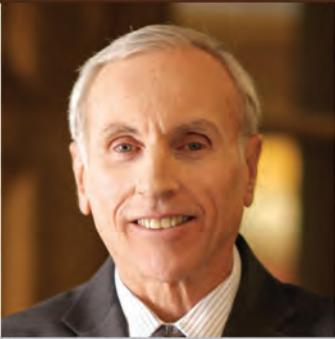




VIEW*S* & VISIONS

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The Future of Patient-Centered Care

Gary B. Weinstein, President & Chief Executive Officer
Washington Health System

Gary B. Weinstein assumed the position of President and CEO of Washington Health System (WHS) in Washington County, Pennsylvania, 25 miles southwest of Pittsburgh, in June 2010. He provides leadership, direction and administration across the entire system, which includes a large community hospital, a small rural hospital, a 70-provider physician group, a chemical dependency rehab facility, a community wellness center, a hospice and joint ventures in the areas of senior living, home health, cancer care and others.

Weinstein is a graduate of Bucknell University with a bachelor's degree in political science. As a Peace Corps volunteer, he taught junior high school in Ethiopia. He received his master's degree in public administration from the Wharton School of the University of Pennsylvania, after which he did community/economic development work for three years.

He began his health care career at Washington Hospital in 1981 as the hospital planner. From 1992-2010, he served as Executive Vice President and Chief Operating Officer.

A member of the American College of Healthcare Executives, Weinstein serves on the board of directors of the Healthcare Council of Western Pennsylvania, Hospital and Health Systems Association of Pennsylvania, Action Resources, Inc. and the Washington County Chamber of Commerce.

Most surveys show that the American people think highly of their doctors and their local hospitals, but they also think that health care costs too much and isn't very customer friendly. These concerns about cost and the difficulty of navigating our health care system have driven three major trends that are currently transforming the American health care system:

- A payment system change from paying health care providers based solely on the number of services delivered to one based also on the quality of services delivered.
- A change from a wholesale business mentality to a retail mentality. In years past, insurance covered just about all of the health care bill for most patients. Today, high deductible health plans and health plans with substantial coinsurance features cause patients to be much more activated consumers about both the price and the quality of the health care services they need.
- A movement by health care providers away from the episodic model of care, concerned mainly about what happened during one



WHS believes Patient and Family Centered Care, a partnership with patients and families, is key to ensure that the highest quality care is provided



WASHINGTON HEALTH SYSTEM

hospitalization or one doctor's office visit. The new model emphasizes coordinated care, where doctors, hospitals and many other health care providers communicate seamlessly with one another and coordinate care that is centered on the patient.

For a hospital or community health system to transform itself to achieve a coordinated, patient-centered experience at a reasonable cost requires much closer alignment than ever before with physicians, home care agencies, skilled nursing facilities, rehab centers and other providers. Thus, hospitals now employ most physicians. Hospitals are making substantial investments in information technology in order that medical information is instantly available to patients and providers when and where it's needed, and in order for patients to take charge of their health care by, for example, scheduling their own appointments or having their medical conditions monitored remotely.

All of these changes require expertise and investment. Acquiring expertise and generating the funds to invest generally require scale, which is driving rapid consolidation of health care providers across the country. Those without scale, such as small hospitals often located in rural areas, are in great jeopardy in this new health care world. Even larger independent hospitals are seeking solutions to achieve scale.

Washington Health System (WHS) includes one of those larger independent hospitals, WHS Washington Hospital (260 licensed beds) in



*Left: WHS Washington Hospital, a 260 licensed bed facility, is the health system's flagship facility
Right: The system's smaller rural hospital, WHS Greene, is a 49 licensed bed facility*

Washington, Pennsylvania, and one of those small rural hospitals (49 licensed beds), WHS Greene in Waynesburg, Pennsylvania. WHS also includes a 76-bed chemical dependency hospital, Greenbriar Treatment Center, based in Washington, with a system of halfway houses and outpatient centers throughout southwestern Pennsylvania, and a large multi-specialty physician practice, Washington Physicians Group, with more than 25 offices in Washington and Greene Counties.

The mission of WHS is “Great Patient Care” for the people it serves, and its vision is to be a “leader in health care quality, safety and value.” WHS is not an academic medical center, but it is a teaching health system, having a family medicine residency program, a school of nursing and a school of radiologic technology. It’s a non-profit organization, governed by a voluntary board of directors. Board members live and work locally, and they believe that health care is best delivered locally by health care professionals caring for their families, friends and neighbors; and that health care decisions for a community are best made by representatives of that community.

In a competitive health care world, WHS knows that it has to offer superior value to people in its area in order to achieve its

mission and to succeed financially. It has undertaken two broad strategic initiatives to attain its vision of being a leader in health care quality, safety and value, a health system that people will choose not just because of location, but because it offers great health care for a reasonable cost:

1. It has committed to becoming a Lean organization. Lean, pioneered in the manufacturing setting by Toyota Motor Company, is a philosophy and a set of operating principles and tools that, at its heart, is about respect for people – the people who work at an enterprise and the people who are its customers, suppliers and business partners. It’s about driving waste out of an organization’s work processes, where the people doing the work on the front lines are the drivers who identify waste and opportunities to eliminate it. It’s also about “standard work,” using objective data and scientific evidence to improve quality and safety, such as with development by our doctors of clinical pathways to treat patients with common medical conditions, such as congestive heart failure, pulmonary disease and joint replacements.
2. When achieving scale is necessary to deliver the best health care locally, WHS is committed to collaborating

with other health care organizations to acquire expertise or share the cost of delivering certain services. Thus, for example, WHS collaborates with:

- Other independent community health systems, such as Butler, Excelsa and St. Clair, to share best practices and share costs related to partnering with insurance companies, employers and the government to keep people healthy, manage chronic disease and reduce health care cost trends.
- Academic medical centers, such as UPMC and Allegheny Health Network, to deliver locally certain highly specialized physician services, such as cardiac surgery, neurosurgery, oncology and neuroradiology.
- Concordia Lutheran Ministries, to deliver home care and hospice care.

WHS has provided high quality health care to the people of Washington and Greene Counties and beyond since 1897. As the health care world changes to become more patient-centered, more integrated and more cost effective, WHS looks forward to taking a leadership role to implement those changes in our region. 