Eskenazi Health
Putting the Health in Health Care

SMITH LEVEL I
SHOCK TRAUMA
CENTER

goodwill

Nurse-Family Partnership
Helping First-Time Parents Succeed®

shepherd community center

Meals on Wheels
We deliver smiles℠

CORE
Mobile Integrated Health

back on my feet!
Indianapolis

CLD
CENTER FOR LEADERSHIP DEVELOPMENT
Empowering Youth / Strengthening Community

Medical-Legal Partnership

2015 Outstanding Medical-Legal Partnership Award

National Center for Medical Legal Partnership

Prescription for Hope

- > 650 individuals screened to date, services completed for 263
- Recidivism rate reduced from 30.8% to 4.8%

SBIRT

	Patients	Percent
Patients Prescreened	119,625	100
Positive Alcohol Prescreens	14,001	11.7
Positive Drug Prescreens	6,840	5.7
Positive Depression Prescreens	20,542	17.2
Total Positive	41,383	33.6

Healthy Me

- >7,000 enrolled
- 20% participation ≥ one year
- 70% with sustained 7# weight loss

Edward Jones
INVESTMENTS

Edward Jones
INVESTMENTS

Edward Jones
INVESTMENTS

THE INDIANAPOLIS STAR

ELECTION 2009

A NEW WISHARD IS ON THE WAY

VICTORY SMILE: Wishard CEO Dr. Lisa Harris spoke to supporters of a new hospital at the Madame Walker Theatre. Health and Hospital Corp. CEO Matt Gutwein (background) says higher property taxes won't be needed to pay for it.

$754M PROJECT WINS IN LANDSLIDE

REFERENDUM
A SPLIT RESULT FOR SCHOOL MEASURES
Passage means Beech Grove will not have to cut bus service; plans fail in Perry and Franklin townships. A13

OHIO CASINO VOTE
VOTERS APPROVE CASINOS IN STATE
Decision to allow casinos in Buckeye State could cost Hoosier facilities millions of dollars each year. A3

KEY NATIONAL RACES
REPUBLICANS CLAIM WINS IN N.J., VIRGINIA
GOP regains control from the Democrats in states that backed Obama for president last year. A3

By Daniel Lee

On Tuesday night, balloons and confetti fell in celebration of a landslide election victory that clears the way for a new $754 million Wishard Memorial Hospital complex.

Soon — according to Marion County Health and Hospital Corp. — the wrecking ball will begin to tear down the vacant hospital and health buildings, between West Michigan and West 10th streets Downtown, to be replaced with an ultra-modern 1.2 million-square-foot hospital complex with roughly 300 inpatient beds.

Indianapolis Mayor Greg Ballard called the election about 8:30 p.m. Just minutes later, Health and Hospital Corp. Chief Executive Matt Gutwein said the victory revealed much about the city's character: "What it tells us is we have a city that cares, a city of compassion, of decency, a city that looks at every one of our neighbors and cares about those people."

The new Wishard Memorial Hospital will be built with the help of taxpayer-backed bonds.

With 318 of 590 precincts reporting late Tuesday, Wishard supporters easily won in all of them — 32,389 to 6,676, or almost 83 percent approval.

The voter approval — required by state law — means plans will quickly move forward on the facility, to be built on the west side of the campus of Indiana University-Purdue University Indianapolis on the sites of the old Larue D. Carter Memorial Hospital and the Board of Health building.

Demolition of those buildings is expected to begin in the coming weeks, with construction work starting in the spring. Health and Hospital Corp. offi-

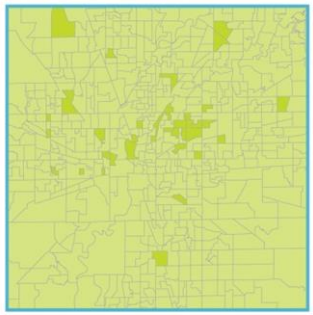
» MATTHEW TULLY: Supporters of a new hospital did a great job of making their case. A2

» See Wishard, Page A11

THE FUTURE OF WISHARD

What You Need to Know

WISHARD



Unanimous In Favor

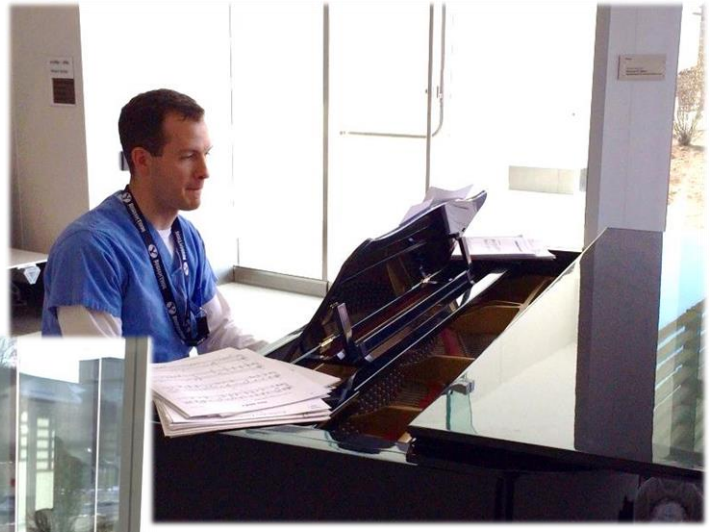
SIDNEY & LOIS ESKENAZI HOSPITAL

9:44

Hill-Rom

Emergency

ESKENAZI
HEALTH
We encourage our guests and staff to play this piano.
To protect it, please do not set food or drink on the piano, and ask the Information Desk for assistance with removing the cover of the instrument.
Enjoy!



SIDNEY & LOIS ESKENA

COLLARDS
TUSCAN KALE

PABLANO
Hot Peppers

Price is Not a Barrier

- 60% of market shoppers in low-income neighborhoods believed their market had better prices than the grocery store

- 17% cited price as a barrier to shopping at the local farmers market

Market Shoppers

- Good prices, SNAP/WIC
- High quality of the products and produce
- Convenience
- Increased level of socialization

Crooked Creek Food Pantry at Eskenazi Health Center Pecar

- Partnership of Eskenazi Health, Dow AgroSciences, St. Luke's United Methodist Church and Gleaners Food Bank of Indiana
- Partnership with local urban gardening efforts to provide fresh produce for the community
- Clients choose their own food to meet their family's nutritional needs

Crooked Creek Food Pantry at Eskenazi Health Center Pecar

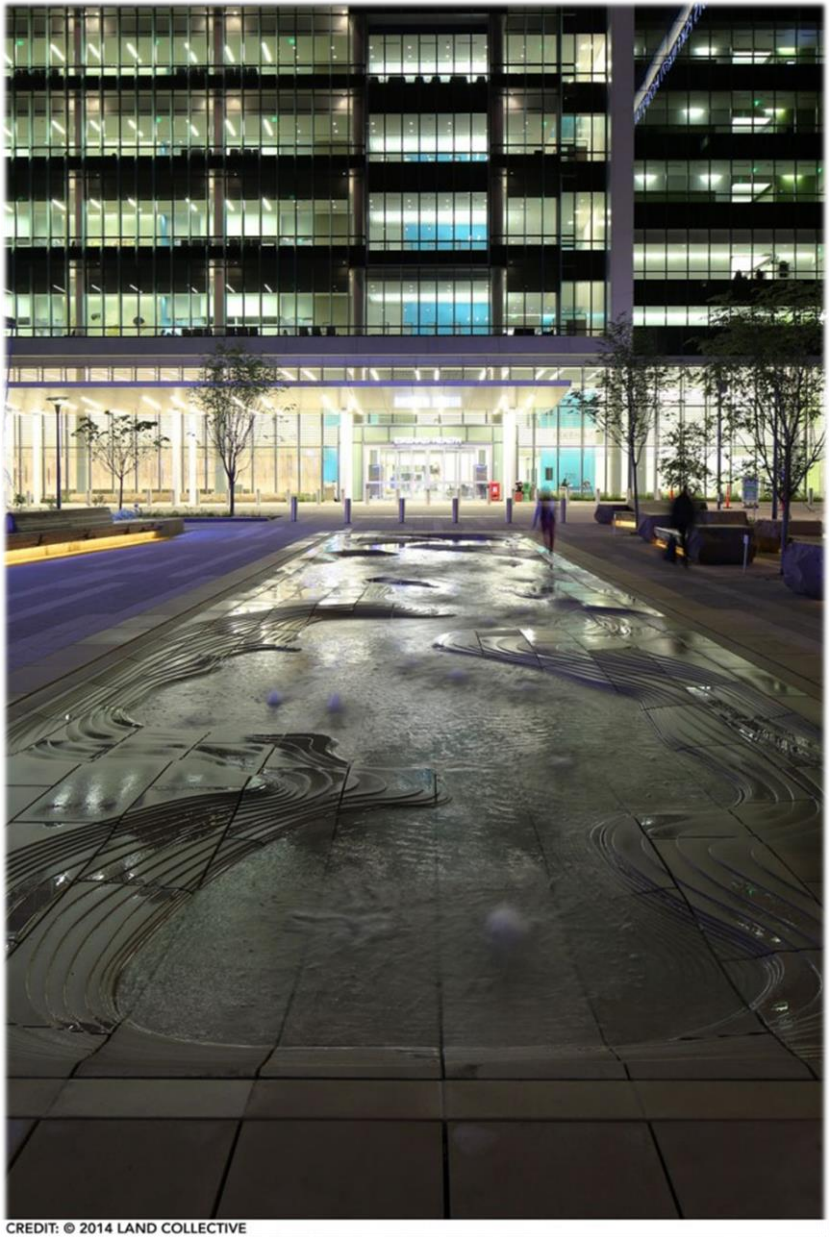
- Health care providers screen for social determinants of health and offer “prescription” for patients with food insecurity
- Food demonstrations of healthful recipe preparation

- Refrigeration and freezer storage in the pantry allows for fresh food items in addition to dry and canned goods
- Spices and low sodium options available

Crooked Creek Food Pantry at Eskenazi Health Center Pecar

- 2015: Served 600-680 families and 2,200-2,900 individuals per month
- 2016: Served 880-910 families and 3,200-3,500 individuals per month
- 2017: Continued growth with additional pantry day for seniors

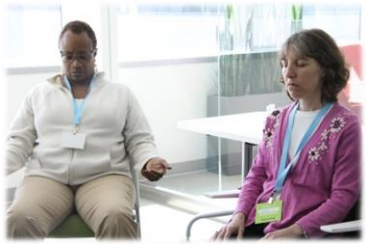
SIDNEY & LOIS ESKENAZI HOSPITAL



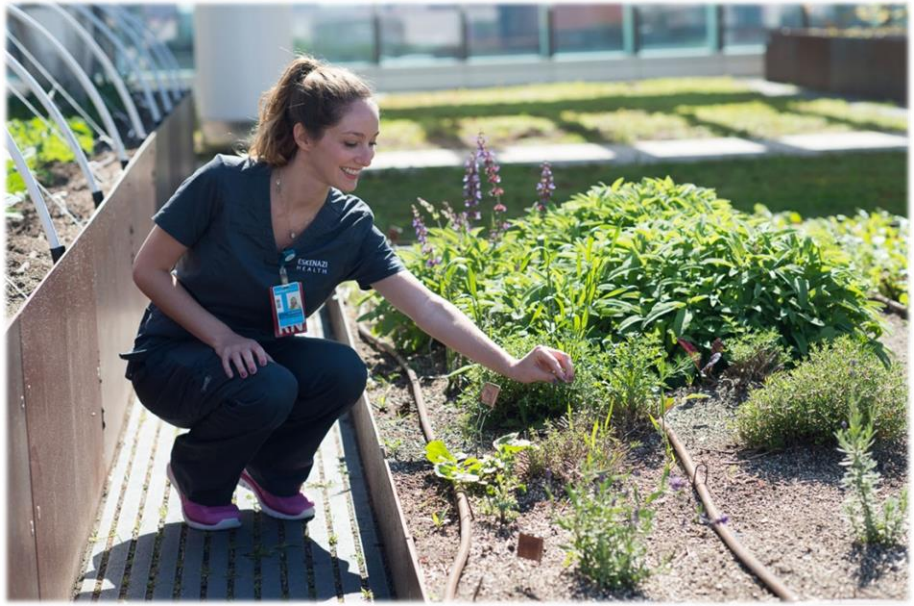
CREDIT: © 2014 LAND COLLECTIVE

FIFTH THIRD BANK

- 10 certified dogs available to inpatient and ambulatory settings including Midtown
- 69% of patients expressed improved mood
- 91% of employees recommend program



- 45% increase in fruit and vegetable purchases
- 15% decrease in meat purchases
- 36% increase in salad entrée sales
- 38% decrease in sodium consumed
- 4-fold increase in retail food revenues



- 150% increase in badge-ins to fitness center
- 250% increase in fitness class participation

Employee Engagement

- 84.1 percent of employees completed the 2017 Employee Engagement Survey”

	Benchmarks			Eskenazi Health	
Dimension	NRC Average	NRC 75th Percentile	NRC 90th Percentile	2017	2014
Commitment	74.9%	82.8%	87.1%	78.1% PR=57	70.0% PR=28
Job Satisfaction	52.7%	60.9%	67.7%	58.0% PR=66	52.1% PR=47
Manager Investment	65.3%	73.6%	80.6%	68.5% PR=58	58.5% PR=25
Peer Relationships	75.5%	81.3%	86.0%	78.1% PR=60	74.8% PR=45

Employee Engagement

- Above benchmark in each of the following critical areas:
  - The organization's core values are well aligned with my own
  - The employees have a great relationship with others they work with
  - Thinking back, I am glad I joined this organization
  - I have benefited from a one on one relationship with the person I report to
  - Overall I love coming to work every day
  - I look for opportunities to support others I work with
  - Patient centered care is a deeply embedded value in this organization
  - Our senior management is fully committed to providing patient centered care

Physician Engagement

- 51.3 percent of providers completed the 2017 Physician Engagement Survey
- 31 out of 31 workplace experience questions saw improvements in score from the 2015 scores

	Benchmarks			Eskenazi Health	
Dimension	NRC Average	NRC 75th Percentile	NRC 90th Percentile	2017	2015
Communication and Coordination	53.7%	68.1%	72.6%	55.0% PR=56	41.5% PR=16
Commitment	66.4%	75.4%	79.5%	72.4% PR=66	63.7% PR=37
Support and Access to Resources	56.8%	65.6%	72.2%	62.0% PR=62	53.9% PR=36
Trust and Autonomy	57.3%	71.5%	76.2%	62.8% PR=58	55.4% PR=43

Physician Engagement

- Above benchmark in each of the following critical areas:
  - Rating of organization as a place to practice
  - Mission & core values align well with own
  - Organization conducts business in ethical manner
  - Pride in work done at organization
  - Organization optimally organized to meet both provider & patient needs
  - Free to practice medicine in provider's own style
  - Allowing providers to practice autonomously

Executive Exclusives

Mike Pykosz
Co-Founder and CEO of Oak Street Health
p. 50

Michele Cusack
Senior Vice President and CFO of Northwell Health
p. 51

Michael Dowling
President and CEO of Northwell Health
p. 51

Michael Maron
President and CEO of Holy Name Medical Center
p. 53

BECKER'S
HOSPITAL REVIEW

January 2018 • Vol. 2018 No. 1

2017 Retrospective & a Look at the Year Ahead

Inside: The 11 biggest cyberattacks of 2017, 4 thoughts from the C-suite on this year's No. 1 priority, 32 quality measures under consideration at CMS and 8 things to know about the 2018 OPPS rule.

Find more of our top stories recapping 2017 and forecasting 2018 inside.

60+ STORIES FEATURED
INSIDE THE ISSUE

More Top Stories This Month:

- Geisinger CEO Dr. David Feinberg: Here's What Community-Driven Healthcare Looks Like
- 6 Little-Known Ways Your Hospital May Accidentally Be Violating HIPAA
- AI Will Force Up to 800M People to Find New Jobs by 2030
- Lawsuit: Epic's Software Double-Bills for Anesthesia Services
- Results Are in for Essentia Health's Mandatory Flu Shot Program
- MIPS Predecessor Worsened Care Disparities, Study Finds
- How Geisinger, Cleveland Clinic Respond to Negative Patient Reviews
- Scripps Health Adopts Regional CEO Model to Trim $30M: 4 Things to Know
- Why the CVS-Aetna Deal Could Push Walmart to Buy Humana
- 25 Largest Gifts From Individuals to Healthcare Organizations in 2017

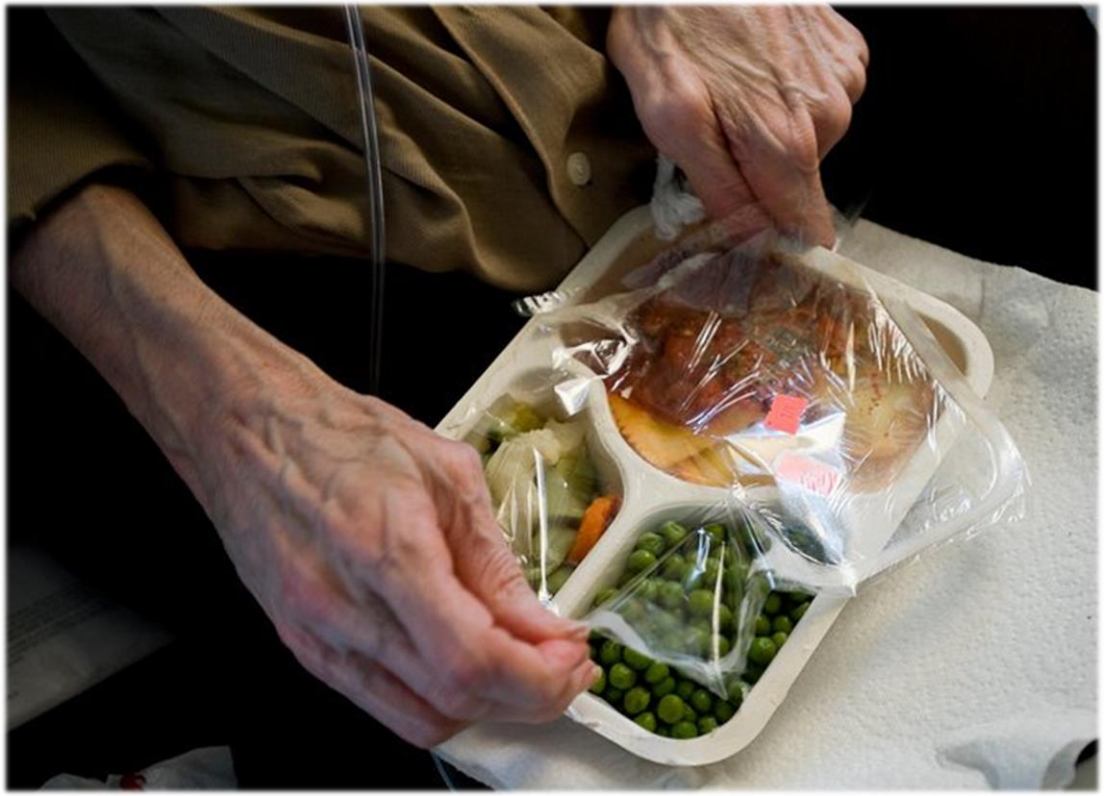
SAVE THE DATE

Becker's Hospital Review
9th Annual Meeting
April 11-14, 2018
Hyatt Regency | Chicago, Illinois
275+ Great Hospital and Health System Executives Speaking with 320+ Speakers Total
3,000+ Attendees from Hospitals and Health Systems Across the Nation
To learn more & register, visit:
http://www.beckershospitalreview.com/conference/

ESKENAZI HEALTH

Meals on Wheels

We deliver smiles℠

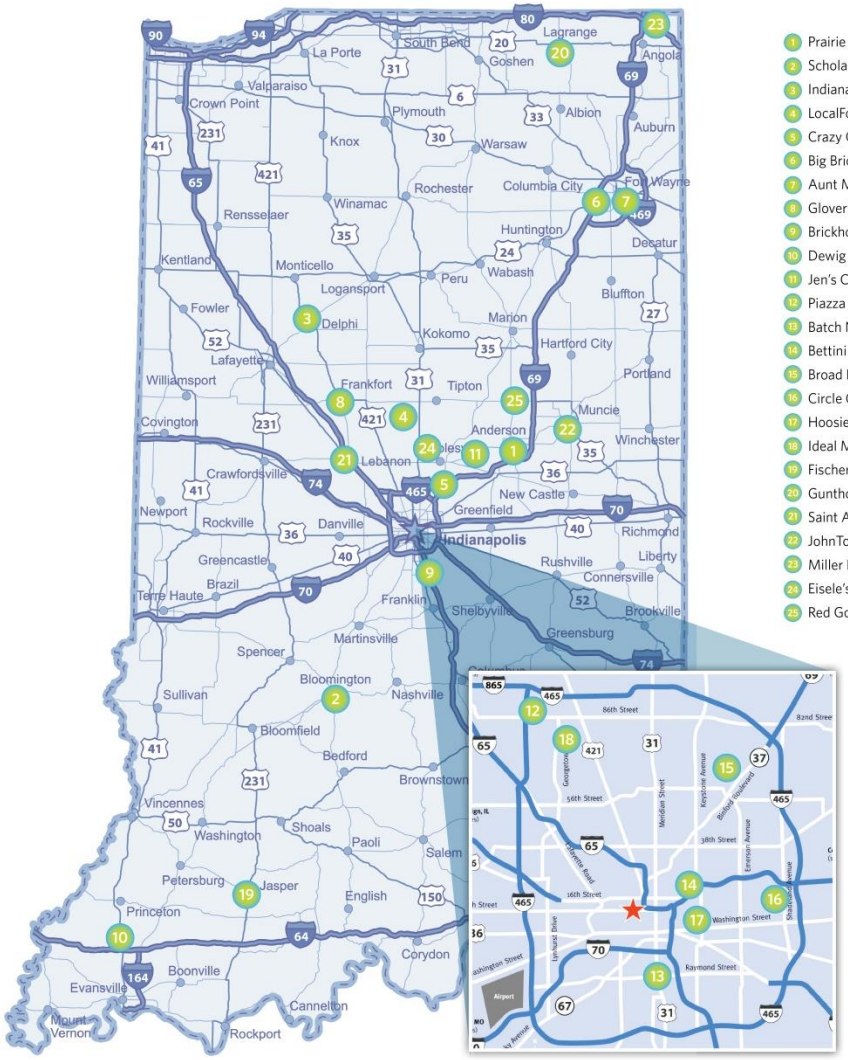


Second Helpings®

National Kale Day

Eskenazi Health Local Procurement Partners

Eskenazi Health is committed to serving fresh, locally sourced food and is proud to partner with these Indiana farms and suppliers.



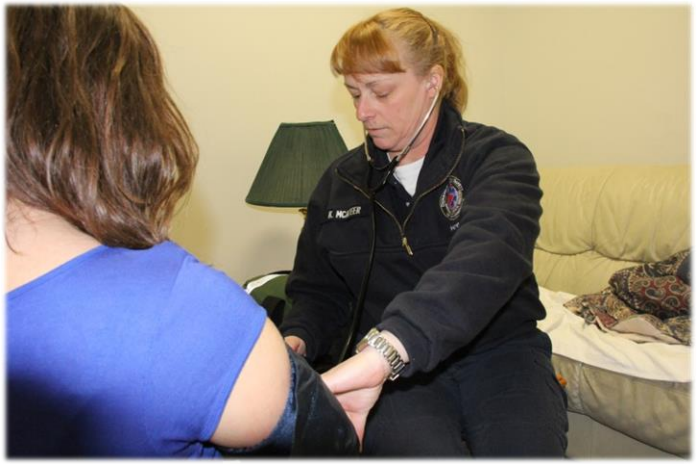
1. Prairie Farms
2. Scholars Inn Bakehouse
3. Indiana Kitchen Premium Pork Products
4. LocalFolks Foods
5. Crazy Charlie's Salsa
6. Big Brick House Bakery
7. Aunt Millie's Bakeries
8. Glover's Ice Cream
9. Brickhouse Coffee
10. Dewig Meats
11. Jen's Country Kitchen
12. Piazza Produce
13. Batch No. 2
14. Bettini Pasta
15. Broad Ripple Chip Co.
16. Circle City Kombucha
17. Hoosier Popcorn
18. Ideal Meat
19. Fischer Farms
20. Gunthorp Farms
21. Saint Adrian Meats & Sausage
22. JohnTom's Barbecue
23. Miller Poultry
24. Eisele's Honey
25. Red Gold

Sandra Eskenazi Center for Brain Care Innovation

- Mission to promote brain health through innovative patient and family-centered care, implementation science, advanced analytics, and technology
- For patients with Alzheimer's Disease:
  - Full/partial remission of major depression within first year of care increased approximately 90%
  - Inappropriate Emergency Department and hospital visits decreased by 50%
  - Net annual health care cost decreased by $980 per patient
- For patients with schizophrenia aged 16 – 30 with early stage psychosis:
  - Statistically significant improvement in adaptive, work/school and social functioning, as well as symptom reduction
  - Net Annual health care costs decreased by $3,300 per patient
  - One suicide among > 500 patients

CORE

- CORE Mobile Integrated Health is a division of Indianapolis Emergency Medical Services (EMS) designed to provide innovative out-of-hospital care to the citizens of Indianapolis
- CORE's overarching objective is to engage and connect patients on their terms, improving lives and reducing over utilization
- CORE is a multi disciplinary team that provides transitional support



LISC Indianapolis
Helping neighbors build communities

LILLY ENDOWMENT INC

IUPUI
RICHARD M. FAIRBANKS SCHOOL OF PUBLIC HEALTH

ESKENAZI HEALTH

Project POINT

- Planned Outreach, Intervention, Naloxone and Treatment
- Collaboration between IEMS, Eskenazi Health and IU Department of Emergency Medicine
- 2016: 722 overdoses requiring Naloxone reversal transported to Eskenazi Health
- Project POINT saw 79 with 78 using heroin
  - 40% reported being Hep C positive, 80% of those reported sharing needles
  - 64.3% had heard of Naloxone but only 3.6% had access
  - 100% were interested in getting help

Rawls Medicine Initiative with CLD

300%↑

Initiative for Empowerment and Economic Independence

- Program includes 7 schools: Ball State, Butler, Hanover, UIndy, IUPUI, Ivy Tech, Marian

- Increase in work-readiness and self-perceptions in 11 out of 12 categories: communication skills, confidence, problem solving, organizational and interpersonal skills
- 88% of managers rate program positively