



Service Line Development for the New Decade

Advancing “Systemness” and Capacity
to Lead in Value

Tony Aquilina, DO, Executive VP, Chief Physician Officer | November 5, 2021

Agenda

Background

WellSpan Health and
the service lines

Time for a Change

Drivers for the new
structure

Goals & Challenges

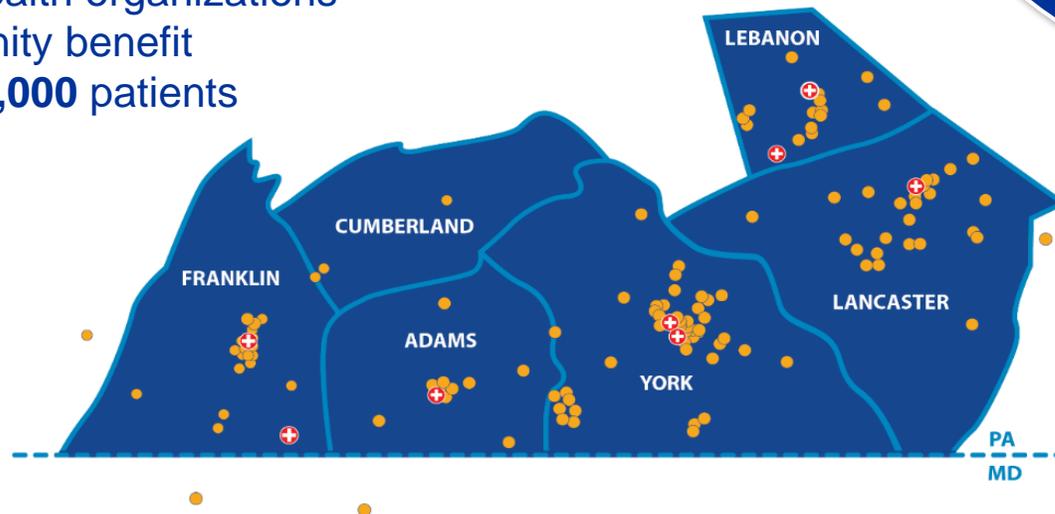
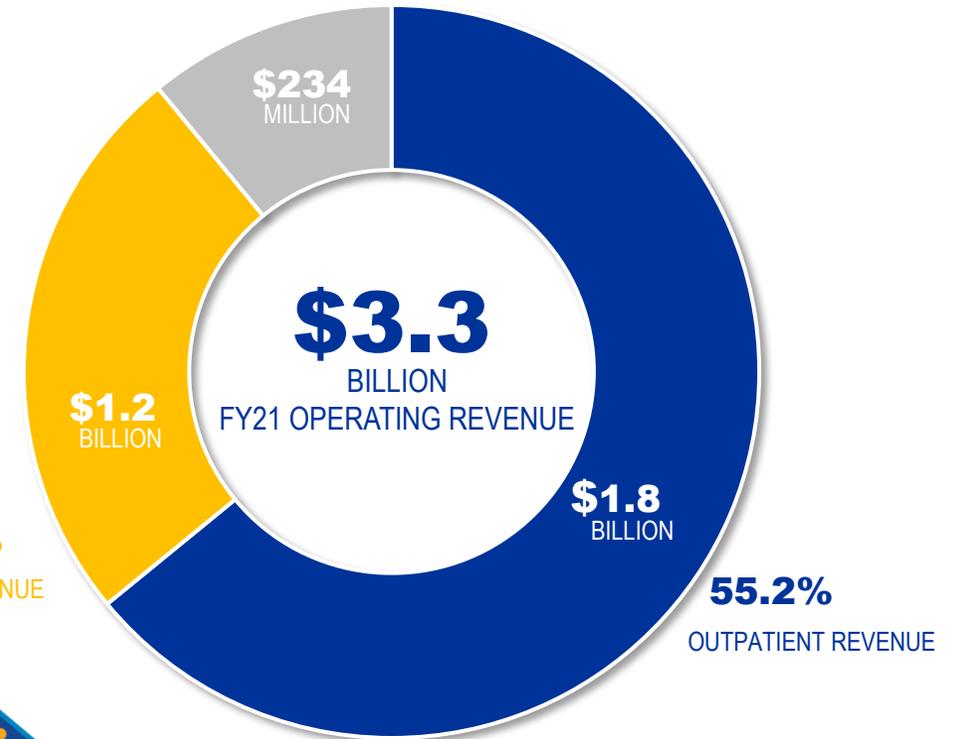
Guiding principles and
managing the
restructure

Present Day

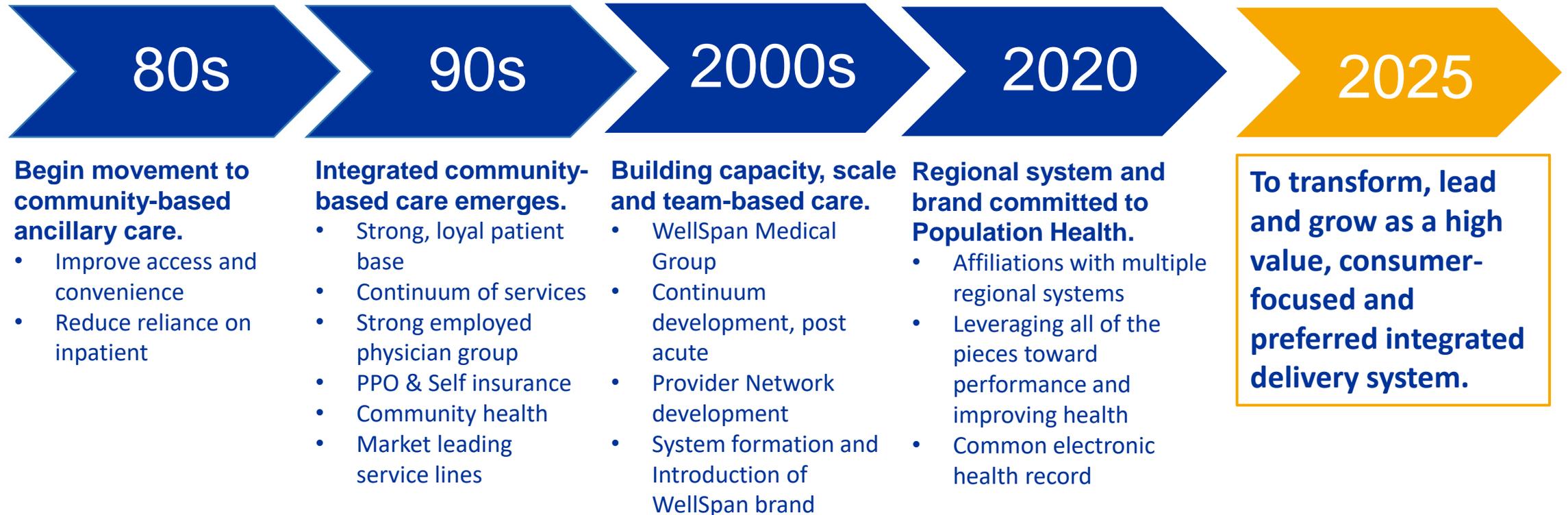
New expectations

WELLSPAN AT A GLANCE

- **20,000+** team members and **3,600** volunteers
 - WellSpan Medical Group: **1,750** Physicians/Advanced Practice Providers
 - WellSpan Provider Network: **2,600** Physicians/Advanced Practice Providers
- **220+** patient care locations
- **8** hospitals
 - Regional behavioral health organization
 - Regional home health organizations
- **\$256** million in community benefit
- Serving more than **800,000** patients



WELLSPAN'S STRATEGIC JOURNEY AS AN INTEGRATED SYSTEM



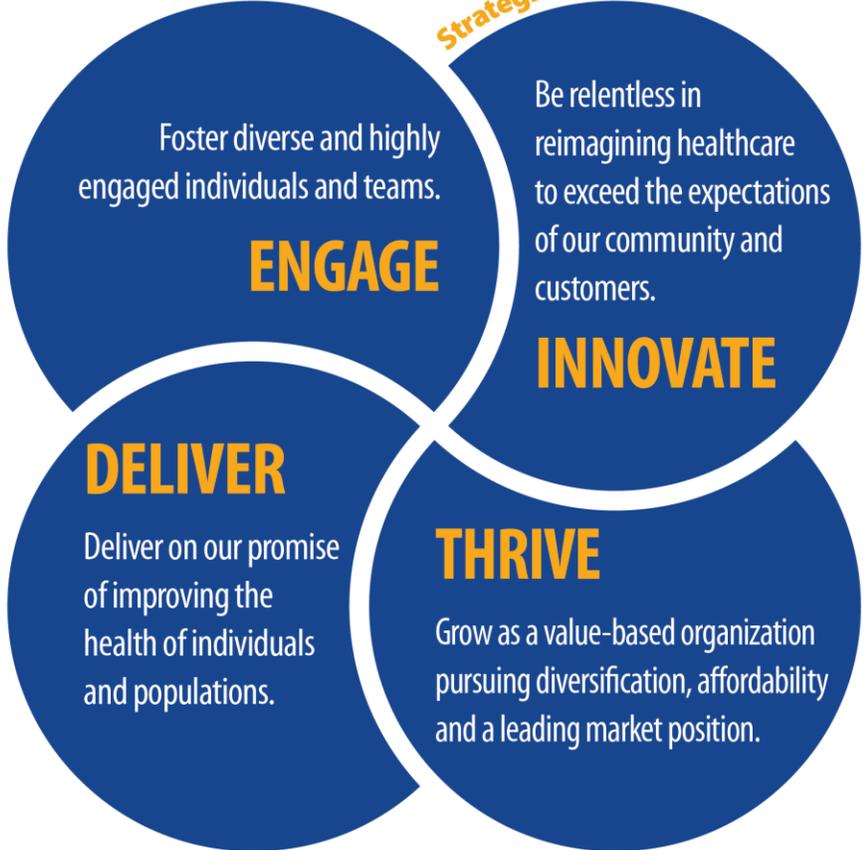


2025 Strategic Plan



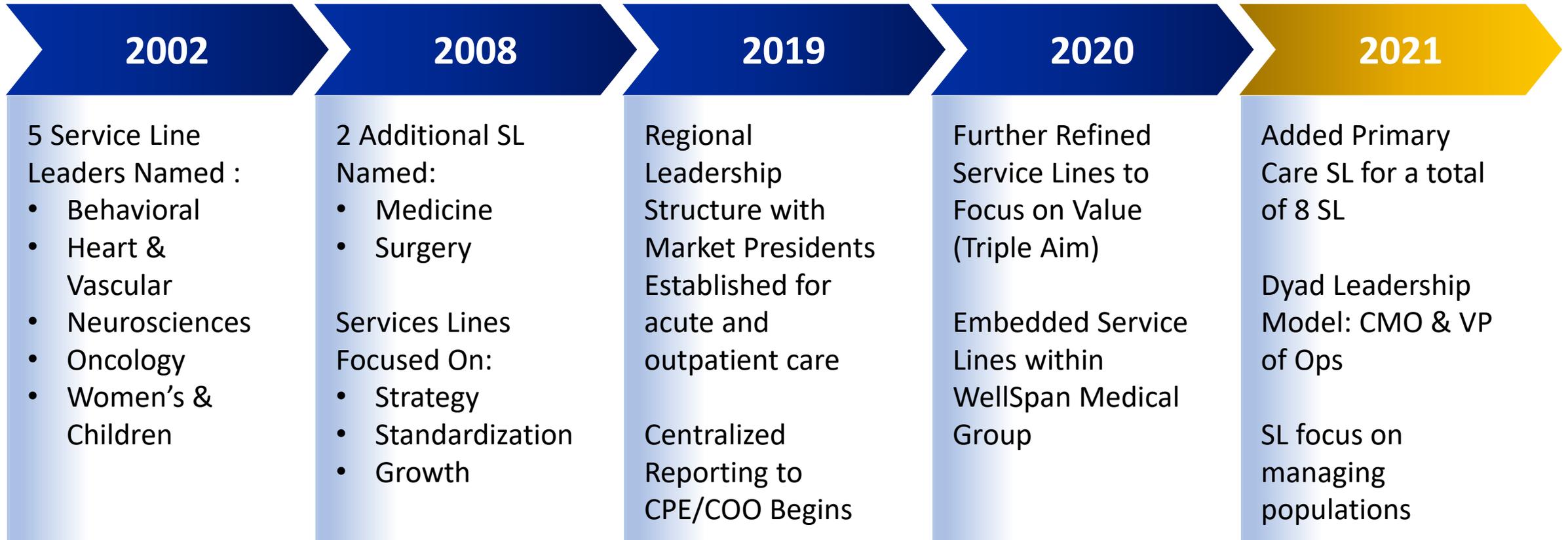
Vision
Our Aspiration
A Trusted Partner.
Reimagining Healthcare.
Inspiring Health.

Mission
Our Motivation
Working as one to improve health through exceptional care for all, lifelong wellness and healthy communities.



Values
Our Distinction
Respect for All
Working as One
Assume Positive Intent
Do the Right Thing
Find a Better Way

HISTORY OF SERVICE LINE



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History of Service
Lines at WellSpan
Health



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DRIVERS OF THE CHANGING HEALTHCARE ENVIRONMENT

More People Insured by Government Payors

Spending on Medicare & Medicaid Outpacing Federal Revenue Growth

Value-Based Reimbursement Replacing Fee-for-Service Model

The Shift from inpatient to Outpatient Care Continues

The Healthcare Consumer Continues to Evolve

Interest in Telehealth Continues to Grow

SUPPORTING THE TRIPLE AIM

Value Imperative

Improve health by delivering the highest **quality** care with an exceptional **experience** at an affordable **cost**.



WellSpan Mission

Working as One to **improve health** through exceptional care for all, lifelong wellness, and healthy communities.

ALIGNING THE SERVICE LINES WITH THE ORGANIZATIONAL VISION

Trusted Partner

- Consistent **high-quality** experiences
- Achieve **best-in-class care**
- Create efficient leadership
- Prioritize **clinician leadership**

Reimagining Healthcare

- Align care pathways to **provide value**
- Address **care variation**, streamline investments

Inspiring Health

- Drive a culture of **collaboration**
- Continuous learning and improvement
- **Evidence-based** care delivery practices
- **Equitable care** and healthier populations

GOALS AND RESPONSIBILITIES



Provide a foundation to drive a population and value-based approach to care.



Deepen capabilities, consistency to achieve exceptional outcomes and performance.



Establish institute or center of excellence models.

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THE NEW RESPONSIBILITIES OF THE WELLSPAN SERVICE LINES



Standardization of patient care across the system – includes specialty specific quality and patient experience as well as creating a culture of value.



Operational Effectiveness – provider and staff productivity and engagement, lean management.



Service Line Strategic Growth – programmatic growth, connectivity to regional and system plans.

WHAT WE WANT TO ACCOMPLISH

- Every Service Line has a physician CMO who practices in the field and a VP administrator partner
- Every physician/APP belongs to a Service Line
- Every physician understands the expectations
- Service line leaders partner with our Regional Presidents
- Deliver value-based care success
- Standardization of care across our entire system
- Drive partnerships to achieve system goals

CHALLENGES AND CONSIDERATIONS TO ADVANCE SERVICE LINES

Challenges

- Dependent on relationships building
- Efficient decision-making in the matrix environment (prioritizing growth opportunities)
- Recruitment of SL leadership
- Time spent on physician recruitment (i.e. more than 22,000 miles driven interviewing 100+ candidates)
- Strategy versus operations
- Realizing true Systemness

Considerations

- Service lines are the structure for WellSpan Medical Group
- Leadership structures
- Department alignment
- Align quality and performance metrics
- Standardize compensation and performance metrics

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Thank you!

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