

Key Factors Worksheet

P.1a Organizational Environment

Organization Description Not-for-profit integrated delivery health care provider. Service area of approximately 2,000 square miles includes both rural and urban areas. System created in 2000 with merger of two regional health care providers. Significant growth organically and through acquisitions

Service Offerings Five hospitals include a teaching hospital with 120 residents and service lines of cardiology, oncology, orthopedics, women's and children's health, behavioral health/substance abuse, and neurology. Outpatient and post-acute service lines (home health, hospice, and durable medical equipment [DME]) generate 70% of the total revenue. Diagnostic and treatment centers, joint venture (JV) surgery centers, imaging and rehabilitation services, urgent care, and 750-member multi-specialty medical group along with 420 independent physician members. Operates health insurance plans

Mission, Vision, Values Mission – provide outstanding health care services to improve the health of all citizens in the service area; Vision – to be among America's best health systems; Values – WE CARE: World-class medicine, Efficiency, Compassion, Accountability, Respect, Excellence

Core Competencies Safe, high-quality clinical care; efficiency in operations

Workforce profile Workforce segments: 9,830 employees (5,730 clinical; 4,100 non-clinical), 1,290 physicians (750 employed, 420 non-employed), 140 students (100 nursing, 40 other), and 500 volunteers (400 adults, 100 teens). Organized bargaining units for nurses and environmental and facilities workers

Workforce Engagement Factors Clinical employees: support of clinical practice, competitive compensation, collegial environment, safe environment, appreciation, and wellness. Non-clinical employees: collegial environment, competitive compensation, wellness, and ability to work remotely. Employed physicians: support of clinical practice, competitive compensation, staff competency, and support for service growth. Non-employed physicians: ease of practice, staff competency, and support for service growth. Students: safe learning environment, expert clinical faculty, and career acceleration. Volunteers: meaningful work, appreciation, and wellness

Assets Five hospitals: 600-bed, 150-bed, 50-bed (2), and 25-bed critical access; corporate office building; outpatient facilities; surgery centers; imaging centers; and urgent care and rehabilitation therapy facilities. Equipment: imaging, radiation oncology, e-ICU (intensive care unit), cardiology, neurosurgery, and mobile clinic. Nonphysical assets: Apex electronic medical record (EMR) software, telehealth platform, analytics platform, and residency curriculum and programming

Regulatory Environment Heavily regulated by federal, state, and industry organizations. Federal: Centers for Medicare and Medicaid Services (CMS), Occupational Safety and Health Administration (OSHA), Office of Inspector General (OIG), Office for Civil Rights (OCR), Equal Employment Opportunity Commission (EEOC), Food and Drug Administration (FDA), Environmental Protection Agency (EPA), Internal Revenue Service (IRS), and Department of Energy (DOE). State: Department of Health, insurance, Medicaid services, and emergency medical services. Third layer of regulators include United Practice, American Surgeons Group, American Pathologists Group, Accreditation Council for Graduate Healthcare Education, Radiologists Group of America, and Commission of Education Advancement