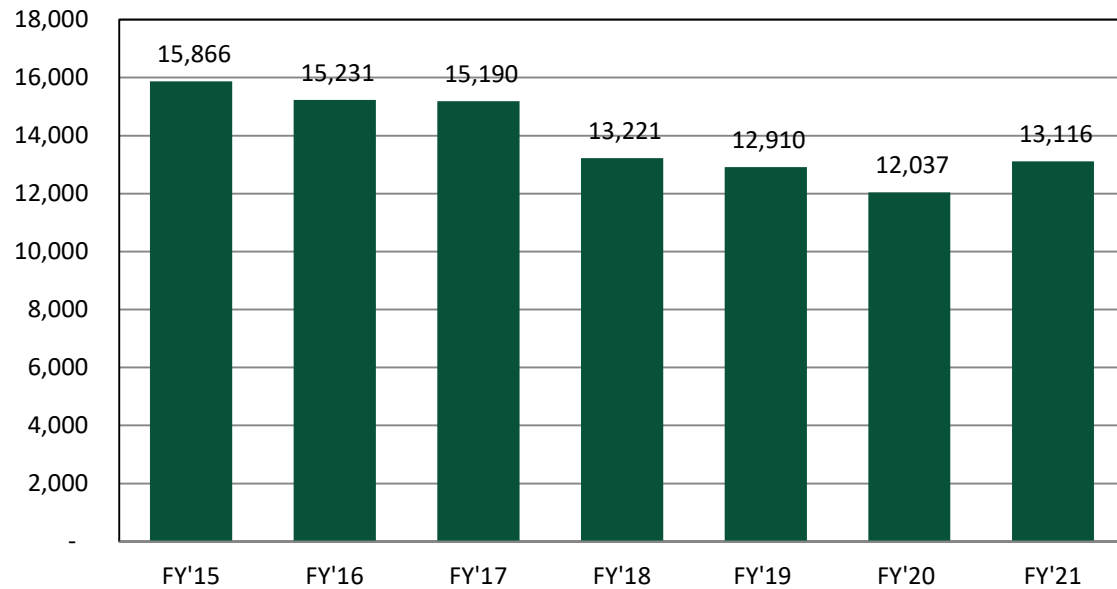


# Financial Performance



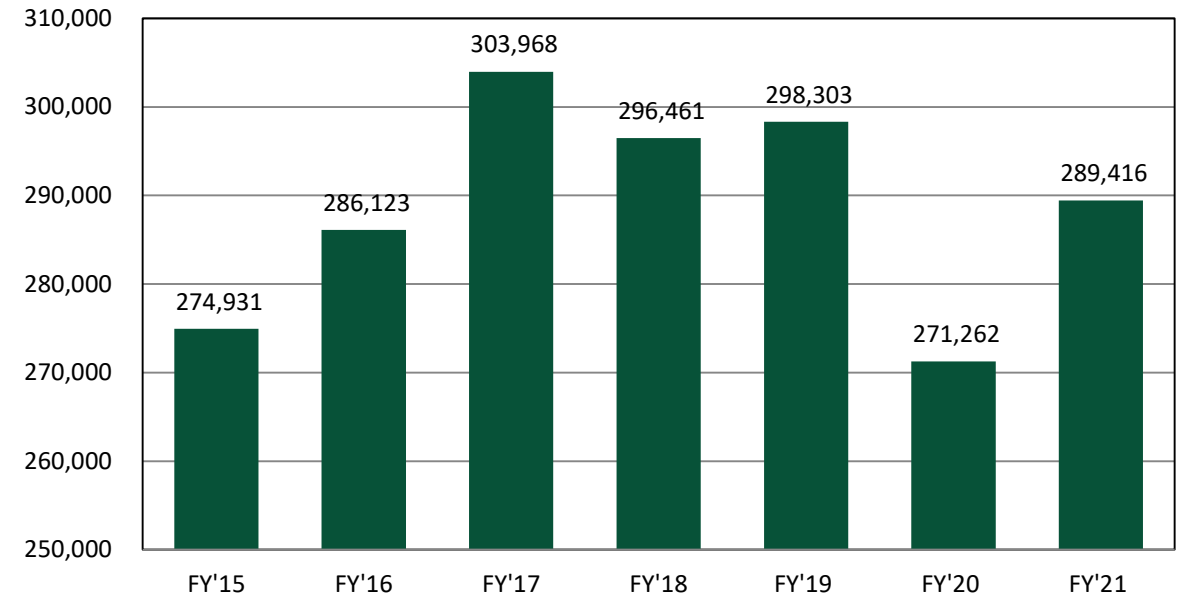
## Volume Indicators – FY 2014 - 2021

### Inpatient Days



↑ Partnership with  
AHN/LECOM

### Outpatient Volumes



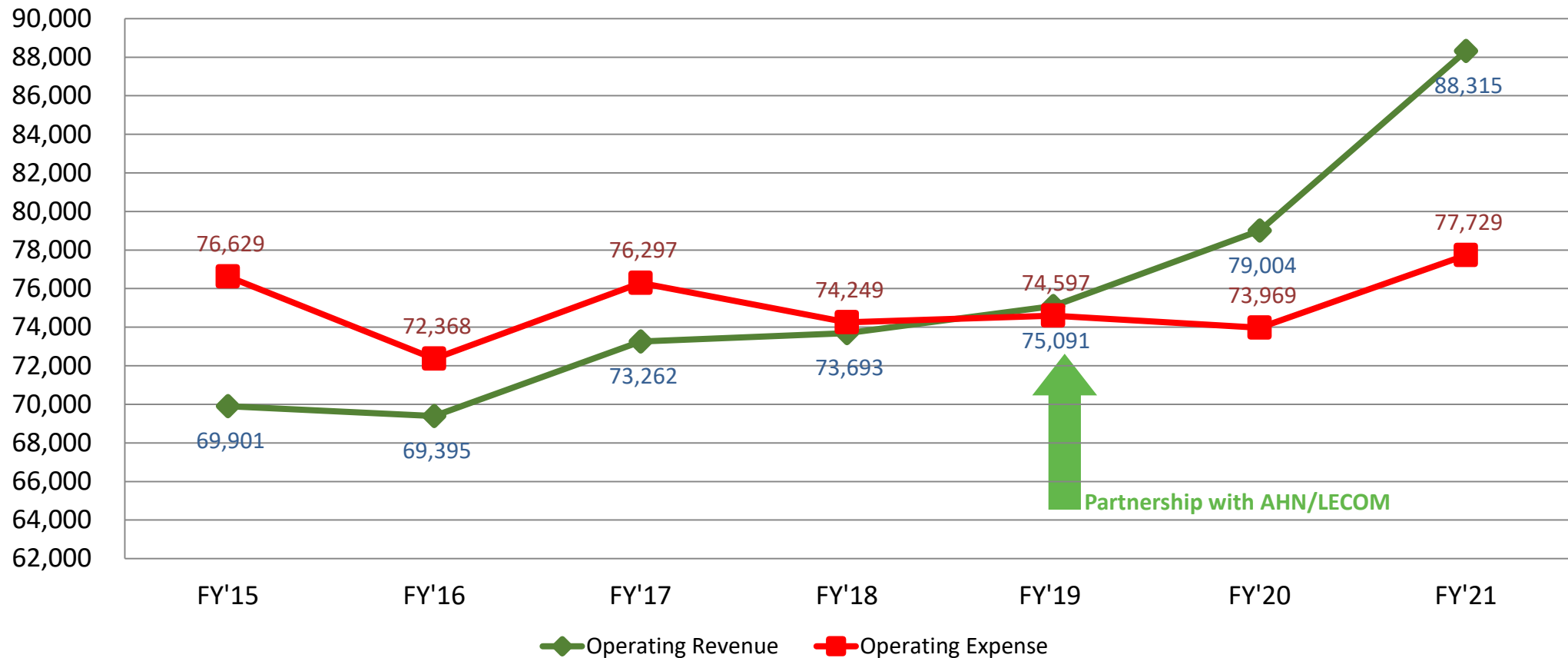
↑ Partnership with  
AHN/LECOM

# Financial Performance



## Operating Revenue and Expense – FY 2014 - 2021

Operating Revenue Expenses (In Thousands)





# Outcome



- **“Vision” of independence, quality and service and operating success!**
- **Economic Turnaround**
- **100+ Days Cash on Hand, zero long-term debt, 40 Days AR, 60 Days AP**
- **Two ( 2 ) Top 100 awards**
- **Full PA DOH Licensure and CMS participation**
- **Recruited 15 (and adding) new / outstanding Physicians**
- **New (quality and service-oriented) hospital-based physician contracts  
(ER, Rad, Path, Anesthesia and Hospitalists)**

# Next Steps



- **Strategic and Master Facility Plan**
- **Capital Campaign and Debt to Build and Operate Successfully for the Next 10, 20, or 30 Years!**
- **Leadership / Management Succession Planning**
- **Focus on Quality and Service (and Future of Care Delivery — Virtual Care, RPM, etc. ....)**
- **Baldrige Award!**



# Teaming Up for Innovation: Improving Access to Care through Strategic Partnerships and Alliances

**Rachelle Schultz, EdD**  
**CEO, Winona Health, Minn.**

## Minnesota





**TOP 100**  
IN THE U.S.  
RURAL AND COMMUNITY HOSPITALS

**WH Winona Health**

**WinonaGlute**

**WH Winona Health**  
**Healthy starts here.**




**Healthcare.  
Anywhere.**

Diagnosis and a treatment plan in under an hour.

**Get Started Today**

**WH**  
Winona Health  
Healthy starts here.

# Artificial Intelligence in Rural Health Care: Where to Begin?




**Convenience**

Use SmartExam anywhere, any time. No appointment needed.




**Affordable**

Only \$39 for a diagnosis and treatment plan. You won't be charged unless we make a diagnosis.



**Safe & Secure**

All data, including your credit card number and health information, is protected.



**Prescriptions**

Your prescriptions will be sent electronically to your preferred pharmacy.



**Quality**

Receive high-quality care from trusted Winona Health providers.

**A Winona Health SmartExam™ virtual visit costs \$39 cash and if no diagnosis is made, there is no charge for the SmartExam. Because it is retail medicine, individuals may create an account and log in on the Winona website at [winonahealth.org/smartexam](http://winonahealth.org/smartexam).**



# Improving Community Health and Well-being in Winona via Pathways HUB

Winona Health and the **Winona Wellbeing Collaborative** have addressed the fragmentation and silos between local agencies and providers. The **Pathways Community HUB** model was used as a model in designing the **Winona Community HUB** to serve the unique needs of the region. A community connector from **Live Well Winona** tracks the progress of clients through the HUB.





OSF<sup>®</sup>  
HEALTHCARE

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## **AHA Rural Health Care Leadership Conference**

Carol Friesen, Northern Region CEO

February 6, 2022

# OSF HealthCare by the Numbers

**146**

Locations, Including Hospitals

**2,200,519**

Physician Enterprise Visits

**914**

Employed Physicians

**80,250**

Inpatient Admissions

**711**

Advanced Practitioners

**3,065**

Hospice Patients

**22,640**

Mission Partners

**909,705**

Persons Served

**266,014**

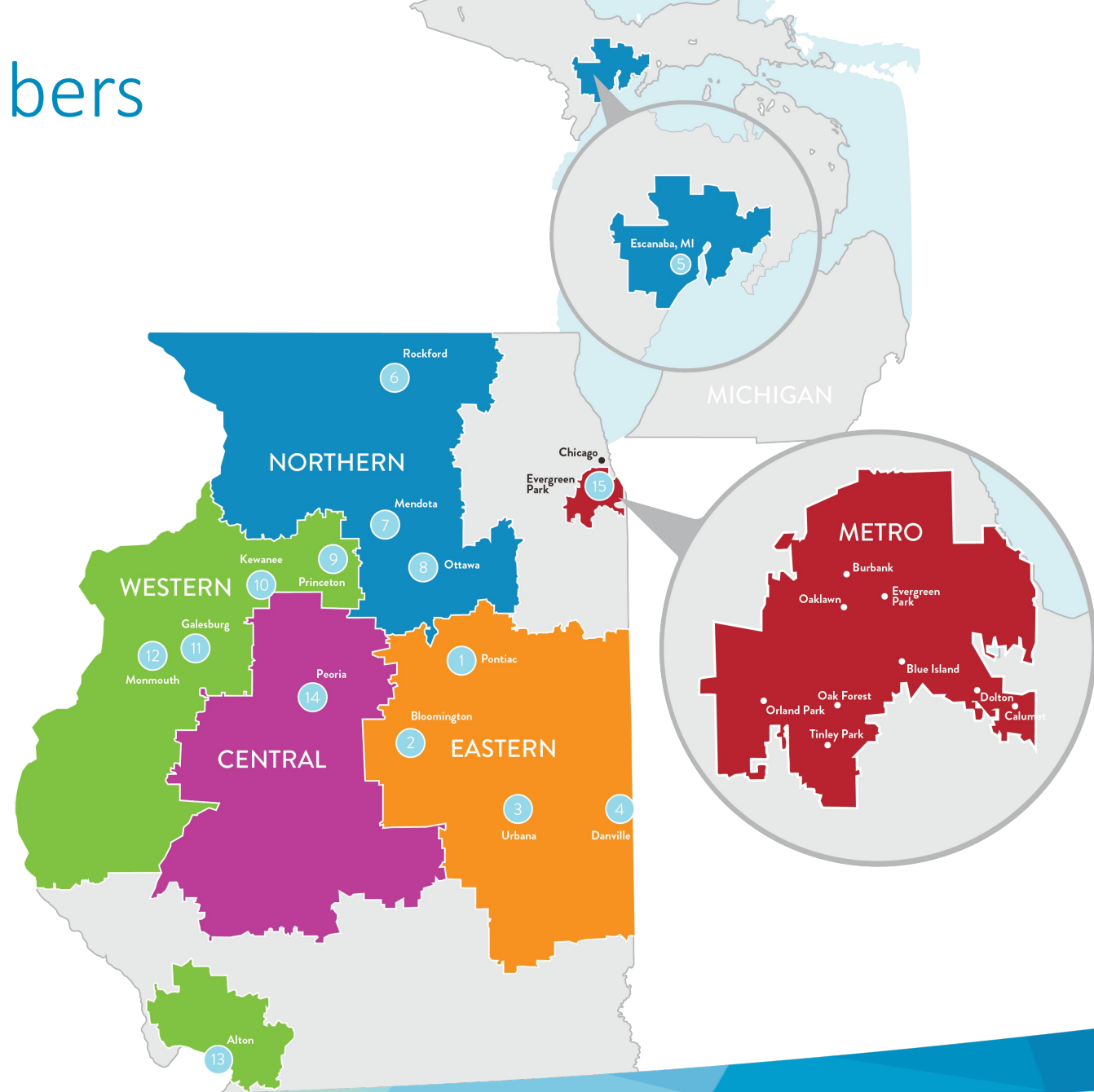
Home Health Annual Visits

**\$3.1B**

Net Revenue

**1,656,527**

Outpatient Visits





FY22

# Operational Excellence

Evidenced-Based and Appropriate Care  
& Excellence in Clinical Outcomes

Patient & Mission Partner Experience

Build the Workforce of the Future

Aggressive Cost Management and Revenue Realization

Digital Health

Growth Strategy

PERFORM

*Serve with Excellence*

GROW

*Share the Ministry*

INNOVATE - Design the Future



# FY22 *Transformation Strategy*

**PERFORM**  
*Serve with Excellence*

Delivery-System Redesign  
Transparency

**GROW**  
*Share the Ministry*

Growth Strategy  
Diversify Revenue Stream

**INNOVATE**  
*Design the Future*

Health Equity and Community Health  
Radical Efficiency

# OSF Innovation Areas of Focus



**DIGITAL HEALTH**



**NEXT GENERATION  
PRIMARY CARE**



**COMMUNITY HEALTH AND SOCIAL  
DETERMINANTS OF HEALTH**

**RADICAL EFFICIENCY**



**GENOMICS AND  
PRECISION MEDICINE**



**BIG DATA AND THE  
INTERNET OF MEDICAL THINGS**



# OSF OnCall



## Digital Experience

New tools, methods and processes to make the health care journey easier and more convenient. Many consumers are opting to use telehealth for specialty care.

(Before)

## Digital Care

Our program means treatment and after-care opportunities are connected, personalized, and easy to use

(During and after)

## On-demand

We empower you to take charge of your health through a self-navigated health care experience

(Immediate, self-service)

# Partnership prioritization

## What makes a good partner?



Aligned culture, values  
and vision for the  
future of healthcare

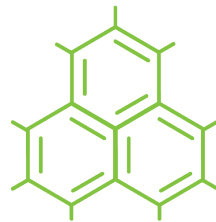


Robust physician  
infrastructure  
Solid primary care base



Overall Service Area Strength

- Population growth
- Demographics
- Age
- Payor Mix



A connected geography  
for regional relevance  
for OSF HealthCare



Contributes positively to  
OSF's financial performance.  
Creates ability to generate  
value through scale of OSF  
services.



Expand OSF capabilities  
through talent acquisition,  
population acquisition or  
brings new capabilities to OSF.

# Partnership Continuum

## Strategic Partnerships

Building a clinically relevant, connected geographic footprint

