Our History

• 1884 New Brunswick City Hospital
• 1916 John A. Wells Memorial Hospital
• 1920 Middlesex General Hospital
• 1950’s became “Teaching Hospital”
• 1970 ADC reached 180 patients
• 1986 Robert Wood Johnson University Hospital

Robert Wood Johnson University Hospital

• 965-bed Academic Medical Center located in New Brunswick, NJ
• Principal Teaching Hospital of Rutgers Robert Wood Johnson Medical School
• Flagship Hospital of multi-hospital system
• Centers of Excellence: Cardiovascular; Cancer; Women’s & Children’s; Level 1 Trauma Center
• Located mid-way between New York and Philadelphia, serving six county population of approximately 1.4 M
Our Mission

To improve the health and well-being of the patients and communities we serve by:

• Fostering an environment of excellence in all areas including the provision of the highest quality, evidenced based patient care in collaboration with the hospital’s health care professionals
• Advancing patient care by the diffusion of medical knowledge
• Facilitating medical discovery that improves patient care
• Promoting and engaging in community outreach activities to enhance the health of the residents of our region
• Exhibiting stewardship of all available resources

Robert Wood Johnson Health System

• RWJUH: the flagship of the System focusing on the most complex cases
• RWJ Somerset
• RWJ Hamilton
• RWJ Rahway
• Bristol-Myers Squibb Children’s Hospital at RWJUH
• Children’s Specialized Hospital
RWJ Health System

• $1.6 Billion in Annual Revenues
• 10,300 Employees
• 3,250 Medical Staff
• 1,733 Beds

Service Area Highlights

• 1.4M People in SA
• Would be 9th largest city in the U.S. – as big as Dallas, and BIGGER than San Francisco and Denver
• 45+ population projected to grow by more than 10% over next 5 yrs → will comprise nearly 40% of total population by 2015

National Recognitions for Excellence

RWJUH has ranked among “America’s Best Hospitals” for 8 consecutive years, including 2014 for Cancer Services

Named One of America’s Best Children’s Hospitals by U.S. News & World Report for three consecutive years
Hospital Mergers in the US

- The merger comes at a time when hospitals of all sizes across the state and nation are re-evaluating and significantly changing their operational strategies and delivery models to cope with growing financial challenges.

- Hospital Mergers occur due to:
  - Rapidly changing healthcare environment
  - Value Based Purchasing
  - Decreased reimbursement
  - Decreased volume drives the need for hospital to merge to meet the need of the community.

- The need to diversify outpatient services to compensate for the decreased reimbursement for inpatient admissions.

New Jersey State Statistics

- NJ hospitals Statistics
  - Mergers
  - Closures

- The need to merge was a financial necessity in order to survive the state of healthcare.

- The talk of merging was inevitable for both hospitals.

Robert Wood Johnson University Hospital

- RWJUH – Academic Medical Center
  - Urban location: New Brunswick, NJ
  - Meeting the need of the underserved diverse community
Somerset Medical Center

- Somerset-Community based hospital
  - Suburban location: Somerville, NJ
  - Insured payer based population

Merger Milestones: 2 year process

- December 2012
  Somerset Medical Center sends Request for Proposals (RFPs) to potential partners, including New Jersey health systems, national for-profit systems and not-for-profit systems.
- January 2013
  Proposals submitted to Somerset Medical Center.
- February – March 2013
  Proposals reviewed by 13 member advisory group consisting of Somerset Medical Center board members, executives and physicians.
- April 2013
  Initial due diligence begins.
- June 20, 2013
  Somerset Medical Center announces that it will pursue a merger agreement with Robert Wood Johnson University Hospital.
- August 28, 2013
  Somerset Medical Center and Robert Wood Johnson University Hospital sign definitive merger agreement.
- September 4, 2013
  Merger application submitted to the New Jersey Attorney General’s Office for review.
- October 2013
  Transition team formed to begin planning for integration of Somerset Medical Center and Robert Wood Johnson University Hospital.
- February 24, 2014
  CHAPA application submitted by Somerset Medical Center is deemed complete by New Jersey Office of the Attorney General.
- March 27, 2014
  Public meeting conducted by New Jersey Attorney General’s Office and New Jersey Department of Health to allow members of the community to comment on proposed merger.
- May 5, 2014
  The Office of the Attorney General concluded its review of the merger application and determined that the merger of Somerset Medical Center and Robert Wood Johnson University Hospital is in the public interest.
- June 1, 2014
  Robert Wood Johnson University Hospital (RWJUH) and Somerset Medical Center officially completed their merger, creating a 965-bed hospital with campuses in New Brunswick and Somerville. As of today, Somerset Medical Center will operate as Robert Wood Johnson University Hospital Somerset.

Marketing

- Blending of campuses
- All forms of media including social media.
  - Billboards
  - Mailing
  - Flyers
  - Radio and television announcements
  - Newsletter
  - Local and Statewide Newspaper
  - Hospital websites
  - Facebook
  - Twitter.
- Town Hall meetings with staff at both campuses
Executive Planning

- Pods
  - Laboratory
  - Human Resources
  - Environmental Services
  - Information Systems
  - Finance
  - Quality
  - Nursing

Strategies for a successful merger at the departmental level

- Kathleen Evanovich Zavotsky PhD, RN, CCRN, CEN, ACNS-BC- AVP of Center for Professional Development Innovation and Research
- Meet and Greet with Somerset Staff
- Learn about each employee and their talents
- Provide support (emotional and through resources)
- Transparent leadership
- Share, share, share

Strategic Plan for Merging Nursing Education Departments

- Strategic plan
  - Change of department name Center for Professional Development Innovation and Research
  - Leads for each component of the name of the department: Professional Development, Innovation, & Research
- Mentoring Partners
  - Somerset Staff were partnered with New Brunswick staff to acclimate to the role and serve as resources
- Job Descriptions
  - Review job descriptions at both campuses
  - Set expectations (30% clinical time, follow new orientees, publications & research)
Strategic Plan for Merging Nursing Education Departments

- **Workflow**
  - Who does what? Process throughput: orientation, unit providership, scholarly activities, nursing research, wound care, policies and procedures

- **Resources**
  - Evaluate resources at both campuses: computers, simulation mannequin, online resources, learning management system, equipment
  - FTE complement of staff: educators, administrative assistant staff, data analyst

- **Culture**
  - Include educators from each campus to work on projects
  - Encourage a collaborative practice
  - Advocate for each campus by asking the question: will the process be the same at each campus?

The physical challenges of a merger on the staff development department

- **Resources**
  - Simulation
  - Learning Management System

- **Two computer systems**

- **Room capacity with computers**

- **Different equipment**
  - Glucometer
  - Lifting equipment
  - Defibrillator

- **Policy & Procedures**
  - Parking

- **Access**
  - Computer
  - ID Badge
  - Employee #s

- **Distance between 2 campuses (11 miles in Jersey traffic = 1 hour)**

- **Hospital beds**

The emotional challenges of a merger on the staff development department

- **Work Coverage**
  - Orientations
  - Vacations
  - LOA

- **Culture shock**

- **Grieving**
  - Educator and staff
  - Signage
  - Loss of Identity
  - Job role

- **New Processes**
  - Orientations
  - CIWA
  - Competencies
  - Bbraun IV Pump
  - Healthstreams
  - Sim Man

- **New People**

- **New Website**

- **Clinical Staff**
  - Union
  - 36 hours PT vs FT
  - HR benefits
Merger Successes

- Combined Orientation
  - Clinical Care Technician (CCT)
  - RN
  - Unit Clerk
  - Patient Monitors
- Representation of both campuses at all educational workshops/presentations
  - Preceptor Workshop
  - Research Day
  - Skills Validation
- Educational Planning
  - Education Needs Assessment
  - Education Planning Retreat
- New colleagues/relationships
- Resources
  - Online Nursing Procedures & Skills
  - Learning Management System
  - Medical Library access
- Cross coverage between campuses
  - Perinatal
  - Perioperative

Merger Successes

- Collaboration for workflow
  - Committees
  - Magnet
  - Interdepartmental support (i.e. room set up, increase storeroom hours)
  - Intercampus collaboration between educators
- Publications
  - Podium
  - Posters
  - Research studies
  - Manuscripts
- Educational Programs
  - EBP Journal Clubs
  - Weekend Cape
  - Morbidity & Mortality Nursing Rounds
- Clinical Affiliations
  - Rutgers Nurse Residency Program
  - Paths to Professional Nursing Grant
  - Schools of Nursing
    - Undergraduate
    - Graduate

One year later

- Merger continues
  - Policy and Procedures
  - Computer Charting System
  - Equipment
  - Computer access (network)
  - Simulation Classroom
  - Larger orientation classroom to accommodate the merged classes
  - Clinical ladder system
  - 1 Provider Unit
  - Competencies evaluations at all levels
  - 1 Nursing Conceptual model
Lessons Learned

• A strategic plan with a timeline is key to successful merger.
• Change is hard and you cannot make everyone happy.
• Involve stakeholders early on at all levels.
• Improve communication between all the departments that impact orientation workflow such as:
  – Human Resources: employee numbers assignment, accurate list of new hires, transfers
  – Safety & Security: parking validation and ID badges
  – Information Systems: email access, computer codes
  – Laboratory: Blood Glucose, CCT phlebotomy training
  – Pharmacy: Pyxis codes
  – Cardiology: Services: EKG Competency
• Share everything!
• Recognition is a must! Thank all stakeholders for their contributions
• Challenges and surprises will happen, and this too shall pass.
• Success will follow, and you will live to tell!