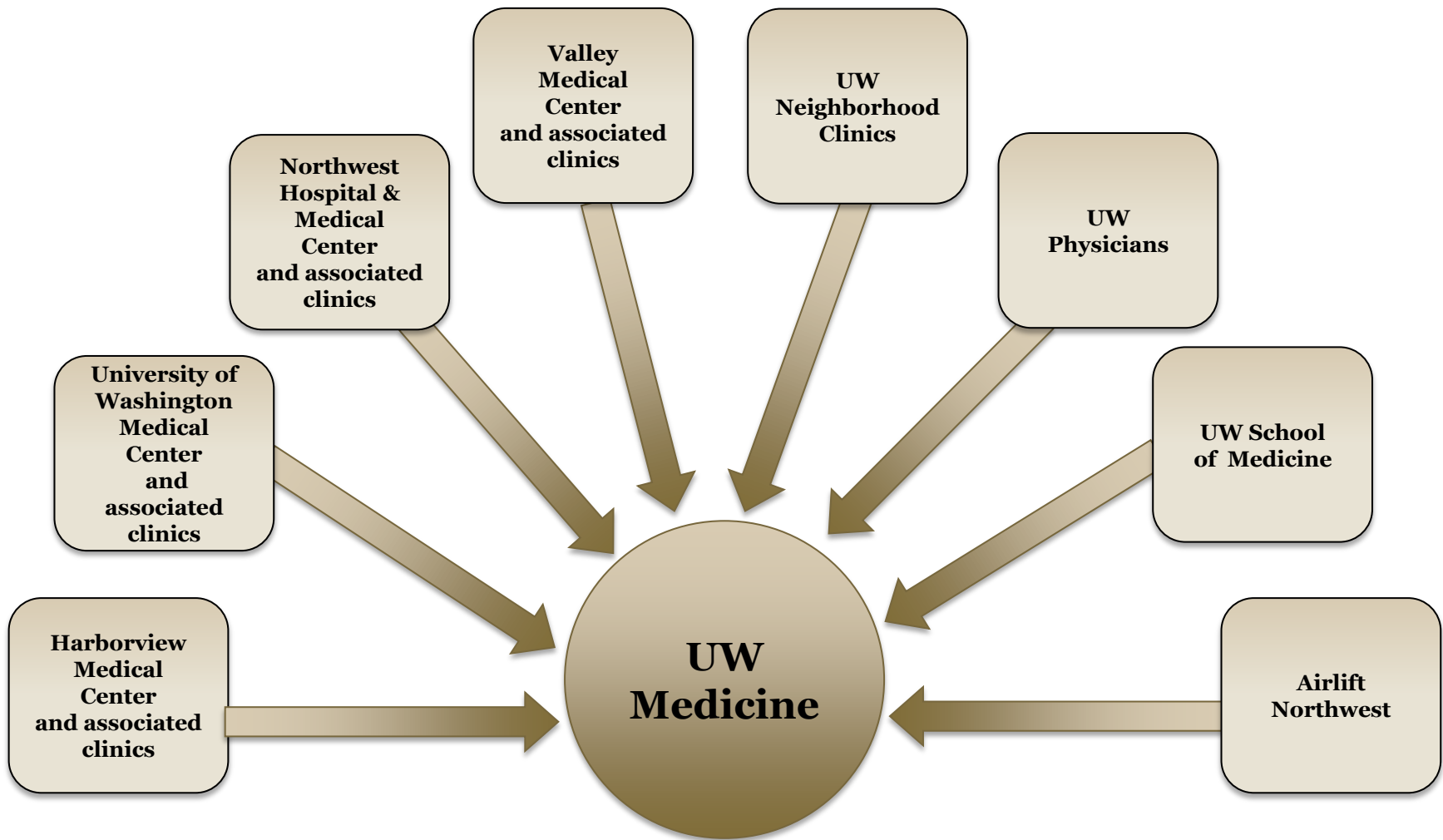




UW MEDICINE



Cynthia Hecker
Executive Director
Northwest Hospital & Medical Center
UW Medicine



UW Medicine also shares in the ownership of the Seattle Cancer Care Alliance and Children's University Medical Group and has a longstanding comprehensive affiliation with Seattle Children's.

Harborview Medical Center

Harborview Medical Center, Level I adult/pediatric trauma and burn care (Washington, Alaska, Montana and Idaho). Safety net hospital for King County. One of two academic hospitals in UW Medicine.

Areas of Specialization

- Trauma/Burn
- Neurosciences
- Orthopedic
- Rehabilitation
- Vascular care
- Psychiatric and Psychological Services
- HIV/AIDS
- Emergency Medicine
- Disaster Management

2012 Statistics

•Inpatient beds.....	413
•Employees.....	4,684
•Admissions.....	19,094
•Clinic visits.....	247,246
•Emergency Department visits.....	62,432

Northwest Hospital & Medical Center

Northwest Hospital & Medical Center is a community hospital, located in North Seattle.

Areas of Specialization

- Cardiology, Cardiac Surgery and Cardiac Rehabilitation
- Obstetrics, including Midwifery
- Multiple Sclerosis Center
- Neuroscience/Neurology/Stroke/Neurosurgery
- Orthopedic/Total Joints/Sports Medicine
- General Surgery/Hernias
- Geropsychiatry
- Rheumatology
- Oncology/SCCA

2012 Statistics

•Inpatient beds.....	281
•Employees.....	1,543
•Admissions.....	10,383
•Clinic visits.....	109,045
•Emergency Department visits.....	33,832
•Births.....	1,256

Valley Medical Center

Valley Medical Center (VMC) is an acute care community, South of Seattle, Renton

Areas of Specialization

- Obstetrics and midwives
- Level II Neonatal ICU
- Joint Replacement/Orthopedics
- Emergency Services/ Level III Trauma Center
- Oncology
- Gastroenterology

2012 Statistics

- Licensed beds.....303
- Employees.....2,960
- Admissions..... 16,811
- Clinic visits..... 535,225
- Emergency Department visits..... 74,622
- Births..... 3,822

UW Medical Center

University of Washington Medical Center (UW Medical Center), a world renowned academic medical center.

Areas of Specialization/Tertiary and Quaternary Care

- Cardiology/Cardiac Surgery
- Oncology/Stem Cell Transplantation
- Obstetrics/High-Risk Neonatal Intensive care
- Orthopedics/Sports/Spine
- Solid Organ Transplantation

2012 Statistics

• Inpatient beds.....	450
• Employees.....	4,383
• Admissions.....	17,915
• Clinic visits.....	300,487
• Emergency Department visits.....	23,487
• Bone Marrow Transplants (w/SCCA).....	485
• Organ Transplants.....	263
• Births.....	1,950

History

- Harborview Medical Center has been affiliated with UW Medicine for > 40 years
- UWMC > 50 years old
- UW Physicians' >20 years
- UW Neighborhood Clinics (now have 9)
- Airlift Northwest
- Northwest Hospital & Medical Center affiliated 3.5 years
- Valley Medical Center affiliated 2 years

UW Medicine Integration

- Evolving for > 40 years
- Drastic changes in last 10 years
- Administrative restructuring positioned us for change; creation of the VP for Health Systems.
- Academic and community based worlds began to overlap in 2010
- Integration has been challenging at every point, slower than we would have liked, but very worthwhile.

Clinical Integration

Challenges:

- Cultural difference
- Mission differences
- Lack of standardization of IT infrastructure
(ADT, Registration, Billing, Decision Support, EMR, Billing, Lab, Pathology, Radiology, ED, OR)
- Multiple Oversight Boards
- Multiple physician employment arrangements

How Do You Define “US”?

- Referrals
- Branding
- Shifting of services
- Sharing of policies/procedures (work product)

Consistent Messaging & Leadership

- Development of a strategic plan that encompasses the entire system
- System Wide Process Improvement and Service Excellence Programs
- Integration of key infrastructure services, Risk Management, Compliance & Marketing

Developing a Culture of “Us” Not “Them”

- Each entity must be successful to ensure the health of the entire system
- Meetings must have representation from all entities
- Each entity has equal input

Physician Trust

- Must work to establish an understanding and respect different ways of practicing
- No one employment model fits all entities
- Not all compensation models will be alike
- Importance of referring to other UW Medicine colleagues

ACO Preparedness

- Integration is essential for any sort of success as an accountable care organization.
- Payers and employers are not asking for entity specific quality, satisfaction or cost containment efforts. They want to know what they can expect from your system.
- Success requires that we have system data that shows no matter what door a patient enters they will receive high quality, service centered, cost effective care.

The integration of different health care entities is very hard work but it is the direction health care is taking.

Those successful in it will survive, others will flounder.

THANK YOU