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One Jefferson News February 2018

Performance Excellence
Thomas Jefferson University

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One Jefferson News

Welcome

February 2018

If you've been following along with us in *One Jefferson News*, you know that we work to share key highlights, wins, and milestones associated with various initiatives focused on advancing our enterprise-wide integration goals. In this issue, we're sharing a broad view of our 2017 accomplishments.

Jefferson made great strides in 2017 to transform health care and higher education in the Philadelphia market. From expanding the enterprise to include Kennedy Health (now Jefferson Health - New Jersey), Philadelphia University (now Jefferson - Philadelphia University + Thomas Jefferson University), and Magee Rehabilitation Hospital, the Jefferson family and our combined scale and scope of services have grown tremendously. This growth provides challenges and opportunities as we look to 2018 to enhance the value of services we provide through continuous quality improvement and enhanced operational efficiency.

In 2017, Jefferson Health engaged in an innovative relationship with GE Healthcare to collectively transform health care to drive sustainable outcomes and pursue exciting growth opportunities. Collectively known as One Jefferson, our joint teams built upon the exceptional work of Integration 2.0 and the Jefferson Performance Excellence team to launch our strategic relationship in July. Below is just a snapshot of the key progress we've made through a variety of multidisciplinary teams developing innovative solutions enterprise wide. We will continue to showcase our ongoing success through *One Jefferson News* and a future online community on *myJeffHub*.

If you have questions or story ideas for *One Jefferson News*, we welcome you to email Performance.Excellence@jefferson.edu. The account is actively monitored and we look forward to responding to you.

Thank you for your interest and all you do each day to support the One Jefferson journey.

Changing the Way We Drive Enhanced Performance

The journey to transform health care begins with establishing a solid foundation. Together, with senior leadership from across the enterprise, the One Jefferson team set out to change not only "What" we as a system were doing, but also "How" we were doing it and how we will approach our collective work going forward. Using the enterprise values as our guide, we worked to advance the rigor of operating mechanisms that aim to enhance our ability to identify opportunities, create multidisciplinary teams to design innovative improvement plans, and drive sustainable change aligned with our enterprise vision, goals and objectives.

By the end of 2017 we:

- Reimagined our Performance Excellence model to enhance its scope and scale of effectiveness enterprise wide
- Designed and launched enterprise Key Performance Indicator (KPI) dashboards that take data from many disparate systems and roll them up to easily monitored financial, operational and quality performance - both in aggregate and at the divisional level

- Rolled out tools and resources that have aided enterprise councils, corporate committees and divisional teams to achieve desired outcomes with accelerated timelines and sustainable results
- Implemented a data governance structure to assist in building analytic capabilities

These efforts have helped drive short-term results in 2017 and have also established the foundation of repeatable tools to drive change and exceptional results in 2018.

1 PUT PEOPLE FIRST

Listening • Recognition • Compassion • Empathy • Service • Inclusion
 Collaboration • Respect • The Student Experience • Dignity • Empathy
 The Patient Experience • Patron-Oriented • Societal Commitment

2 BE BOLD & THINK DIFFERENTLY

Innovation • Transformation • Teamwork • Collaboration • Performance
 Empowerment • Communication • Learning • Discovery

3 DO THE RIGHT THING

Safety • Ownership • Integrity • Ethics • Fairness • Trust
 Professional • Quality • Honesty

Collaborative Teams Accelerating Outcomes

In addition to cementing the foundation for change, the One Jefferson team immediately launched jointly led Operational Initiatives (OIs) focused on improving the performance of our enterprise in specific areas. With formalized charters, team assignments and work plans, the OI teams acted quickly to identify the root causes of both long-term system challenges and emerging issues to rapidly design and implement improvement action plans with measurable goals and outcomes.

With a focus on both short-term wins and long-term transformational change, we have highlighted a few of the many positive outcomes within our project portfolio.

Physician Enterprise

Co-led by Bruce Meyer, MD, Chief Physician Executive, Jefferson Health and SEVP Thomas Jefferson University, and Marc Mertz, VP at GE Healthcare Partners, the team has taken great strides to:

- Enhance Jefferson Health - Northeast (formerly Aria) payer credentialing for 373 providers (Est. \$1 million monthly impact)
- Design Core Operating models for primary care to improve access and operational performance across the enterprise
- Activate care retention in select practices
- Launch direct Jefferson University Physicians (JUP) specialty referral appointment scheduling



Members of the Physician Enterprise teams in action at a recent credentialing working session

Access

Co-led by Dr. Meyer and Laura Jacobs, President, GEHC Partners Advisory Services, the team set out to:

- Optimize the urgent care network
- Design direct access for colonoscopies
- Streamline Operating Room (processes, consolidate observation units and drive length of stay improvement at our Center City location)
- Improve Emergency Department patient flow, redesign the hospitalist program and drive adoption of shared performance goals at Jefferson Health - Northeast.

These efforts are designed to make it easier for our patients to utilize services, and for our medical staff to leverage the wealth of clinical expertise across the enterprise to enhance in-network utilization.

Supply Chain

Led by Bob Burkholder, SVP, Supply Chain, Jefferson Health, and Brandon Klar, VP, GEHC Partners, the team set a lofty goal of \$30 million of expense savings in FY2018. To date, due to the efforts of the Supply Chain team and teams across the clinical divisions, the group is ahead of target year-to-date with many more projects to drive savings in early 2018. Special recognition goes to Chris Fontana, Senior Director of Strategic Sourcing, Jefferson Health, and his team for their tireless work.

System Integration

Guided by Kate Kinslow, EVP and Chief Integration Officer, Jefferson Health, Alison Ferren, SVP, Integration and Performance Excellence, Jefferson Health, Brandon Klar, and many enterprise-wide leaders, Jefferson Health has designed a System Integration Playbook and 100-Day Plan to guide Jefferson's integration initiatives with new partners.

Working closely with Joe Devine, EVP, Hospital and Health Services, Jefferson Health, and President, Jefferson Health - New Jersey, and Lisa Morina, VP, Marketing, Jefferson Health - New Jersey, joint integration teams have identified more than \$5 million in year-to-date savings. While efforts are still underway to align joint clinical programs, much work has been accomplished to build strong clinical relationships and partnerships.

System integration work has also commenced with our newest Jefferson Health entity, Magee Rehabilitation Hospital. Through the great efforts of Larry Merlis, EVP and Chief Operating Officer, Jefferson Health, Jack Carroll, PhD, MHS, President and CEO of Magee, and Steve Williams, MD, Professor and Chair, Department of Rehabilitation Medicine, Jefferson Health, and SVP, Enterprise Post-Acute and Rehabilitation Services, successful integration is well underway.