

FISCAL YEAR 2021 STRATEGIC GOALS



HIGHEST QUALITY, SAFEST CARE

Improve quality outcomes & culture of safety



PATIENT/FAMILY-CENTERED CARE

Create an environment and culture of patient & family-centered care



ED & INPATIENT EXCELLENCE

Redesign care to improve quality, experience, efficiency & access



OR & PROCEDURAL AREAS EXCELLENCE

Redesign care to improve quality, experience, efficiency & access



AMBULATORY EXCELLENCE

Redesign care to improve quality, experience, efficiency & access



ACADEMIC PARTNERSHIPS

Strengthen teaching & research collaboration with UMass Medical School



FINANCIAL HEALTH

Achieve sufficient margin for strategic investments



CAREGIVER ENGAGEMENT

Enhance caregiver wellness, safety & commitment



HIGHEST QUALITY, SAFEST CARE

Improve quality outcomes & culture of safety

- Improve mortality observed-to-expected performance
- Reduce patient harm - *including pressure injuries and hospital acquired infections*
- Reduce caregiver harm - *including aggression incidents, lifting injuries, and exposures*



PATIENT/FAMILY-CENTERED CARE

Create an environment and culture
of patient & family-centered care

- Develop service line and department-specific improvement action plans
- Redesign and launch an expanded Ambulatory patient surveying program
- Advance patient rounding by leaders through enhanced Cipher Rounding process



ACCESS & OPERATIONAL EXCELLENCE: ED & INPATIENT

Redesign care to improve quality,
experience, efficiency & access

- Improve discharge time performance & length of stay among key service lines
- Redesign key components of ED and inpatient flow & patient management
- Redesign acute care services model for Medicine and inpatient provider teams
- Increase physical & functional capacity of both ICU & Med-Surg beds across campuses



ACCESS & OPERATIONAL EXCELLENCE: AMBULATORY

Redesign care to improve quality,
experience, efficiency & access

- Design and implement new model for enhanced patient and referring MD access
- Continue to support initial ambulatory practice transformation work
- Incorporate robust telehealth strategy into “new normal”



ACCESS & OPERATIONAL EXCELLENCE: OR & PROCEDURAL AREAS

Redesign care to improve quality,
experience, efficiency & access

- Improve OR efficiency (start times, turnaround times, utilization)
- Execute multi-pronged SPD improvement plan
- Develop multi-year 4 campus OR growth strategy
- Implement comprehensive Endoscopy optimization plan



ACADEMIC PARTNERSHIP

Strengthen teaching & research collaboration
with UMass Medical School

- Strengthen clinical trials & translational care strategy, including COVID-19 opportunities
- Enhance the learning environment for trainees, including new/expanded residencies/fellowships
- Enhance Graduate School of Nursing collaboration



CAREGIVER ENGAGEMENT

Enhance caregiver wellness, safety & commitment

- Transition SOR to Culture of Respect with focus on accountability, diversity, inclusion & equity
- Develop Leadership with programs such as Elevating Leadership & Coaching for Leaders
- Expansion of Unit Based Teams & Unit Based Practice Councils
- Continued focus on improving caregiver recognition



FINANCIAL HEALTH

Achieve sufficient margin for strategic investments

- Implement robust service line transformation program to foster growth & clinical excellence
- Develop 5-year master space plan & capital roadmap for equipment & facilities
- Achieve revenue cycle, growth, supply & labor management targets in FY21 budget