Create the Future Now

Ohio State's Wexner Medical Center is embarking on an ambitious framework for ensuring that the organization will thrive in a rapidly changing healthcare environment. It's called Create the Future Now.

By developing innovations across the Medical Center and OSU Health System, Ohio State will redefine what it means to be an efficient, value-driven academic medical center that provides the best possible outcomes for patients, training for students and discoveries for the world, Steven G. Gabbe, MD, CEO of Ohio State Wexner Medical Center, explained recently at a Leadership Town Meeting.

While discussing this initiative, Gabbe noted that all stakeholders in the Medical Center's future — faculty, staff, patients, their families and our community — are intertwined in this endeavor, as are our mission areas.

Achieving greater effectiveness will allow us to continue our work of changing the way we educate our medical students so that they deliver better care tomorrow. Advancing our researchers' abilities to make discoveries will provide support for novel medicines and cures for our patients. Commercializing the innovations made at Ohio State will provide new funding sources to fuel our mission areas. And, we will all be better served when we become more nimble and efficient, improving our organization's ability to navigate the changing healthcare landscape.

Many of our recent accomplishments serve as a springboard for this next phase of our journey from excellence to eminence, Gabbe says. Implementing IHIS (the Integrated Health Information System/electronic medical record), integrating our Faculty Group Practice and accommodating the increased demand for our services through Medical Center expansion have positioned us well for the future. In addition, Ohio State's Wexner Medical Center has made strategic efforts to expand outpatient space during the last five years, has launched an innovative new medical student curriculum and has put a focus on providing excellent customer service.

As Create the Future Now rolls out and helps us advance, success will be judged by the Medical Center's ability to improve quality and service while decreasing costs and growing revenue, says Gabbe. Through Create the Future Now, Ohio State has the opportunity to leapfrog ahead of its peers and to pioneer the path that other hospitals and health systems will follow.

How we will Create the Future

Leadership and staff of Ohio State's Wexner Medical Center will Create the Future Now by pioneering new thinking, innovations and approaches in six key areas:

**Digital Innovation** With new initiatives including telemedicine, IHIS, e-visits and OSUMyChart, Ohio State is poised for a digital revolution that opens access to Ohio State regardless of location.

**Financial Innovation** The innovative financial steps Ohio State's Wexner Medical Center is taking will secure a strong financial future tomorrow. Generous gifts from our most loyal donors through the But for Ohio State philanthropic campaign; advances in commercialization and technology transfer that harness our strength in innovation; and smart, long-range financial planning will contribute to our success.

**Organizational Innovation** Ohio State's Wexner Medical Center is taking strategic steps to make our organization high-performing, eliminate waste and improve our efficiency. Initiatives like operational effectiveness and efficiency studies and operations councils are taking our already thriving organization to the next level of efficiency and teamwork.

**Clinical Innovation** Whether Ohio State's Wexner Medical Center is implementing value-based clinical transformations and the re-admission reduction program, or learning important lessons from our patient Experience Council, we are adding value. Value that measurably improves outcomes, enhances service, and reduces costs helps us improve lives.

**Educational Innovation** As an academic medical center, Ohio State's students are our lifeblood. They have entrusted Ohio State with their educations, and we, in turn must deliver challenging and inspiring learning. Our new curriculum at the College of Medicine does just that — integrating multidisciplinary training to produce first-rate physician-scientists for the new healthcare landscape.

**Research Innovation** Research is what sets Ohio State apart. It's what attracts top scientists and patients who benefit from their discovery. Our Research Productivity Report will roadmap new milestones in our efforts to improve people's lives through research.

Ohio State's Wexner Medical Center faculty, staff and students can visit OneSource to learn more about Create the Future NOW.
Language program is a valuable resource for faculty and staff

Ginny Halloran | The Ohio State University Wexner Medical Center

"Ohio State is an international destination for a great many people from around the world," says Bob Eckhart, a lecturer in Ohio State's College of Education and Human Ecology. "When students and faculty from other nations make it to Ohio State, one of their first goals is to improve their English."

Eckhart helps international arrivals to Ohio State's Wexner Medical Center and several other Ohio State colleges sharpen their spoken and written English and also understand the American, Midwest, and even Buckeye culture.

For three hours, twice weekly during the autumn and spring semesters, Eckhart meets with a diverse group of Medical Center staff for 90 minutes of coursework on spoken English and its pronunciation, followed by 90 minutes of personalized language learning.

The English as a Second Language (ESL) program, which is open to all Medical Center staff free of charge, offers broad appeal to staff in service positions as well as those in laboratory and academic areas.

"For several years, the program drew largely from Nutrition Services and Facilities and Materiel Systems. Lately, we've seen a growth in participation from researchers, post-doctoral students and even visiting scholars," says Gail Maier, PhD, RN, of Education, Development & Resources/HR. Maier, who coordinates the Medical Center program, emphasizes that all staff are welcome and encouraged to participate in this free educational resource.

While participants are asked to enroll in the ESL program, there's no fee, no tests or grading, and no mandatory attendance. Class size varies, from as few as six to more than a dozen. Many participants have a good grasp of "textbook English," having studied the language in their native countries. Now, living and working in an English-speaking country, they hope to improve spoken or written communications and learn colloquial words and phrases. Those with families may also seek to improve their English to help their children or, as Eckhart notes, to keep up with them. "Children immersed in English-language schools often 'pole vault' their parents in terms of language acquisition," he explains.

One of the benefits of the Medical Center's ESL program is its ability to be flexible and adapt to staff language needs, whether personal or professional, and to the Medical Center setting.

"Participants are typically very intelligent, high achievers, who are often laser-focused on what they want to accomplish. They bring a lot to Ohio State and are a positive asset for the University," explains Eckhart.

During the personalized portion of each class, participants can ask for language assistance with their individual projects, often work that will be used for grant applications or papers to be presented.

For example, Eckhart assisted a Japanese scientist working at Ohio State, who returned to Japan to present her work in English. The student brought the PowerPoint presentation to Eckhart so that they could discuss the presentation's English-language phrasing and pronunciation.

ESL participants also enjoy learning about American and even Buckeye culture during the classes. In fact, ESL students worked on pronunciation and language by reading about Medical Center values and the Create the Future Now brochure.

Holiday celebrations and Football Saturdays with more than a hundred thousand people dressed in Scarlet and Gray are also discussion topics that help improve language and an understanding of Midwestern American culture.

"Our students act the same way as I do when I travel to a foreign country. I want to learn as much about the culture and behaviors of the people I am visiting as I can," says Eckhart.

The ESL program also provides an opportunity for participants to learn from each other by forming a community of learners with similar backgrounds. "Ohio State has more than 200 people visiting from China, and a great many of these visitors work within the Medical Center. This class offers people with similar backgrounds and interests an opportunity to meet each other and develop professional and personal friendships," says Eckhart.

The English as a Second Language program for Ohio State's Wexner Medical Center staff resumes Tuesday, Jan. 8. Classes will be offered on Tuesdays and Thursdays from 3-6 p.m. in Atwell Hall. Watch for more information on OneSource or in This Week or contact gail.maier@osumc.edu.

Ohio State honors Towner-Larsen

Bob Towner-Larsen of Human Resources, ED&R, was presented with the 2012 Susan Jones Sears Distinguished Alumni Award in Counselor Education at The Ohio State University. The award was given Nov. 1 at the All Ohio Counselors Conference. Towner-Larsen was recognized for his accomplishments in the areas of professional service and leadership in Ohio and at Ohio State.

Towner-Larsen joined the staff of Ohio State's Wexner Medical Center in 1996 and has played an active role in Medical Center leadership orientation, education and development. Early on, Towner-Larsen coordinated new manager orientation, was a lead on the Performance Consulting team, and with his ED&R colleagues helped design and implement the Leadership Academy, which offers a series of workshops, online learning and video content designed to enhance leader effectiveness. He now coaxes attending, resident and physician staff in leadership and management skills and facilitates the Emotional Intelligence courses, which he designed and developed.
Radiology, IT team up for success

A team of Radiology and IT staff members is helping us Create the Future Now through an ongoing program that makes effective and efficient use of clinical and information resources. This collaborative effort puts our patients’ needs first to improve patient outcomes and satisfaction, while also providing professional support for colleagues.

Ohio State’s Wexner Medical Center successfully expanded IHIS (Integrated Health Information System) to the imaging setting in October 2011. However, IHIS training remains an ongoing need and an important part of onboarding for new staff, who must complete training for IHIS sign-on privileges.

Through partnerships with clinical areas, several dedicated staff members volunteered to take on the added responsibilities of Credentialed Trainers, or CTs. These staff complete intensive IHIS training that prepares them to teach others in the classroom and coach colleagues in clinical areas.

“Radiology recognized that a partnership with IT was needed to establish a teaching curriculum that could encompass all of our EMR (electronic medical record) systems. Those include our Radiology Information System (RIS) and our Imaging Archival Systems (PACS) and IHIS. This pathway represents the best opportunity to utilize the expertise of clinical personnel and IT to provide the best possible outcome for our patients and imaging staff,” says Jeannie Danker, associate director of Imaging Services in Radiology.

Within Radiology each area operates in a slightly different manner. Not only do our staff members have to be experts in their area, but they have also been trained in other departments to ensure that they can provide the best possible outcome for the patient. This unique approach has allowed Radiology to provide the best possible care for our patients.

By taking ownership, Radiology also develops a best practice for this situation, “ says Danker. “This was a new approach and something different even for EPIC, the software company that supports IHIS at Ohio State. “We were all unclear if this method would be successful. But it has been a huge success because of the dedication of Radiology and Megan (Jordan) to see this through. “Everyone now sees the benefit of what we have been able to accomplish,” explains Danker.

Here’s how it works: In early 2012, IT and Radiology formed an ongoing training partnership, says Megan Jordan, a senior systems consultant in IT Clinical Applications. Imaging and IT staff worked together to form a new curriculum specifically around Imaging staff and the incorporation of IHIS, RIS and PACS.

Since May 2012, a team of seven Radiology technologists, an Information Informatics staff member and a clinical office associate have been credentialed at IHIS trainers. Not only do team members lead biweekly IHIS training for new Radiology hires, but they also take care of update training and offer input on how to use IHIS most effectively in Radiology clinical areas.

As the lead IHIS trainer for the clinical ancillary areas, Jordan meets monthly with the Radiology IHIS training team to discuss how to incorporate best practices into each clinical division, how the system can be of more benefit to patients and staff, and also any areas of concern that have arisen.

“Radiology has some unique situations, such as clinicians accessing scans that live outside of the IHIS system. The Radiology team was able to work with its physicians to develop a best practice for this situation,” Jordan says, explaining the value of the training team’s ability to link IT and the clinical area.

By taking ownership, Radiology also benefits from having a “go-to” resource person in the clinical setting who can spot potential problems and work on solutions quickly.

“There is great value in having someone with specialized IHIS knowledge and skills in the clinical area. The person is a great resource, but also a model of how the system can benefit us,” says Danker.

The Radiology Credentialed Trainers intuitively pull up examples from their own clinical area and are able to answer specific questions about system applications that are often based in experience.

When clinical staff members see a coworker teaching them how to implement IHIS effectively, they know that the trainer has a stake in the outcome. Instead of someone from outside telling them what to do, it suddenly becomes, “this is how we do this here,” says Jordan. “That can make a world of difference in the training’s impact.”

The Radiology IHIS training team members have become “champions who lead by example and set the tone for others in the clinical setting,” adds Jordan. It’s an example that many within the Medical Center hope others choose to follow.

‘Journey to Innovation’

Matthew Murray | The Ohio State University Wexner Medical Center

Enver Ozer, clinical associate professor in the Department of Otolaryngology, Head and Neck Surgery at Ohio State’s Wexner Medical Center, is grateful for the farming lifestyle he experienced while growing up with his family in Gaziantep, Turkey. In fact, Ozer credits the work he did on his father’s farm as a source of his notable surgical skills.

“In that kind of environment, helping with tools and repairing things by myself, I think it certainly helped my hand-eye coordination,” says Ozer, who in 2010 performed the first robotic thyroidectomy in central Ohio.

Ozer received his medical degree at Marmara University in Istanbul, Turkey, prior to getting his fellowship and surgical robotics training at Ohio State. His expertise has helped position the Medical Center as a leader in the field of robotic surgery and made him an expert in his field. Since 2011, Ozer has been named among the nation’s Top Doctors in Otolaryngology by U.S. News & World Report.

Appreciative as he is for his educational opportunities, Ozer still recalls moments while working on his father’s farm as the inspiration for his surgical ingenuity.

“As a surgeon, you sometimes have to be creative and in certain situations you have to find the best way to do the reconstructions and repairs, especially with tumor removals,” he explains.

When he makes trips back to his home village in Turkey, Ozer says he must be more than a head-and-neck specialist.

“I go to my village and I have to see the pediatric patients, my relatives being sick having totally different problems than ENT (Ear, Nose and Throat) problems. You are the doctor for them and they ask [for help with] all those health related problems,” he says.

Ozer is also grateful for the diverse culture he gets to experience being a surgeon in the United States and the positivity those cultures bring to his work environment.

“People from all around the world are bringing positive values from their culture,” says Ozer about the United States. “Not in every country can you see this kind of welcoming and smiling people.”

See and hear Ozer’s journey to Ohio State at go.osu.edu/Ozer.

About ‘Journey to Innovation’

Diversity in people and ideas is a core value and strength of The Ohio State University and its Wexner Medical Center. The video series “Journey to Innovation” shares the stories of 12 foreign-born physicians who made Ohio State’s Wexner Medical Center their destination. Follow the series in Insight and online at YouTube.com/OSUMedicalCenter (search “Journey to Innovation”).

“Journey to Innovation” was made possible by a grant from the OSU Medical Alumni Society, Ismail Nabulsi, MBBS, MPH; the OSU Wexner Medical Center Diversity Council; and the Department of Marketing and Strategic Communications.

December 6, 2012

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Marti Taylor is a nationally recognized healthcare administrator whose leadership of Ohio State’s Ross Heart Hospital is enhancing the quality of care at Ohio State. Like Marti, THE WORLD’S BEST AND BRIGHTEST HEALTHCARE EXPERTS ARE COMING TO OHIO STATE to create the future of medicine.

What attracted me to Ohio State? I was excited by the chance to work with the staff and physicians of the Ross Heart Hospital and help shape the future of health care. As an administrator, I use my background and experience as a nurse to lead our teams through this dynamic time in health care. Ohio State is advancing heart and vascular patient care in many innovative ways, and the University’s Davis Heart and Lung Research Institute is doing some of the most amazing biomedical research in the country.

How am I advancing personalized health care at Ohio State? One area where Ohio State is leading personalized health care is in radial catheterization, opening blocked arteries through the wrist instead of the leg. Ross Heart Hospital cardiologists were some of the first in the country to adopt a radial-first approach, which has reduced patient complications and recovery times. We also recently opened our new radial lounge, which gives these patients a more comfortable setting for recovery.

But for Ohio State...central Ohio would not be driving the future of health care. Personalized health care will ultimately reduce costs and improve outcomes, and Ohio State is leading the charge.

Ohio State’s reputation for excellence is drawing world-class talent to Columbus. WE HAVE ATTRACTED MORE THAN 215 EXPERTS IN 2 YEARS, AND 87 PERCENT OF CENTRAL OHIO’S BEST DOCTORS ARE OHIO STATE FACULTY. Through their skill and dedication, we are delivering on our promise to improve people’s lives, and giving central Ohioans access to the very best care.