

Broadview Heights Business Spotlight - University Hospitals



In 2016 we welcomed the expansion of University Hospitals in Broadview Heights with the opening of the University Hospitals Broadview Heights Health Center. University Hospitals Parma Medical Center received a new leader in 2017 with the naming of new President, Peter Bergmann. We wanted to learn more about University Hospitals from both an organizational perspective and what their expanded services offer to Broadview Heights, as well as about the man who is charged with leading the future of health in our community. Economic Development Director Kristina Sorensen recently sat down with President Peter Bergmann for an informative and interesting discussion.



*Peter Bergmann, President of University Hospitals
Parma Medical Center*

Q: Welcome to Ohio, more specifically University Hospitals Parma Medical Center (UHPMC) and by extension, University Hospitals Broadview Heights Health Center (UHBVHC). Tell me a little about where you came from and your major observations so far.

A: Well, thank you! I was previously serving as the President and CEO of Sisters Charity Hospital in Buffalo, New York. So far, the largest difference I have noticed between where I came from and UH is the marketplace. In Ohio, the health marketplace is extremely competitive. By contrast, in New York, before you can open a facility you must go through what is called a Certificate of Need process, whereby the State gets to come in and decide if the services being proposed are necessary or are duplicative. If they are deemed to be duplicative, they are denied, because it is viewed as though creating that extra competitiveness will only increase costs to the system without a real impact to the community. In Ohio, without this process, if healthcare facilities can be funded, they can be opened.

I believe that competition is good – it keeps everyone on their game and really makes you focus on the right things: patient experience and quality. The problem becomes how to control competition in terms of duplicating costs with healthcare and also increasing costs without any real benefit to the patient.

Q: UH already had the Wellpointe Center in Broadview Heights and in 2016 opened the UH Broadview Heights Health Center. What led UH to expand in Broadview Heights and build the new facility?



University Hospitals Broadview Heights Health Center, which opened in 2016.

A: UH recognized the need for outpatient, primary and specialty care in the communities surrounding UH Parma Medical Center, specifically in Broadview Heights, Brecksville and the south suburban surrounding communities. This outpatient center complements the services at UH Parma, and fills that gap between the doctor’s office and the acute-care hospital.

University Hospitals Broadview Heights Medical Center on-line portal

Q: What services are provided at UH Broadview Heights Health Center?

A: The UH Broadview Heights Health Center offers both an Emergency Department and an Urgent Care. In this convenient location we have Radiology, Lab, Cardiology, Internal Medicine, Family Medicine, Pediatric Medicine and specialty services including Obstetrics, Gastroenterology, Neurology, and General Surgery.

You can use our on-line portal to check what type of care is available in Broadview Heights for you, and check-in online ahead of your visit.

Q: We have seen your Community Outreach Team at a number of our Health Care events, races, Farmers Markets, and the like in Broadview Heights. How else is UH seeking to be present in the lives of those in Broadview Heights and our surrounding communities?

A: We believe it's important to build relationships and trust within the community, which is why we try to interface with the public as much as we can. For us, primary care is where it all starts. If patients have good primary care, they will have access to specialists and hospitals. Our community outreach, involving community health nurses and EMS, further strengthen the health of the community.

Q: What is your leadership style and how does that affect your vision for both the hospital and the community?

A: I'd characterize myself as a collaborative leader. I have so many different stakeholders that I need to work with and support. I want to work with the Board to make the Hospital better, the community to make healthcare in the community better, the Physicians to make excellent clinical decisions, as well as our Leadership Team and every employee in this Hospital because we all have the same goal: to provide the best care to people in our community.

I like to think I help develop leaders. Physicians, by the nature of what they do, are leaders. And let me tell you, they are *great* leaders, which is why I include them on my Leadership Team. When we make decisions about the future of the hospital, the physicians are part of that decision making process. I want to make sure we have the strongest group possible and help develop them in whatever way we can.

Q: Has that approach been successful for you in your prior positions?

A: Yes, it has. I'm originally from Buffalo. I worked there for about 15 years, moved away and most recently left my prior position there at Sisters Charity Hospital. When I got there, we had Medical Executive Committee meetings and physician members were always pointing fingers at the Administrative Team, saying they weren't doing certain tasks well enough and were falling short in multiple areas. I said, "Stop. We're *all* leaders here at the Hospital and we all have to be part of the solution going forward." I immediately took the Chair of Obstetrics, Chair of Medicine and Chair of Surgery and placed them on my Senior Leadership Team. I told them, "We're all going to make decisions for the hospital so that when we go back to the Executive Committee everyone has played a role in solving these problems." It did change the culture. In my 11 years we definitely saw a huge culture shift, and our staff was empowered to make the changes they needed in their own departments.

I really want our directors and managers to be entrepreneurs within their own departments. They need to see each of their departments as individual businesses and need to figure out how best to run them. They are closest to their areas and need to be empowered to make decisions that work for them.



University Hospitals at Wellpointe Pavilion, at Route 82 and Broadview Road, opened in Broadview Heights in 2006.

Q: Where and how did you develop your leadership style?

A: My background is for-profit healthcare. I started my career in what I would call a directive-leadership approach – telling people what to do and how to do it to reach a direct goal with an end in sight. In that type of healthcare model, leadership changes every two to three years. Each leader has a very specific skill set and your responsibility is to complete your mission.



Peter Bergmann, in his position as CEO of Sisters Hospital in Buffalo, NY (The Buffalo News).

Well, that model is not sustainable, and that is why I looked to leave for-profit health care. I had a wonderful opportunity to join Ascension Health which is the largest not-for-profit healthcare system in the country. That was my first CEO position. It was really with the Daughters of Charity, who were part of the system, that I learned more of the collaborative leadership style. It really became almost common sense to me – I can't do everything – I can't admit a patient, I can't cure a patient. But I can certainly work with others to help improve the care.

My kids ask me, "Dad, what do you do at work?" My first answer is, "Well, I have meetings all day." But then I tell them, "I help the caregivers give great care". And that is how I view my job.

Q: You genuinely seem very passionate about what you do. I can tell there is a connection there; where there's something there influencing your drive.

A: Both of my parents were physicians and I have a brother who is a physician, so it's my comfort level.

Q: I see. You heard all the stories growing up and probably saw quite a bit of healthcare from the physician side of things. So having a complementary skill set, did you think you could come at it from another angle, from the business side, and see a means to make a change?

A: Yes, when I started taking chemistry and physics it became clear that maybe that's not the side I wanted to pursue. My mother was an anesthesiologist at a small community hospital. She almost had the pre-vision of the population health model, which is all about managing the health of a community. Healthcare is not about what happens just inside the four walls of the hospital, it's about the physical health of the entire population of the community.



"Kids in the Sun" Pediatric Suite at University Hospital Broadview Heights Health Center, an extension of UH Rainbow Babies & Children's Hospital

small building on Cleveland's lake front, named Wilson Street Hospital. Within five years the hospital was treating about 100 patients per year, split between customers who were both able to pay and those who received charity care.

The growth of UH continued slowly and steadily over the decades, with the expansion of patient care services, medical specialties, medical technologies and research. Pioneering discoveries in cardiac care, cancer research, orthopedics and neurology are just a few areas where UH has continued to expand its footprint in Northeast Ohio.

UH has evolved over the past 30 years from a single medical center into a health care system with more than 40 health centers and 18 hospitals across Northeast Ohio.

In January 2014, Parma Community General Hospital was integrated with UH, becoming University Hospitals Parma Medical Center. We have been in operation for 56 years and continue to strengthen and improve the health needs of western Cuyahoga County.

Q: I did not know that is how UH was started. What are UH's mission and goals as an organization?

A: UH has pursued the mission of meeting the health care needs of the community, delivered care close to home, with an academic medical center renowned for advanced procedures, groundbreaking clinical research and education for the next generation of clinicians. UH was founded in the spirit of compassion and has remained true to this core tenet which is why it has remained in operation for 150 years.

UH's mission is: To Heal. To Teach. To Discover. Every day, new research discoveries and miracles are occurring within our system.

Q: Getting back to how all of this fits into the UH system, can you tell me what's UH's story of origination? What can you tell me about when and why it was founded and what drives the business today?

A: UH is proud of its 150 years of serving the community. After the Civil War Cleveland was filled to capacity with a wave of Eastern European immigrants; social services were strained, poverty was rampant and the need to provide health care was imperative. A group of civil leaders and parishioners from Cleveland's Old Stone Church formed the Cleveland City Hospital Society in 1866. This hospital was a

Q: Can you share with me some of the milestones of UH Parma Medical Center that are hallmarks of care we receive in our community?

A: We have a few of them! First is Code STEMI. UH Parma was the first hospital in the region to implement a Code STEMI system that alerts the cardiac catheterization lab of heart attack patients en route. Our method of treating heart attack patients incorporates technological advances, like electronic transmission of EKGs from ambulances to the Emergency Department (ED).



Patrons tour the Medevac at UH Broadview Heights Medical Center during the Center's Grand Opening in 2016

This, combined with our efficient communication protocol, results in a median response time of 55 minutes, well below the national standard of 90 minutes. The clock begins the moment the patient arrives in the ED and is clocked until the insertion of the balloon, to the catheterization lab to clear the blocked artery and restore blood flow to the heart.

We are also very proud of our EMS Institute & Disaster Preparedness program, a program with accreditation not only on the State but also the National level. Through this program we have been providing education and training to local communities since 1983. In this time we have trained more than 1,700 paramedics!

We've also focused on developing a unique stroke program. UH Parma Medical Center is actually a designated Primary Stroke Center. We have the Telestroke Program, in which paramedics in Broadview Heights live stream stroke assessments from the ambulance using computer tablets. Parma was the first community in the state to begin doing this, in collaboration with University Hospitals, in 2016.