

WELCOME ABOARD!
NEW EMPLOYEE ORIENTATION
Winchester Hospital

Beth Israel Lahey Health 
Winchester Hospital

Objectives

- To welcome you to Winchester Hospital
- To make you confident of the choice you made to come work here
- To provide you with information you need to be a successful team player
- To provide you with information to keep our patients and YOU safe
- To introduce you to our PROMISE standards

Virtual Day One

- Introductions
 - Welcome to Winchester Hospital
 - Executive Team
 - Compliance & Privacy
 - MyTime
 - Standards of Conduct and Patient Rights
 - Lunch
 - Safety/Infection Prevention/OSHA/Employee Health
 - Compensation
 - Benefits
-

TO Care. TO Heal. TO Excel.
IN SERVICE TO OUR COMMUNITY.

- Medical
- Surgical
- Obstetrics
- Pediatrics
- Level IIB Special Care Nursery
- Pain Management
- Emergency Room
- Radiation Oncology
- Rehabilitation Services
- Advanced Imaging

Winchester Facts

- **750 primary care and specialty physicians**
- **2496 employees**
- **229 inpatient beds**
- **71% med/surg occupancy rate**
- **13,000 med/surg and pediatric discharges**
- **4,200 observation visits**
- **2,500 deliveries**
- **8,300 inpatient and outpatient surgeries**
- **73,000 ED and urgent care visits**
- **370,000 outpatient visits**
- **11 operating rooms**
- **\$1.8 philanthropic dollars raised in FY20**

Winchester Facts

- **Year Founded - 1912...that means we are over 100 yrs old!**
- **Cost of 44 bed hospital in 1944 - \$100,000**
- **Type of Hospital - Acute not-for-profit, community**
- **Merger - on July 1, 2014 Winchester Hospital became a member of Lahey Health and on March 1, 2019 Beth Israel Lahey Health**
- **Number of towns served - Over 20**
- **Number of clinical locations - Over 20**
- **Number of volunteers - Over 800**

Awards

- Magnet status since 2003 (4-time designation)
- 5-star CMS rated hospital (March 2019)
- Healthgrades Outstanding Patient Experience
9 years in a row
- Leapfrog A rating

Introducing BILH



Beth Israel Lahey Health

Introducing BILH

Beth Israel Lahey Health was established on March 1, 2019. Together, we are creating an integrated health care system that:

- Provides **high-quality** care close to where our patients live and work
- Invests in and **strengthens local hospitals and community-based care**
- Works to **keep our patients healthy** and care for them **in their communities**
- Advances the science and practice of medicine by investing in **research and education**
- Embraces a new model of care that helps **contain rising health care costs**
- Creates a workplace that **engages and develops** the best people

You are the difference

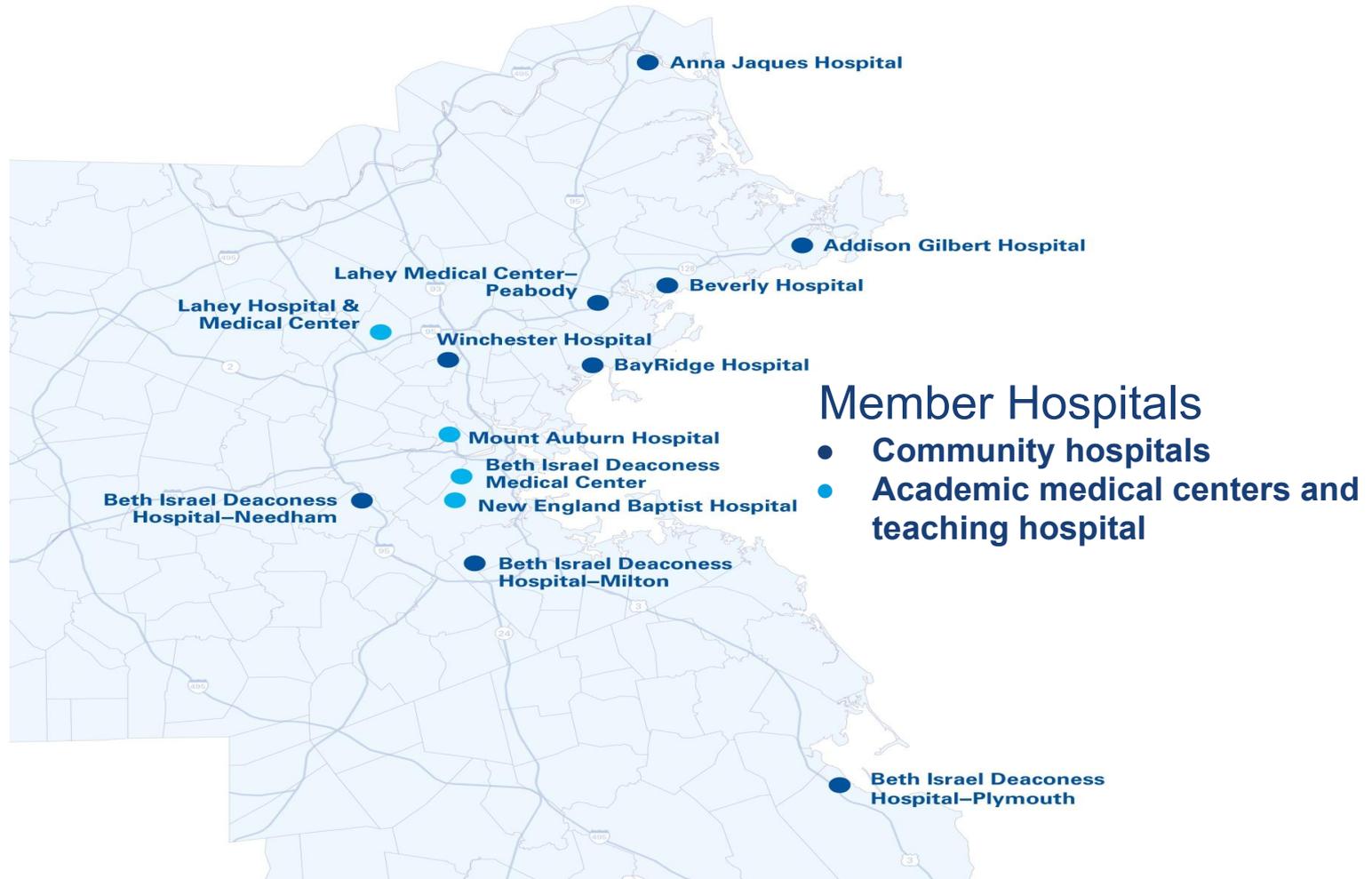
make a difference

Introducing BILH

Beth Israel Lahey Health is a comprehensive, geographically distributed network of:

- 8 excellent community hospitals;
- 4 world class academic medical centers and teaching hospitals;
- 1 premier orthopedics hospital;
- Behavioral health services;
- Continuing care services;
- 4,300 physicians – including 800 primary care physicians; and
- Nearly 35,000 employees.
- Regionally and nationally renowned programs in cancer, cardiovascular medicine, gastroenterology, home health, orthopedics, substance abuse treatment, surgery, women’s health and more.

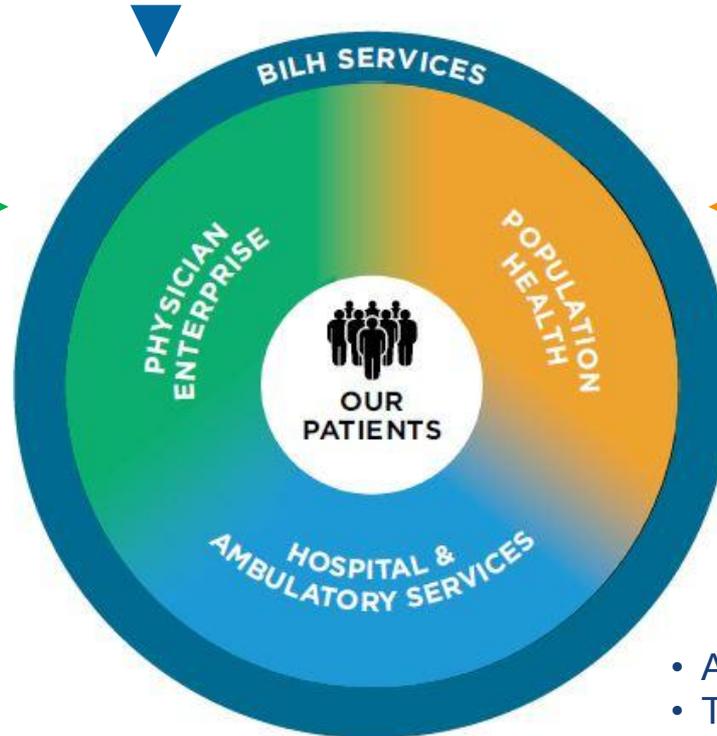
Introducing BILH



Beth Israel Lahey Health Operating Model

Administrative and operational services and functions that are shared across the system to achieve greater efficiency and effectiveness

System network of employed physicians throughout our region



- Clinically integrated network (BILPN)
- Behavioral health
- Continuing care

- Academic medical centers
- Teaching hospitals
- Specialty hospitals
- Community hospitals
- Ambulatory centers

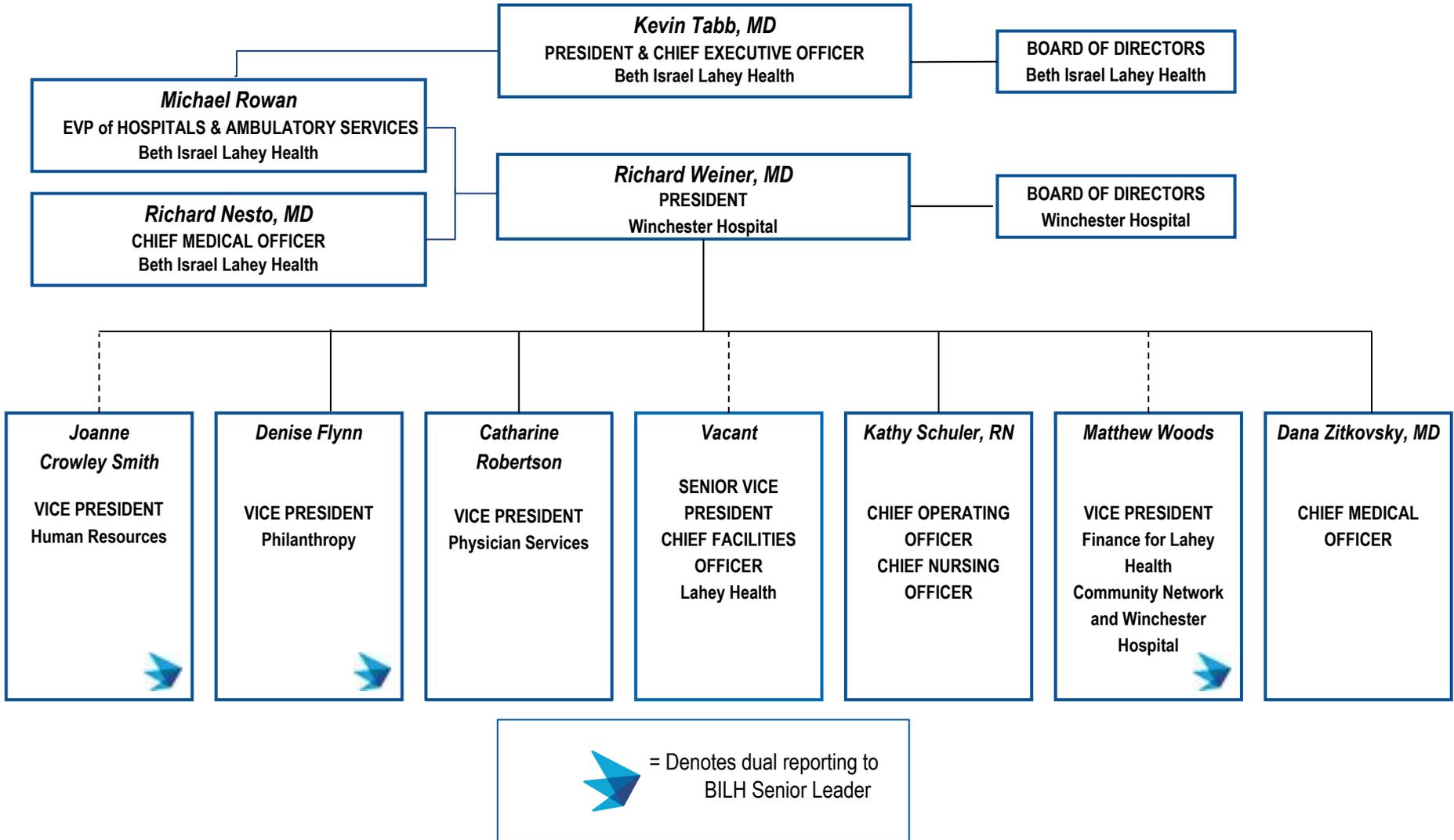
Introducing BILH

The Beth Israel Lahey Health logo represents the three core elements of our vision: **care delivery, education/discovery, and integration.**

The intersecting nature of the triangles illustrates **coordination and synergy.**

The placement on the upper right side evokes a feeling of **forward and upward motion**, conveying our system's vision to **make a difference in people's lives.**

The color blue communicates the **collective expertise** and **sophistication** within our system, while also achieving **uniqueness** through a combination of novel shades.



And Now . . .

- Our Executive Team would like to welcome you to Winchester Hospital
- Our President, Richard Weiner, MD

Richard Weiner, MD

President

- Overall responsibility for Winchester Healthcare Management (WH and related entities)
- Role of Winchester Healthcare Management within the larger system
- Integration of the Winchester Healthcare Management Senior Leadership Team with the Board of Directors
- Local, state and federal regulatory issues
- Relationship with President's of other MA hospitals

Dana Zitkovsky, MD

Chief Medical Officer

- Accreditation
- Hospitalists
Program
Oversight
- Infection
Prevention
- Medical
Directorships
- Medical Student/Resident
Training Program Oversight
- Medical Staff Services
 - Credentialing
 - Governance/Leadership
 - CME
- Physician Aspects of
Services
- Quality and Patient Safety

Quality and Safety – Reduce Harm; Achieve Excellent Outcomes

- Goals: By 9/30/21, reduce harm in selected events (falls with serious injury, HAPU, VTE/PE, HAI) to 0. By 9/30/21, reduce the number of C.difficile cases to no more than 13 and reduce readmissions to 10.5% or better.
- Strategies:
 - Reduce Variation and Harm
 - Improve process and outcome and/or maintain performance Magnet standards
 - Ensure safe and healthy work environment
 - Develop system wide connectivity through adoption of system EHR

Patient Serious Harm Events FY2021



Through October 31, 2020



*WH only, All-Cause, All-Payer 18+, 30-day Unplanned Readmissions
Fiscal Year (FY) runs October 1 - September 30
Three year goal starting FY19-FY21

Joanne Crowley Smith, Vice President Human Resources

- **Child Development Center**
- **Human Resources**
 - Benefits, Compensation, and HRIS
 - Employment and Employee Relations
 - HR Administration
 - Employee Health
- **Volunteer Services**

Joanne Crowley Smith, Vice President Human Resources

- Employee Engagement – create trusted colleague relationships
- Goals: By 9/30/21 decrease Winchester Hospital First Year Turnover rate by 10% (FTE count)
- Listen to colleagues and enhance engagement
- Develop staff knowledge and skills
- Ensure availability of health choices for employees

Vacant, Vice President

Real Estate for Lahey Health, Facilities and Real Estate Services,
Safety Officer for Winchester Hospital

- **Facilities Administration**

- Construction
- Capital Planning
- Design Development
- Permitting
- Leases
- Property Management

- **Safety Management**

- Environment of Care
- Emergency Preparedness
- Disaster Planning
- Joint Commission
Preparedness
- Life Safety

- **Engineering**

- **Maintenance**

- **Plant Engineering**

- **Security**

- Courier Service
- Shuttle/Transportation
- Parking
- Valet Service

- **Telecommunications**

- Audio/Visual
- Physician Answering
Service
- Telephone Repairs
- TV/Pagers
- Switchboard

Kathy Schuler, RN

Chief Operating Officer, Chief Nursing Officer

- **Ambulatory Surgery Center**
 - **Breast Care Center**
 - **Cancer Center**
 - **Cardiology**
 - **Case Management**
 - Interpreter Services
 - Social Services
 - **Center for Healthy Living**
 - **Emergency Dept/Urgent Care**
 - **Guest Services**
 - Food and Nutrition
 - Environmental Services, Laundry, Linen
 - Service Response Center
 - **Laboratory**
 - **Neurology**
 - **Nursing Administration, Resources, Informatics, Staff Development**
 - **Pastoral Counseling**
 - **Patient Care Services**
 - **Adult Health (A-1, A-4, B-2, B-3, C-3, ED, ICU, Urgent Care, IV Therapy)**
 - Float Pool
 - Staffing Office
 - Endoscopy Center
 - Surgical Services (ACU, A-3, Bariatrics, Day Surgery, OR, Pain Clinic, PACU, PAT)
 - Maternal/Child Health (MBU, L&D, SCN, Well-born Nursery, Perinatology, A-4)
 - Central Materials Services
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Kathy Schuler, RN

Chief Operating Officer, Chief Nursing Officer

- Pharmacy/Employee Pharmacy
- Radiology
- Imaging Centers
- Nuclear Medicine

Kathy Schuler, RN

Chief Operating Officer, Chief Nursing Officer

- **Patient Experience – create loyal patient relationships**
- Goals: by 9/30/21, achieve the designated top box score goals (inpatient 79.6% and ED 75.7%, PHO 85.0%, Responsiveness 70.5%)
- Strategies: Listen to patients and get their feedback
 - Responsiveness
 - Discharge process

Matthew Woods, Vice President

Finance

- **Finance**
 - Accounts Payable
 - Central Registration
 - Central Scheduling
 - Financial Clearance
 - General Accounting
 - Payroll
- **Financial Planning**
 - Budget
 - Reimbursement
- **Health Information Management***
- **Highland Health Care Associates IPA**
- **Winchester Highland Management**
- **Lahey Health Performance Improvement Operations**

* = Shared

Services

Matthew Woods, Vice President

Finance

Growth

- By 12/31/20, return WPA practices to 100% of pre-COVID-19 volume; 90% pre-COVID-19 revenue (FY21 Q1) .
- By 12/31/20, recover inpatient volume to 90%, outpatient volume to 92% and OB volume to 106% of FY21 Q1 volume.

Stewardship

- By 12/31/20, hold losses at no more than \$4.9 million in Q1. By 9/30/21, achieve Philanthropy goal of \$2 million total dollars raised.

Denise Flynn

Vice President Philanthropy

Hospitals can further their mission by:

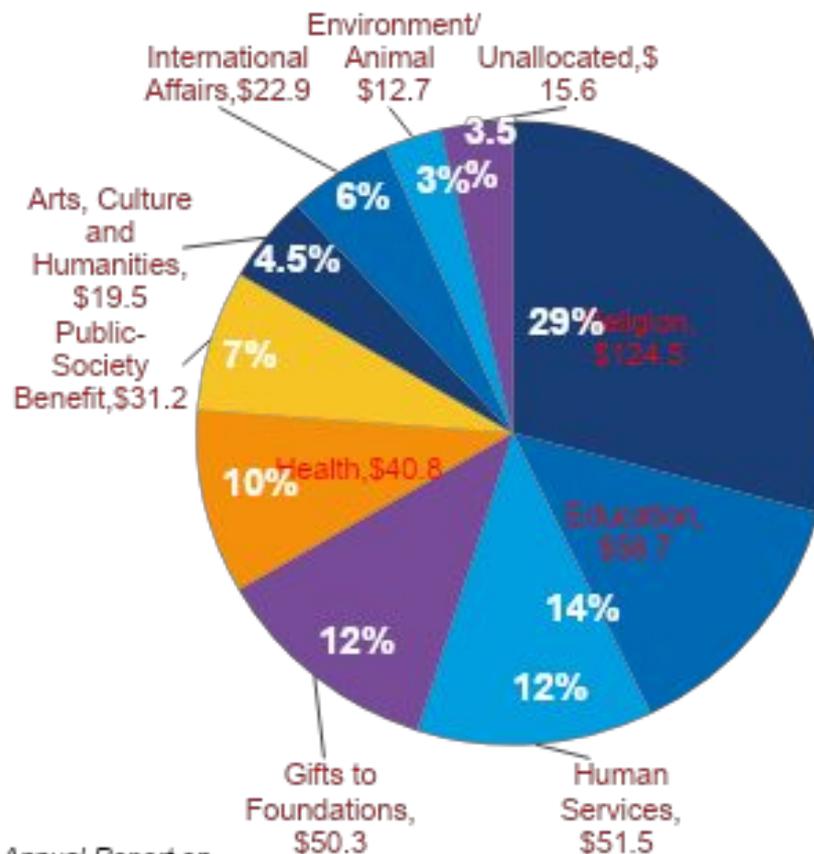
- Earning Funds
- Borrowing money
- **RAISING MONEY**



Where Do Donors Give?

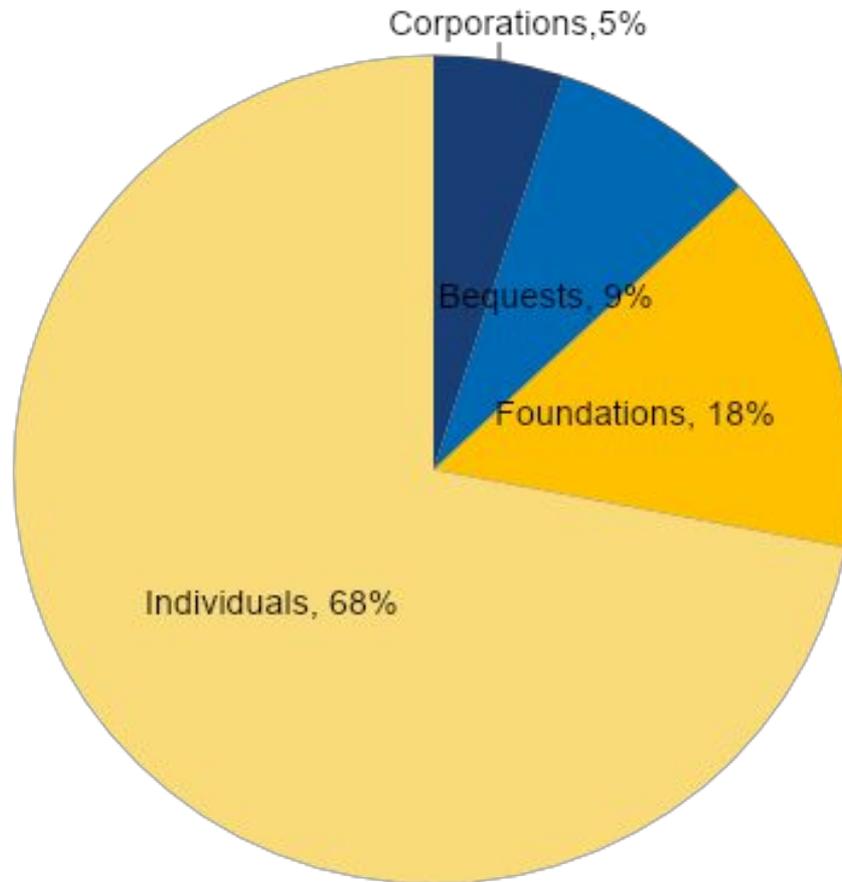
2018 Contributions -- \$427.71 billion industry

2018 Contributions by Type of Recipient Organization (in billions of dollars)



Source: Giving USA 2019: The Annual Report on

Where Does the Money Come From?



Pyramid of Giving

