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Clinical Executive Healthcare Leadership at OhioHealth

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Ladan E. Barnes, CHES

Master of Science in Allied Health: Health Administration
Candidate

Introduction

The administrative residency was at OhioHealth's Riverside Methodist Hospital with the site supervisor, Chief of Medical Affairs, Dr. Thomas Harmon.

The residency focused on executive health care leadership and the principles, skillsets, and experiences needed to perform the duties of the Vice President of Medical Affairs and Chief of Medical Affairs positions.

The residency provided opportunities to work on projects regarding goal deployment for Women's Health Services.

Throughout the experience safety, and quality were guiding pinnacles OhioHealth values to excel in all areas in the clinical enterprise.

Goals

1. Actively participating in leadership and administrative tasks.
2. Implementing a potential project utilizing the application of health administrator skills and analysis techniques.
3. Increasing work experience in executive health care leadership.
4. Evaluating the executive healthcare job conditions and environment.
5. Increase understanding of the many types of health care executive positions and their fundamental role in the organization.
6. Identifying the skillsets implemented by executive health care professionals.

Experiences

Women's Health Service Project

The project involved analyzing the consumers of OhioHealth's women's health services. The analysis of consumer data utilized innovative techniques for healthcare. The main objective is to inform, direct, and finetune goal deployment for the service line. Goal deployment in this project spans about 5 to 6 years. A PowerPoint deck was presented to committees and provided ample support for future directives.

Contract Negotiations

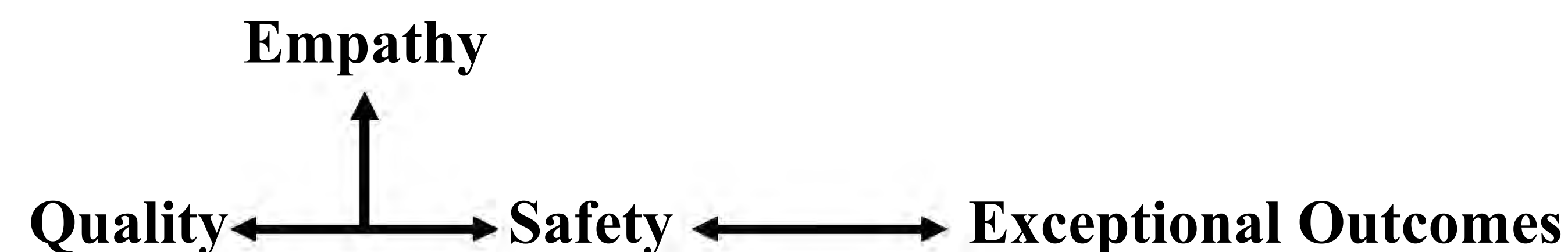
The clinical operations of the care sites involve teams of hospitalists. These hospitalist groups undergo contract negotiations with the Vice President of Medical Affairs at each care site to evaluate performance through a balanced scorecard. The balanced scorecard will contain areas of opportunity and provide insight into overall performance.

Balanced Scorecard Development, Implementation, and Review

- System level
- Service-line level
- Care-site level
- Department level

Mortality Review

OhioHealth performs mortality reviews to discuss and analyze cases in any given area to promote quality and safety. The organization makes a point to drive continuous improvement throughout the care sites in all areas of care. The mortality review teams include the appropriate clinical stakeholders such as physicians, residents, nurses, pharmacists, and individuals involved in inpatient care. Each review develops learning points that are created and effectively implemented.



"I am committed to patient-driven, waste-free, harm-free, and highly reliable care that is delivered by teams of deeply engaged providers and is evidenced by exceptional patient outcomes"

- Dr. Thomas Harmon

Activities

1. Women's Health Services Project
2. Contract negotiations
3. Balanced Scorecard development, implementation, and review
4. Daily Operation Meetings
5. Executive level job interviews
6. Mortality review
7. Executive leadership meetings
8. Service Line Leadership Meetings

Goals Achieved

1. The residency allowed for in-depth evaluation of healthcare executive leadership with a large focus on clinical health executive leadership.
2. Experiences allowed for the identification and application of skill sets used by executive leadership.
 - Primarily, strategic thinking and evidenced-based practice strategies.
3. Demonstrated understanding of the Executive healthcare leadership teams, how they collaborate, and what skill sets are needed to maintain daily activity and commit to breakthrough goal deployment.