



Inspire **HEALTH**

NORMAN REGIONAL HEALTH SYSTEM

2019 - 2023

Norman Regional Health System





Letter from the CEO

VISION

To be the provider of choice to improve the health and well-being of our regional communities.

Imagine if you were able to design a healthcare system for your regional communities. How would you support and advance the health and well-being of all residents? What services would you provide? Where would you locate your facilities and clinics for greater accessibility and convenience? How would you envision healthcare needs for the next five to ten years, at a time when healthcare is rapidly changing?

Right now is truly an exciting time because Norman Regional Health System is doing just that, we are reimagining healthcare. We are considering every aspect of our services and building towards a future of health promotion and wellness, service line expansion, and delivering greater accessibility and convenience. The name of our bold healthcare transformation plan is Inspire Health.

Over the next five years you will see a major transformation to your local healthcare system and ultimately to the health and well-being of our communities. Our plan is bold, progressive, innovative, and modern. Inspire Health includes four core components. They are:

- HealthPlex Expansion/Consolidation of Inpatient Acute Care
- Ambulatory Pavilion and Cancer Center Development
- Free-Standing Emergency Department – East Norman
- Behavioral Health Center

The Health System's overall physical structure must align with how our patients and communities want to receive care. We already know our patients want greater convenience, lower costs, and easy access to care in a variety of settings, especially outside of a traditional hospital facility. Our more than 530 providers and 3,500 healers are focused on creating a healthcare environment that serves our patients where they live, work, and play.

In the next 36 months, you will begin to see Inspire Health spring to life through these exciting new projects aimed at transforming our health system and our communities. Norman Regional has been part of the fabric of the regional community for more than seven decades. Inspire Health builds on that legacy and meets our long-standing commitment to provide the highest quality healthcare services to our residents now and long into the future.

At Norman Regional, we recognize the pivotal and privileged role we play in improving the health and well-being of those we serve. The Inspire Health transformational plan is a vital step in ensuring our organization and our communities grow stronger and healthier. Together we will inspire health now and into the future.

Be Well,

Richie Splitt, FACHE
President & Chief Executive Officer

Purpose

This document provides an overview of Inspire Health, the transformational plan for Norman Regional Health System's healthcare services. We are committed to the successful implementation of this plan so that our communities and residents are offered an expanded range of services conveniently located and easy to access. The development of Inspire Health has been a four-phased process. We have aligned our key strategic initiatives, reviewed our service areas' population growth and assessed the future healthcare needs of our patients. We have also considered campus reconfiguration options and determined the cost-savings from consolidation and phasing our projects. The Health System has selected its architecture firm, HGA and construction company, JE Dunn for the Inspire Health facilities on the HealthPlex campus. The pre-design of the HealthPlex expansion is underway.

Mission

To serve our community as the leader in health and wellness care.

Vision

To be the provider of choice to improve the health and well-being of our regional communities.

Core Values

Integrity-Communication-Attitude-Results-Engagement (**ICARE**)

The Norman Way

As healers, our engagement in the Norman Way is a core value that helps align our behaviors with actions. It's the way healers do things, the way we show our commitment. The Norman Way is all of us working together to create an environment where we want to work and where patients choose to be treated.

Our Stakeholders



The people who receive care from Norman Regional Health System and the people who provide the care. Our stakeholders are patients, physicians, healers and communities. We are one system comprised of 530 providers and 3,500 healers dedicated to the transformational plan - Inspire Health.

Our Goal

Norman Regional's Hospital Authority Board is committed to remaining an independent community-based health system. Inspire Health reflects the Board Authority's dedication to consolidate the Health System's inpatient acute care services and the transformation of the Norman Regional Hospital campus for our communities' future healthcare needs. Inspire Health is a clear and compelling strategy that serves as a focal point of effort for the Norman Regional Hospital Authority Board and our more than 530 providers and 3,500 healers.

Who We Are



Who We Are

Norman Regional Health System (NRHS) is an independent, Oklahoma healthcare system that provides health and wellness services to our local communities. NRHS is operated by the Norman Regional Hospital Authority, a public trust, which serves the public interest. Norman Regional Hospital, located on Porter Ave. in Norman, has a more than 74 year legacy of serving the community. It is licensed for 219 beds and offers a full range of services, which includes a 44-bed Emergency Department, Cancer Management Center, The Rehabilitation Center, medical-surgical nursing units, an intensive care unit, a stroke center, operating rooms, a behavioral medicine unit, outpatient laboratory and imaging services, an oncology clinic, infusion center, vascular access center and other healthcare services.

The Norman Regional HealthPlex campus at Interstate 35 and Tecumseh Road is licensed for 168 beds. Built in 2009 this hospital features cardiovascular services, spine and orthopedic surgery, and women's and children's services. The HealthPlex is home to Norman Regional Kids, an inpatient Pediatric Hospitalist program that provides specialized care for children while in the hospital. The Obstetrical Emergency Department (OBED) physicians provide an elevated level of service for expectant patients presenting to the emergency department for evaluation. The OBED hospitalist provides consistent and experienced care for a patient and her unborn child.

Norman Regional Moore, a state-of-the-art healthcare facility, opened June 2016 in Moore, Oklahoma. Norman Regional Moore houses physician offices, an emergency department that is open 24 hours a day, seven days a week, and community meeting space. Other services include diagnostic imaging, mammography, lab, outpatient counseling services and physical therapy.

Norman Regional has 16 primary care and more than 22 specialty care physician/provider clinics in the communities of Norman, Moore, Blanchard, Newcastle, Noble and south Oklahoma City. To better serve our patients, many of our primary care clinic locations accept walk-in appointments. Community members can make an appointment by calling 405-515-5000.



Norman Regional is also a partner with Immediate Care of Oklahoma, a local company that operates urgent care centers in Norman, Moore, south Oklahoma City and Edmond.

In addition to its brick-and-mortar locations, Norman Regional also provides care for patients virtually with the app Norman Regional Virtual Care. Patients can log on to the app 24 hours a day, seven days a week and video chat with a physician from their smart phone, tablet or computer. The Health System recently partnered with Norman and Noble Public Schools' Health Services to provide virtual access to our pediatricians when students present to the school nurse's office and require further clinical assessment of their condition.

Several of Norman Regional Health System's patient care services have been recognized by The Joint Commission, a national organization dedicated to patient safety and quality for disease specific certification. The Health System is certified by The Joint Commission in Disease Specific Care in the specialties of Stroke and Orthopedics. The Stroke Center has earned the Gold Seal Approval from the Joint Commission for Primary Stroke Centers for the third year in a row. Our Hip Fracture and Total Knee and Hip Replacement programs are accredited as centers of excellence. The Health System's Diabetes Center is certified as a Center of Excellence by the American Diabetes Association, which assures that its educational programs meet national standards. The American Society for Metabolic and Bariatric Surgery have accredited Norman Regional's Weight Loss Surgery services as a nationally recognized quality improvement program. The Chest Pain Center at the HealthPlex Heart Hospital was the first in the Oklahoma City metropolitan area to be nationally accredited by the American College of Cardiology.

2019 Recognition

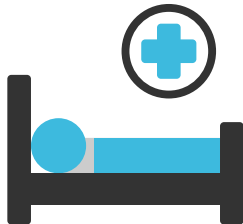
Norman Regional Health System has been honored with several awards for its quality patient care and reliable service to the community. The awards the Health System has been recognized for in 2019 include:

- Leapfrog Hospital Safety Grade "A" for Norman Regional HealthPlex
- American Heart Association Mission: Lifeline™ Gold Plus Award EMS
- American Heart Association Mission: Lifeline™ Gold Receiving Plus Award
- American Heart Association Mission: Lifeline™ NSTEMI Gold Award
- American Heart Association/American Stroke Association's Get With The Guidelines®-Stroke Gold Plus Quality Achievement Award.
- Chest Pain Center Accreditation from the Society of Cardiovascular Patient Care (2016-2019)
- Gold Performance Achievement Award, Chest Pain - MI Registry from the American College of Cardiology's National Cardiovascular Data Registry

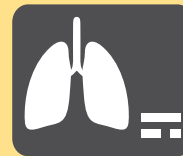


FISCAL YEAR 2019

Year in review



17,479
ADMISSIONS

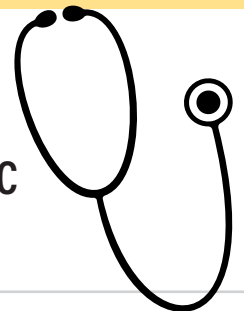


106,718
IMAGING EXAMS

2,408
BABIES
DELIVERED



302,296
PHYSICIAN CLINIC
VISITS



276,714
OUTPATIENT
REGISTRATIONS



3,678
HEART CATH
PROCEDURES

96,829
EMERGENCY
DEPARTMENT VISITS



253,484
PHYSICAL THERAPY
TREATMENTS



377 PHYSICIANS ON STAFF

118 ADVANCED PRACTICE PROVIDERS

3,152 HEALERS



EMSSTAT AMBULANCE SERVICE RUNS

18,055
NORMAN

4,451
MOORE



65,000

EDUCATION
CENTER
MEETING
PARTICIPANTS

\$1,961,521

COMMUNITY
CONTRIBUTIONS

409,730

COMMUNITY
ENCOUNTERS

1,877

LEADER
COMMUNITY
VOLUNTEER
HOURS

70,308

MEALS ON
WHEELS
PREPARED

3,195

CART VAN
ACCESS RIDES
SPONSORED

2019 Recognition

Norman Regional Health System has been honored with several awards for its quality patient care and reliable service to the community.

- **American Heart Association Mission:** Lifeline™ Gold Receiving Plus Award
- **American Heart Association Mission:** Lifeline™ NSTEMI Gold Award
- **Gold Performance Achievement Award, Chest Pain:** MI Registry from the American College of Cardiology's National Cardiovascular Data Registry
- **Leapfrog Hospital Safety Grade "A"** for both Norman Regional Hospital and Norman Regional HealthPlex
- **Women's Choice Awards** for Best Hospitals for Stroke Center and Bariatric Surgery
- **American Heart Association Mission:** Lifeline™ Gold Plus Award EMS
- **American Heart Association/American Stroke Association's Get With The Guidelines®** – Stroke Silver Plus Quality Achievement Award
- **Chest Pain Center Accreditation** from the Society of Cardiovascular Patient Care (2016–19)
- **Certified Healthy Business Excellence:** Received excellence award consecutively for 16 years (2003-19)
- **Kids Are Special People: Moore** provides health and wellness education program for 16 schools and 1,200 4th graders
- **Kids Are Special People: Norman** provides health and wellness education program for 17 schools and 1,240 3rd graders
- **American Red Cross Community Hero Impact Award:** Norman School Health Services



2.6%

**HEALTH SYSTEM
OPERATING MARGIN**

reinvested into our
health system
and community

Transformative Healthcare

Norman Regional is planning for the future and will not follow the traditional hospital facility status quo. We are in the midst of a rapidly changing healthcare environment that continues to shift toward the outpatient setting. Our patients want convenience, lower costs, and easier access to care in a variety of settings.

Our Why: Healthcare is Changing

In 2016, national outpatient revenue for health systems outpaced inpatient revenue. Norman Regional's own revenue matched this trend. We have carefully considered this shift as we reimagine healthcare and consolidate our inpatient acute care services. Inspire Health re-imagines healthcare that supports population health and wellness in the prevention of chronic disease severity and supports patient care management in the home or outpatient setting.

Our How: Financial impact of Inspire Health?

Over the past three years, we have used a four-phased approach in the transformation planning process. First, the alignment of key strategic initiatives among the Norman Regional Authority Board and Health System leadership. Second, a thorough assessment of the regional healthcare market and future care needs of our communities. Third, in-depth consideration of campus configuration options. Fourth, understanding the financial impact and cost-savings from consolidation and the phasing of Inspire Health projects.

Since the national economic downturn in 2008, a concerted effort by all healers was undertaken to improve operational efficiencies and our financial position. The results of this system-wide initiative have been good operating margins, a strong cash position, and a healthy balance sheet. We are excited to share that Norman Regional has the capacity to implement Inspire Health and reconfigure its services.

Our When and Where: Transformation Plan Timeline

Over the next 36 months, Inspire Health will come to life through these exciting new projects aimed at transforming healthcare for the people we serve. Our plan is progressive, innovative, and modern. Inspire Health includes five core components. They are:

- HealthPlex Expansion/Consolidation of Inpatient Acute Care
- HealthPlex Ambulatory Pavilion and Cancer Center
- Free-Standing Emergency Department-East Norman
- Behavioral Health Center
- Porter Health Village

HealthPlex Expansion/Consolidation of Inpatient Acute Care

Inspire Health's planning and design phase begins with the consolidation of inpatient acute care services from Norman Regional Hospital to the Norman Regional HealthPlex. The consolidation of acute care services provides a consistent patient experience, enhanced access, increased physician satisfaction and additional efficiency with hospital operations.

Since October 2019, the architecture and engineering firm HGA has conducted pre-design meetings with the executive team, providers, management and staff. These pre-design meetings focus on understanding the current work environment (Porter and HealthPlex), patient care flow and patient care spaces. Super-user groups comprised of physicians, patient care and health system directors, managers and supervisors focused on the inpatient and hospital settings. These teams began meeting in November 2019 and continue to meet monthly through February 2020 in the pre-design planning.

HealthPlex Campus Ambulatory Pavilion and Cancer Center

The ambulatory pavilion and cancer center facilities are both planned as the second development on the HealthPlex campus. The ambulatory pavilion supports the health system's vision of health services that are convenient, easily accessible, and provided at a lower cost. As healthcare continues to shift towards an outpatient setting, the ambulatory pavilion will offer tests, treatments, procedures and surgery in one location. Similarly, the cancer center will bring together Norman Regional's community cancer care services, including surgical and medical oncology and radiation therapy, to one convenient location for patients and their families. These facilities will also be located in close proximity to the HealthPlex in the event that acute care services are needed.

Freestanding Emergency Department East Norman

Norman Regional Health System is committed to the expanding healthcare needs of residents in east Norman. To meet those needs, the health system will be constructing a full-service Emergency Department, including laboratory and diagnostic imaging services and primary and specialty care clinics. This free-standing emergency department (FSED) facility will also be designed to allow for future growth in services. The facility will be conveniently located on the southwest corner of Highway 9 and 24th Avenue Southeast in Norman. This location is 10 miles from the HealthPlex acute care inpatient campus with a 15 minute drive time between campuses. This FSED will be located on a 30-acre campus that is slated for mixed-use development such as wellness services, retail, restaurant, and entertainment.

Behavioral Health Center

The fourth component of Inspire Health is a free-standing behavioral health facility, which will be placed in a yet-to-be determined location. Currently, Norman Regional leadership is exploring capital and operational partnerships and has engaged a strategic consulting firm, Innovative Health Strategies, to identify prospective partners in the development of the behavioral health center. The type of patient population (adult and/or children) for this facility will be determined once the partnerships are developed. Oklahoma is critically underserved by mental health services and this behavioral health center will be a much needed service for the regional community.

Porter Health Village

Norman Regional Hospital has proudly served the community of Norman for 74 years and has a rich legacy of providing high-quality, acute care services. The future plans for the 29-acre campus include a healthcare transformation from a focus on sickness to wellness. The creation of the Porter Health Village will serve a diverse population by offering mixed-use of health and lifestyle services such as urgent and primary care clinics, social service agencies, and senior wellness educational offerings. Aside from some of those offerings, the Porter Health Village will also serve as a catalyst to revitalize the Porter Avenue corridor while improving the overall health of the Norman community. Norman Regional leadership will work with public-private partners in the development of the Porter Health Village.





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