

Building the Highest Value System of Health in the Pacific Northwest

Leadership Institute

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MultiCare Health System



Mission, Vision and Values

Mission

Partnering for healing and a healthy future.

Vision

MultiCare will be the **Pacific Northwest's** highest value system of health:

- Leading as a people-centric community asset
- Integrating a full continuum of high-performance, customer-focused health and health-related solutions
- Delivering world-class health outcomes and exceptional experience at a competitive price

Values

Respect, Integrity, Stewardship, Excellence, Collaboration, Kindness



Sites of Care

6 Adult Hospitals

1 Pediatric Hospital

1 Hospital Under Construction (Open in Q1 2018)

2 Free-standing Emergency Department

200+ Clinics

- 2 Multi-Specialty Center
 - •Gig Harbor
 - Covington (Free standing ED)

3 Ambulatory Surgery Centers

5 Outpatient Surgery Centers



First Touch

- **10** Urgent Care Centers
- 11 RediClinics
- 15 ImmediateClinics
- 14 Indigo, 2 more opening this year

- 9 Occupational Health Sites of Care
- **10** Behavioral Health Sites of Care
 - **6 Inpatient Units**
 - **2 Outpatient Centers**
 - 1 Hospital
 - 1 Joint Venture Hospital under construction (CON approved 120 beds 01/2016)

- 4 Imaging Joint Ventures 8 sites of care
- **65+** Specialties

Home Health Hospice



Our Strategic Priorities

Consumer

Collegial

Collaborative

Corporate

Constituent

Mission, Vision and Values

Provider Enterprise Ambulatory Network and Retail

Facility Based Care

Community Health Status and Population-Based Care

Post Acute Care

Support Services

Performance Excellence

10-10-10-25

Population-Based Care

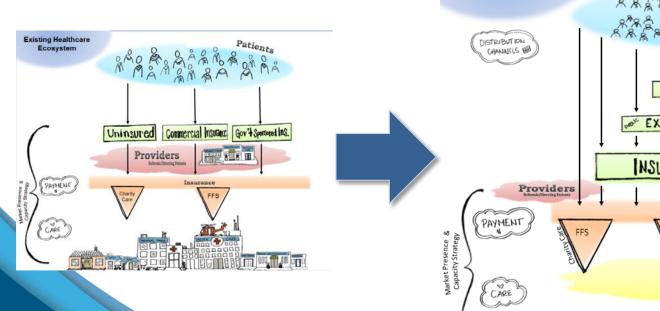
- Physician Integration
- Continuum of Care
- Health, Chronic Disease & Risk Management

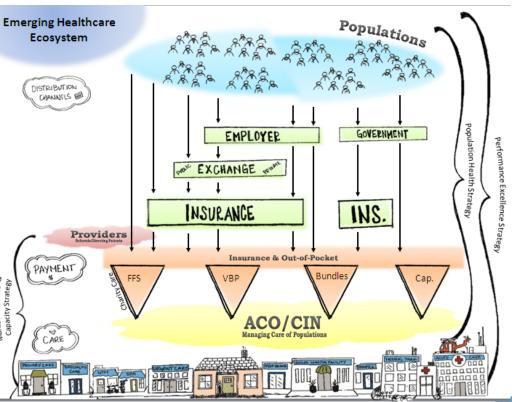
Expanding Market Presence and Access to Care and Service

Transitioning from Volume to Value

from **VOLUME**

to **VALUE**

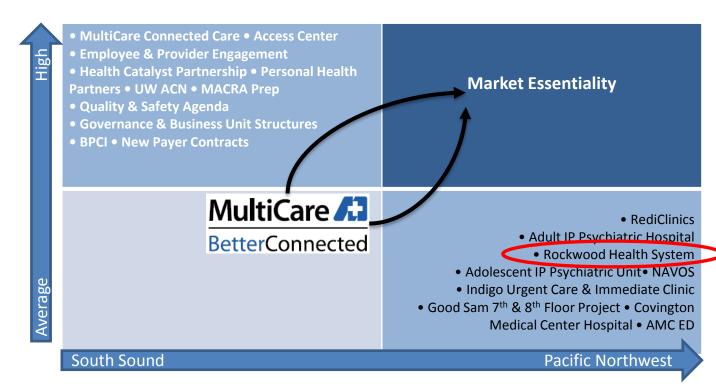






Pacific Northwest Market Essentiality

Highest Value System of Health Capabilities & Performance engagement, quality, experience, cost, viability)

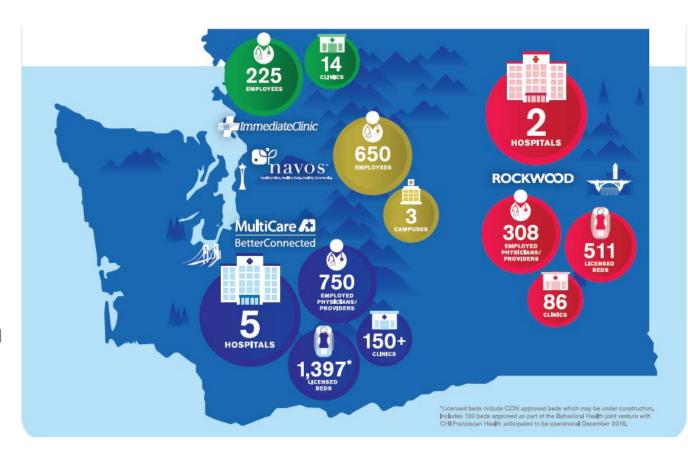


Market Presence & Expanding Access to Care Pacific Northwest System of Health



Market Essentiality

MultiCare has taken some major steps to achieve our vision of becoming the highest value system of health in the PNW.





Growth is Essential for A Thriving Future

- Adjacency of the referral region and potential quaternary referral opportunity
- Access to the second-largest employer market in Washington, including state employees
- Gateway to future population centers in the Pacific Northwest
- Scale for population health management and other value-based activities
 - Other more traditional economies of scale



MultiCare Achieved Significant Growth Both Organically and Through Acquisitions



1882

Fannie C Paddock Memorial Hospital is dedicated and open in Tacoma, Washington





1986 Hospice of Tacoma join MultiCare Medical Center 1989 MultiCare acquires Allenmore and changes name to MultiCare Health System



2006

Good Samaritan Hospital completes an affiliation with MultiCare Health System



2012

MultiCare purchases Auburn Regional Medical Center which becomes its 5th hospital



2016

MultiCare significantly expands Urgent Care services through establishment of Indigo and purchase of ImmediateClinic



2017

Expanding Behavioral Health capability and geographical coverage through the affiliation with Navos

1882

1912

1986

1989

2005

2006

2011

2012

2

2014

2016 2017

1912

Change name to Tacoma General Hospital and makes plans for an extensive addition



2005

\$15M Mary Bridge Children's Health Center opens on Mary Bridge's 50th anniversary



2011

The 357,0000-square-foot Dally Tower opens at Good Samaritan Hospital in Puyallup



2014

The seven-story Rainier Pavilion opens; it is home to 100 private rooms for patients



2017

MultiCare purchases the assets of Rockwood Health System in Spokane from CHS



2017

2017

MultiCare Health System and UW Medicine entered into an alliance





Rockwood Health System



Deaconess Hospital

- Level III Trauma Center, Certified Chest Pain Center, Certified Total Joint Restoration Center
- o Primary Stroke Center
- Only hospital in area accredited for bariatric surgery
- o 388 beds





Valley Hospital

- Inpatient, outpatient, diagnostic imaging, medical, surgery, emergency services
- Accredited acute care hospital, Level III trauma center
- o 530 medical, allied health professionals
- o 123 beds

Rockwood Clinic

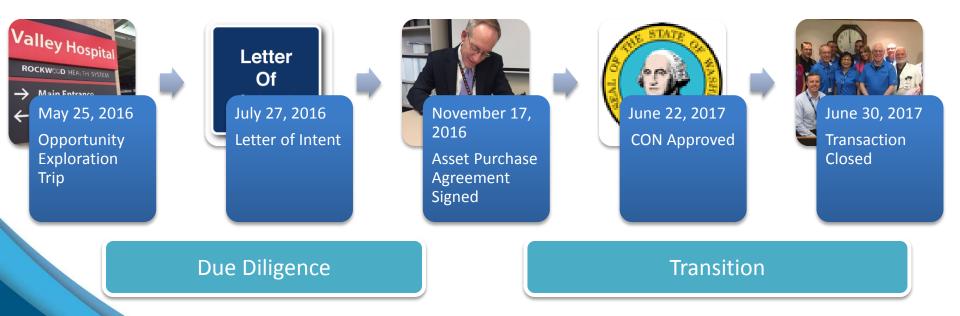
- o Primary, urgent, specialty care
- Spokane, Couer d'Alene, Cheney, Medical Lake
- o >110,000 patients annually
- >40 specialties operating from 12 primary locations (WA and Idaho)
- o >857,000 clinic visits

1 Free-Standing ED 6 Urgent Care Centers 3 Ambulatory Surgery Centers

24/7 Virtual Care



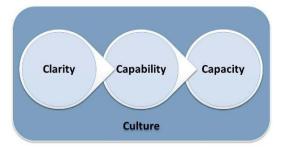
Acquisition Timeline





Creating a Culture of Excellence

- Creating an environment and culture of trust
- Cultivating an organizational commitment to life-long learning
- Embracing Service Excellence principles





Embrace the Lessons Learned

Common Mistakes	Plan to Address
Organizational arrogance	Practice humility
Inability to preserve value of target prior to close	Embrace speed
Ambiguous organizational accountability	Establish accountability
Lack of understanding and awareness related to original investment model	Educate the masses
Approach transition like its just another project	Leverage methodologies and expertise
Expecting that diligence has uncovered everything	Expect the unexpected



Employ

S

- 1. Take Care of Patients
- 2. Pay our Employees
- 3. Bill for Services Provided

Clinica

- All necessions
 complete
- Fully enabled to care in same manner as day below.
 Close

s received of Asset

greement met

Transition Planning By The Numbers

40

Workstreams

100+

MHS & Partner Team Members

3550

New MultiCare Family Members

230

Hours Until Close ... and 1 second

Human Potential



Background
Checks Complete

3544 / 3550

Benefits

Fairs Held

Executive Offer Packages Delivered



14

MHS Employee Volunteers In

Go-Live

Command Centers:

3 Operational, 2 IT





Change Champions
Recruited



120 +

Other Workstream Updates

Files Provided By CHS For Review



5.602

Contracts Reviewed



1,882

Communication Delivered



20

Users Authenticated



98%

Licenses Verified

@ Deaconess





383 / 383

@ Valley

123 / 123

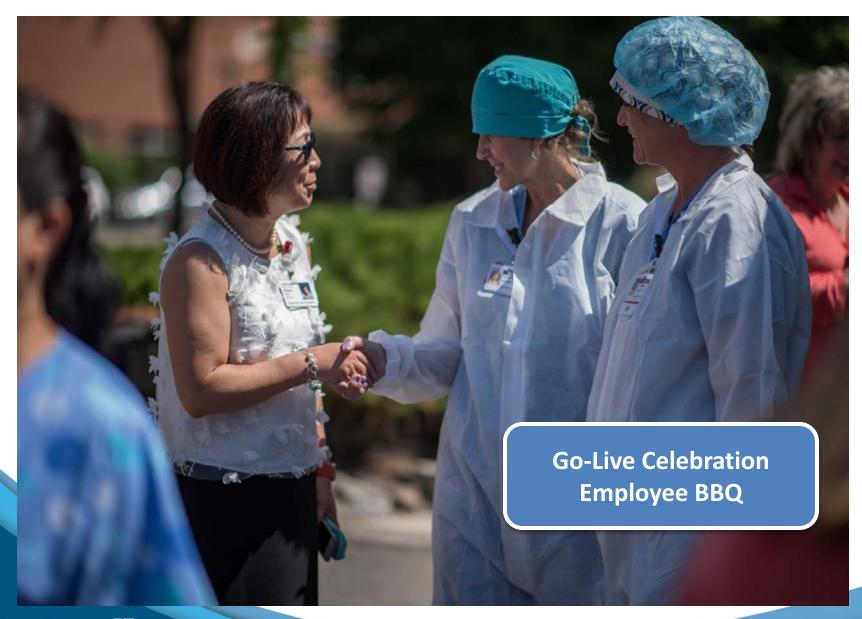




Transition of Ownership at Deaconess Hospital at 11:59pm on June 30, 2017

July 1, 2017 New Ownership, New Sign



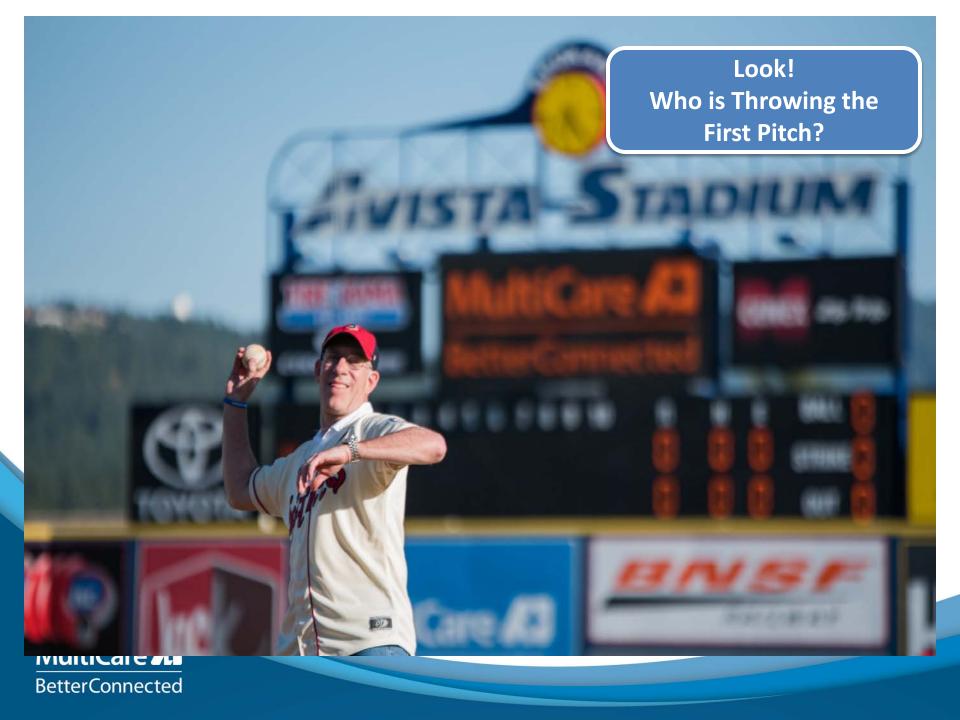


MultiCare Æ BetterConnected









Inland Northwest Region

- A seasoned Regional and Senior leadership team in place
- First Leadership Engagement Forum
 - Keynote Speaker: Stephen MR Covey on Speed of Trust
- Leadership presence
- Quick wins
- Gain significant knowledge about community perception, repair relationship if needed and pursue deeper connections to improve the overall health status of the community
- Community Physicians Partnership
- Building partnerships within the community to establish ourselves as a local presence
 - First Community Event "Bridge to Breakfast" ("Run for Your Waffles!")

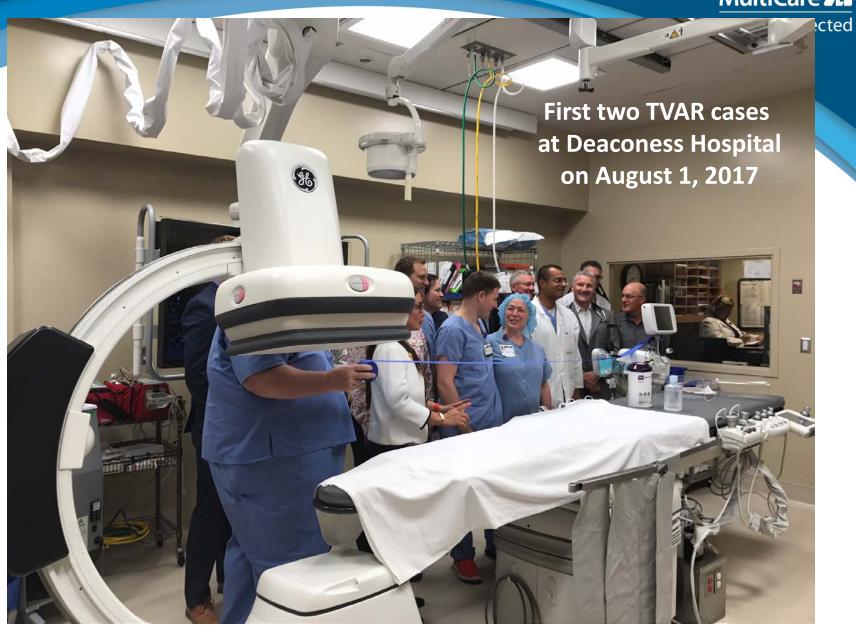


First 90-Day Observation

- Overwhelming positive welcome from all
- Compelling histories/legacy of superb, leading-edge care
- Outstanding physicians, nurses, staff
- Three high-caliber organizations although function in silos instead of an integrated health care delivery system







Go-Forward Plan

- Build trust
- Create an integrated health care delivery system
- Create innovative, high-value care models
 - Orthopedics
 - Oncology
 - Cardiac/Vascular
 - Neuro-sciences
 - Gastroenterology
 - Urology
 - Expanding ambulatory footprint (First-Touch Strategy)



Go-Forward Plan

- Collaborative opportunities
 - Integrated Epic platform (March 1, 2018 for the clinics and June 1, 2018 for hospitals)
 - Graduate Medical Education
 - Bio/Medical Research
 - Philanthropy/Community Benefit
 - Accountable Community for Care



Questions

