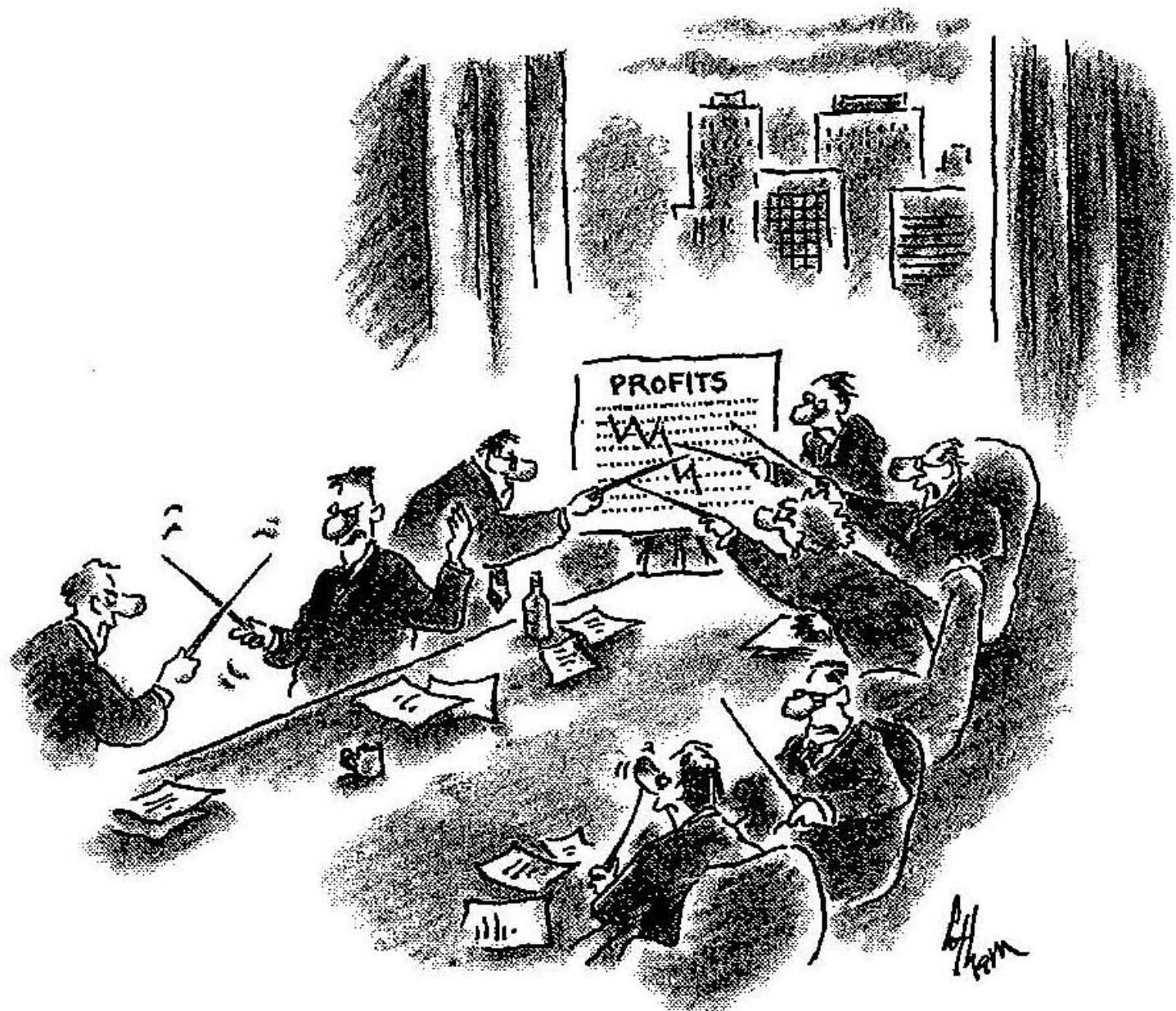


Wake Forest University Baptist

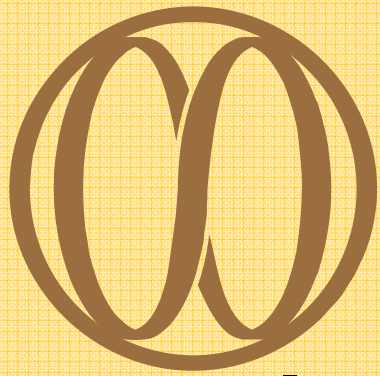
**MEDICAL CENTER**®





*"It's confusing when everybody has a pointer."*





Wake Forest University Baptist

**M E D I C A L C E N T E R**®

- **Integrated health care system**
- **Operating 1,238 acute care, rehab and long-term care beds**
- **>12,000 staff and faculty**
- **23 subsidiary or affiliate hospitals**
- **Regional dialysis network (14 ctrs)**
- **Regional cancer centers**
- **Piedmont Triad Research Park**
- **Approximate \$45M in funds flow/yr**



# North Carolina Baptist Hospital



- **872-bed teaching hospital**
- **Brenner Children’s Hospital –  
-160 bed “hospital within a hospital”**
- **Lexington Memorial Hospital –  
- 94-bed acute care facility**

# WAKE FOREST

UNIVERSITY

## HEALTH SCIENCES

- **School of Medicine**
- **14 dialysis centers**
- **Piedmont Triad Research Park**
- **932 medical and science faculty members**
- **549 adjunct and clinical faculty in the region**
- **substantial patent portfolio**



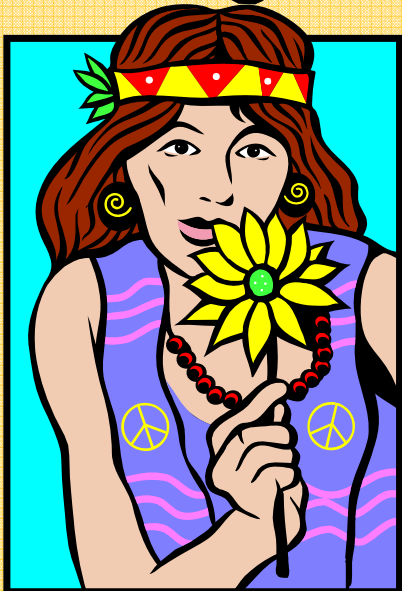
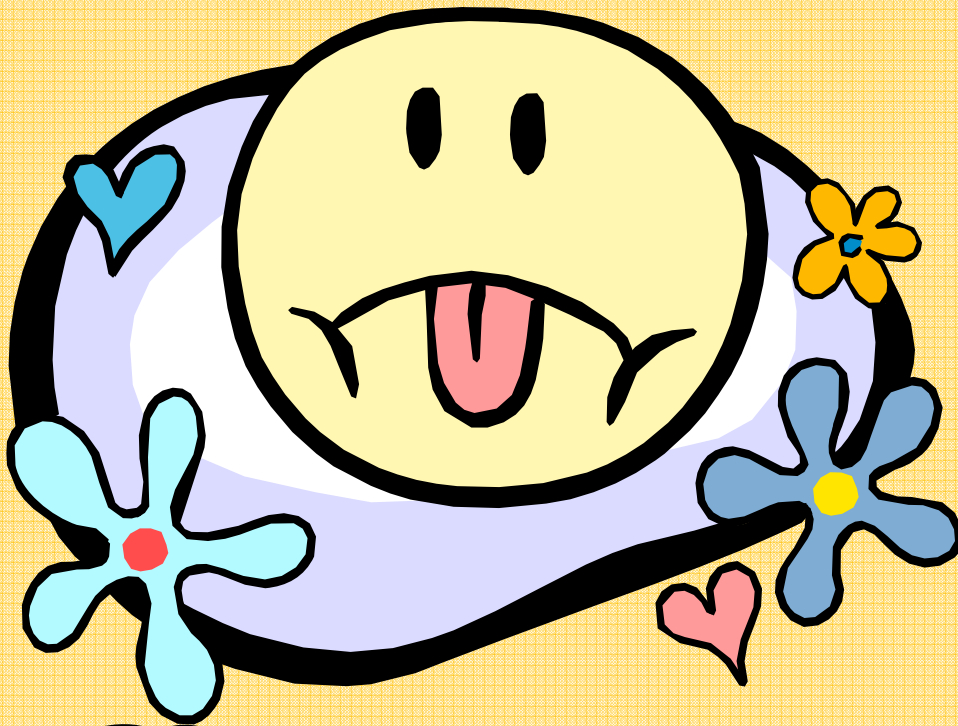


# WAKE FOREST

## UNIVERSITY

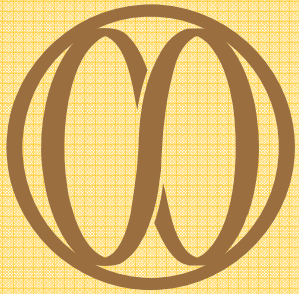
### *Physicians*

- **Over 600 physicians**
- **~100 specialties**
- **\$390+M net revenue**
- **640,000 visits**
- **11 Departments and the Div. of Surgical Sciences**



**2005....  
The Summer  
of Love....**

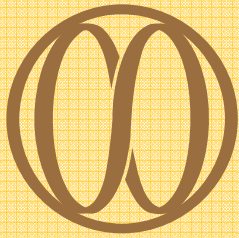




Wake Forest University Baptist

**MEDICAL CENTER**®

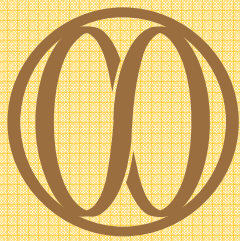
- **Functional Integration Agreement**
- **Unified Medical Center leadership**
  - Board
  - CEO
  - Strategic plan
  - Master facilities plan
  - Image and brand
- **“New” faculty practice**
  - New FP management team



Wake Forest University Baptist

**M E D I C A L C E N T E R**®

- I. **Vision and Organizing Principles.** The Parties will establish a top-tier global academic medical center of distinction, built on a foundation that includes the following characteristics:
- ▣ Top Quartile Ranking of the Medical School
  - ▣ Top Quartile Ranking of NIH Funded Research
  - ▣ Top Quartile Ranking of Hospital
  - ▣ Broad Patient Draw from local, regional, and in strategic programs, national and international origins
  - ▣ Nationally and Internationally Recognized Specialty Care Centers
  - ▣ Significant Industry Investment and Partnerships leading to Regional Economic Development and Intellectual Property
  - ▣ Entrepreneurial Faculty and Clinicians
  - ▣ Institution is Leader in Clinical Trial Development
  - ▣ Chair Positions are Viewed as National Leadership Roles of Distinction
  - ▣ Chair Positions have Academic/Clinical/Research Leadership Roles
  - ▣ A Full-Time Faculty, except in those circumstances where affiliation or employment of non-faculty physicians enhances the overall objectives of the Medical Center



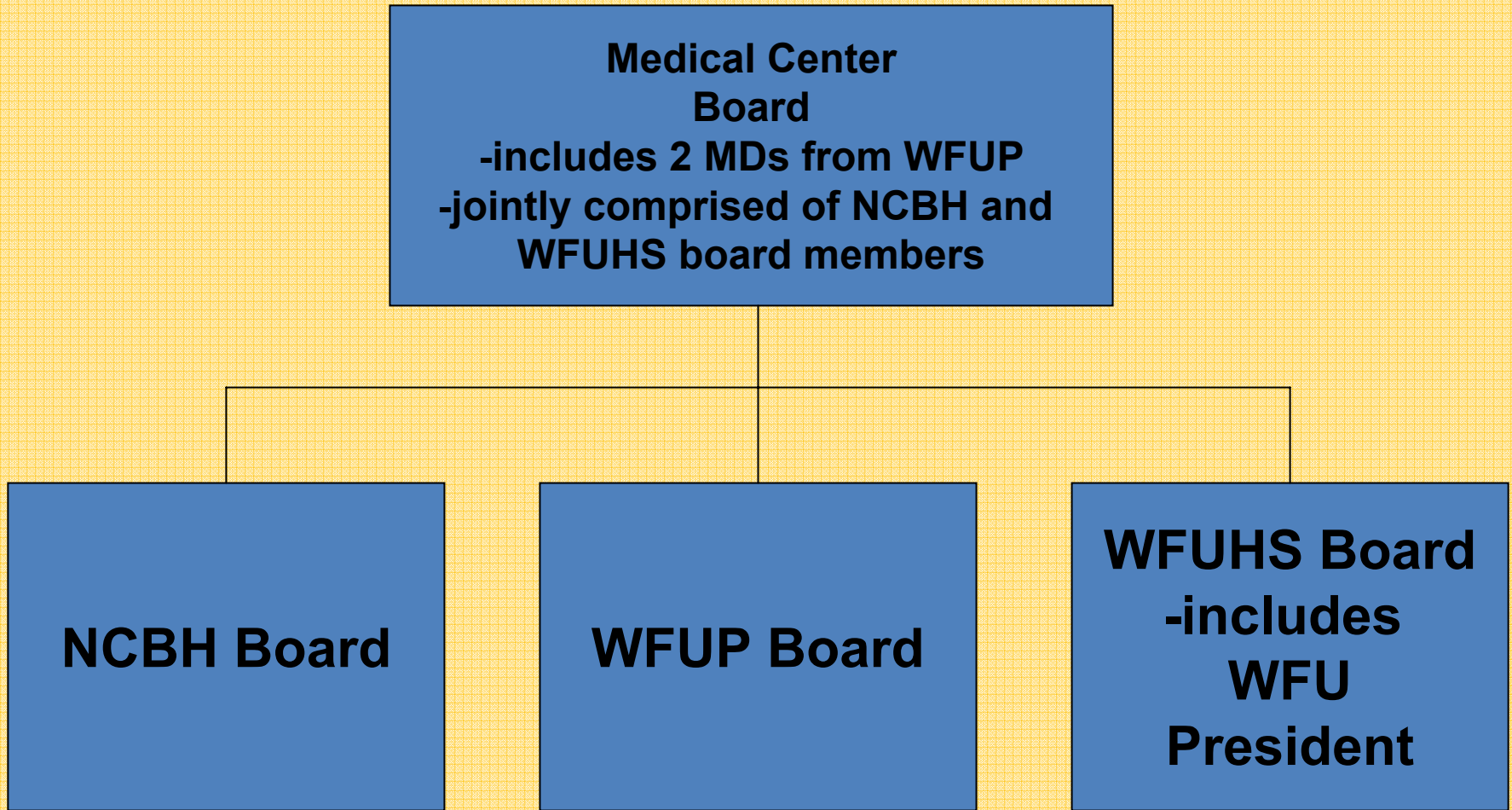
Wake Forest University Baptist

**MEDICAL CENTER**®

**To achieve top-tier global recognition, the Parties commit to the following hallmarks:**

- ▣ **Exceptional Clinical Talent**
- ▣ **Technology Developer and Clinical Trial Leader**
- ▣ **Aligned School of Medicine, Faculty, and Care Delivery Enterprise**
- ▣ **Aligned Capital Investments**
- ▣ **Track Record for Developing Superior Care Delivery Models**
- ▣ **10 to 20 Year Strategic and Master Facility Plans**
- ▣ **Regional Care Delivery Networks**
- ▣ **Destination and Signature Programs**
- ▣ **Community and Regional Economic Relationships**
- ▣ **Strategic Research Platform**
- ▣ **Building and Using Tools for Data-Driven Care**





- **Interlocking members**
- **Interlocking presidents**
- **WFUP more of a “working” board**

**WFUBMC  
CEO**

**WFU  
President**

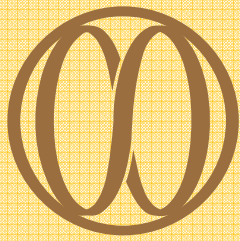
**NCBH  
President**

**WFUP  
President**

**WFUHS  
President**

**WFUBMC CMO**

**Research Park**



Wake Forest University Baptist

**MEDICAL CENTER**®

## **“Medical Center” functions:**

- **Communications/Marketing**
- **Human Resources**
- **Corporate Revenue Cycle**
- **Information Technology**
- **Facilities Planning**
- **Legal/Risk Management**
- **Compliance**
- **Treasurer**
- **Medical Center Quality Committee**



# WAKE FOREST

## UNIVERSITY

### *Physicians*

- **“New” faculty practice**
  - 501©3
- **New board structure**
- **New management team**
- **New bylaws**
- **New internal funds flow**
- **Business plan driven**

# WAKE FOREST

UNIVERSITY

## *Physicians*

- **Board Structure**
  - **11 physicians (4 chairs)**
  - ***elected/selected – 3 ways***
  - **WFUBMC CEO**
  - **3 Presidents**
  - **2 public members**
  - **CPS**
  - **2 WFUBMC board members**

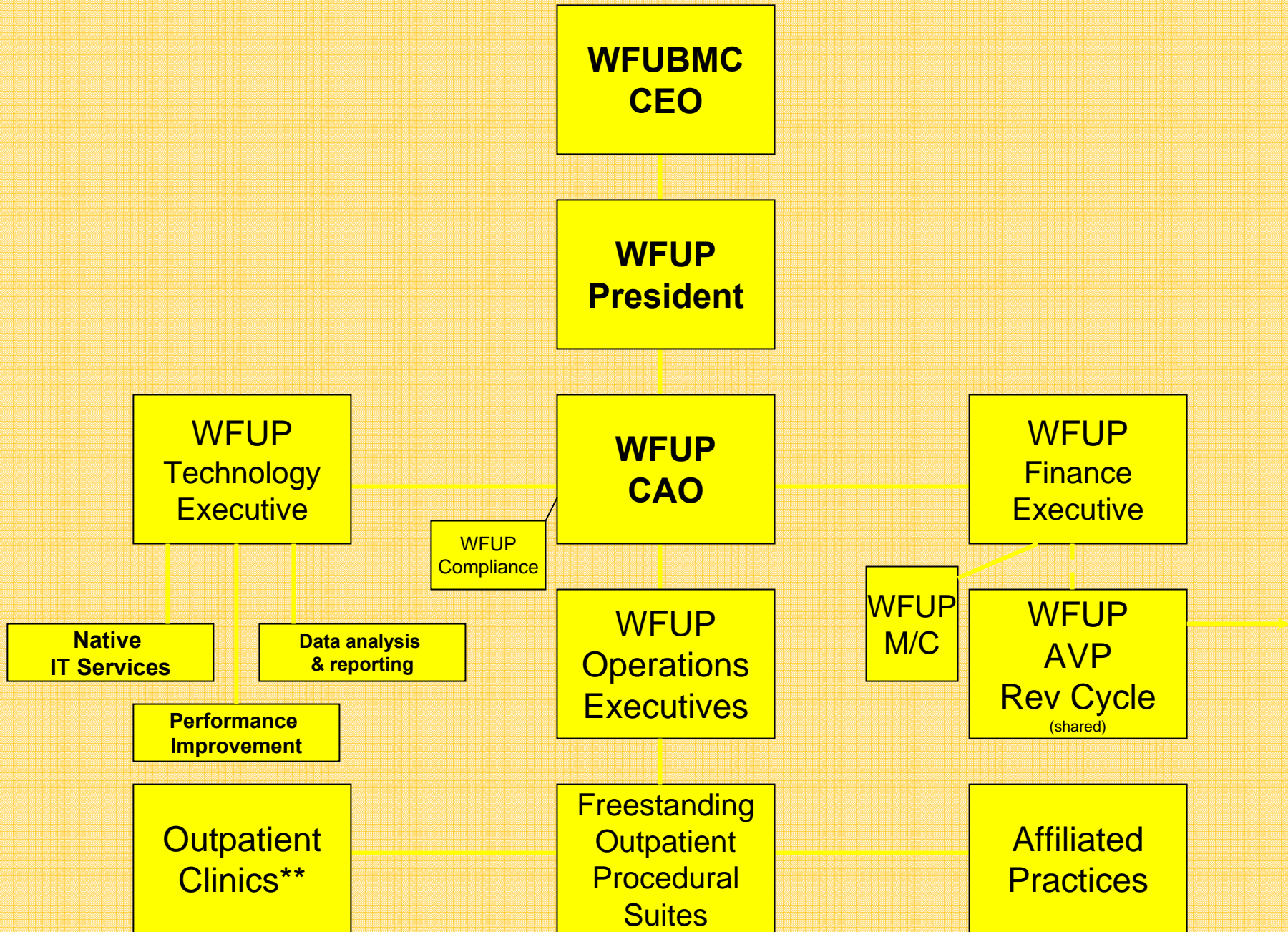
# WAKE FOREST

## UNIVERSITY

### *Physicians*

- **Two standing committees**
  - **Finance**
    - **Budget**
    - **Business development**
  - **Clinical Operations**
    - **Practice standards**
    - **Med staff development**





\*\* Probable dual reporting for HBC status

# ***WFUP's Technology "To Do" List***

- **Finalize EMR rollout**
  - Effective order entry
  - Medicine reconciliation
  - E-prescribing
- **Patient portal rollout**
- **Enterprise-wide scheduling**
- **Clinical trials module**
- **ICD-10**
- **Ophthalmology EMR**
- **Automated charge capture**
- **RTLS**



- ☐ **Strategic Plan**
- ☐ **Master Facilities Plan**
- ☐ **New image & brand strategy**

# Thinking About Brand Architecture

Organizational Brand



Component Brands



North Carolina Baptist Hospital

Wake Forest University Physicians (WFUP)

Sub Branding



Children's Hospital Brand



Programs, Services (sampling)



Subsidiaries, Affiliates, and Co-Brands

(consistent relationship guidelines?)



Dialysis Access Group of Wake Forest University, LLC



**Branding  
Strategy**

**Enterprise  
Strategy**

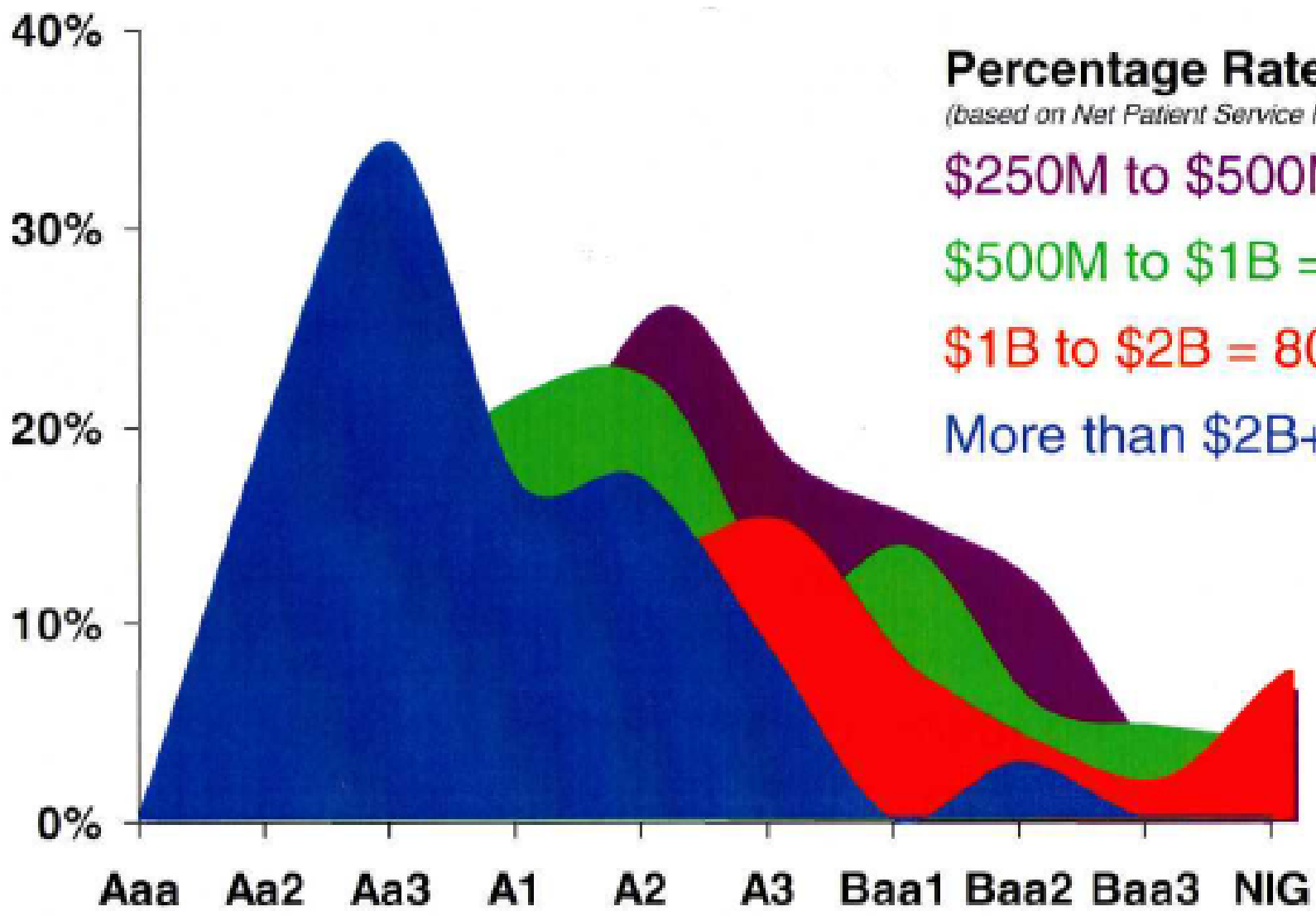
- Clinical
- Academic

**Financial  
Plan**

**Facilities  
Plan**

**Operating  
Plan**





**Percentage Rated Aa or A**  
*(based on Net Patient Service Revenue)*

\$250M to \$500M = 64%

\$500M to \$1B = 72%

\$1B to \$2B = 80%

More than \$2B+ = 97%

Sources: Information supplied by Moody's Investors Service based upon 2004-2007 published ratios.

# Questions?

