



ROCHESTER REGIONAL HEALTH RESHAPES THE GREATER ROCHESTER REGION

CHALLENGE

In response to the incentives built into the Affordable Care Act and increasing regulatory pressure, the healthcare industry is experiencing a period of profound and unprecedented change. The challenge for healthcare providers is to create new, viable delivery systems that can respond to the market's demands and become more effective and efficient in delivering value-based care.

Creating an integrated care delivery system would position two-hospitals Rochester General Health System (RGHS) and single-hospital Unity Health System (UHS) to better meet the needs of the community and thrive in an increasingly challenging environment.



SOLUTION

Over the years, Navigant partnered with RGHS on a variety of strategic and financial collaborations. This long-standing association helped lay the groundwork for the momentous reorganization initiative with RGHS and UHS.

As RGHS and UHS moved through the affiliation process in 2013, the organizations' leadership performed a high-level analysis, and outlined an integration road map that included Navigant as a partner to support significant premerger planning and activities.

The key work streams focused on:



Creating the operating and governance models for the new entity



Identifying the definitive organizational success factors



Designing a comprehensive implementation plan for the new enterprise, including all back-office and clinical service operations, as well as management, leadership, and staffing models for key departments and services



Developing a "Day One" mobilization plan to support a seamless, orderly, and effective transition

RESULTS

Following more than a year of planning and regulatory review, in July 2014, RGHS and UHS formally came together to create a new, fully integrated, nonprofit health system with a single parent company – Rochester Regional Health (RRH). The new health system includes five hospitals, skilled nursing and senior housing facilities, medical practices, a homecare organization, behavioral health programs and facilities, ambulatory surgery centers, and a for-profit medical testing and clinical trials laboratory.

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About Rochester Regional Health System

Rochester Regional Health is an integrated health services organization serving the people of Western New York, the Finger Lakes, and beyond. The system provides care from 150 locations, including five hospitals; more than 100 primary and specialty practices, rehabilitation centers and ambulatory campuses; innovative senior services, facilities and independent housing; a wide range of behavioral health services; and ACM Medical Laboratory, a global leader in patient and clinical trials. Rochester Regional Health, the region's second-largest employer with more than 16,000 employees, was named one of "America's Best Employers" by Forbes in 2015.

About Navigant

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