

2016-18 War Memorial Hospital Pillar Vision Statements & Key Strategic Actions

<p>Mission: Our commitment is to improve the quality of life and health through partnerships with those we serve.</p>	
<p>QUALITY Goal/Vision Statement: Continue on the journey to becoming a High Reliability Organization with a goal of zero preventable harm.</p>	<p>GROWTH Goal/Vision Statement: Establish a home health (including skilled nursing and physical/occupational therapy), durable medical equipment, and respite care line of business for WMH.</p>
<p>Activities or Immediate Steps</p> <ul style="list-style-type: none"> ⇒ Participate in Tier 1 and Tier 2 monthly calls with MHA and TJC. ⇒ Participate in Tier 2 yearly workshop. ⇒ Implement risk analysis for RCA2. <p>Resources Needed Continued MHA and TJC partnership</p> <p>Measures Reduction in harm events.</p> <p>SMART Objective: <i>WMH will continue working to become a High Reliability Organization to ensure that excellent quality care is delivered to every patient, every time, with a commitment to zero preventable harm.</i></p>	<p>Goal/Vision Statement</p> <p>Activities or Intermediate Steps</p> <ul style="list-style-type: none"> ⇒ Develop planning structure with project leader and team members. ⇒ Research regulations, reimbursements, licensure/certification, quality measures, coding/documentation, etc. ⇒ Define scope of business and business plan. ⇒ Develop action plan leading to program launch by 2020. <p>Resources Needed Staff, licensure, insurance, policies, vehicles, space, supplies</p> <p>Measure(s) of Success Profit/loss, market share, readmission rates and patient satisfaction rates.</p> <p>SMART Objective <i>WMH will open an accredited home health agency by December 2019 if feasible.</i></p>
<p>FINANCE Goal/Vision Statement: Open a retail pharmacy.</p>	<p>COMMUNITY Goal/Vision Statement: Expansion of food delivery model to recently discharged patients or elderly community members, to meet needs of elderly and improve outcomes for discharged patients.</p>
<p>Activities or Intermediate Steps</p> <ul style="list-style-type: none"> ⇒ Develop a business plan for a retail pharmacy owned and operated by WMH, in consultation with Pharmacy Systems, Inc. ⇒ Identify a location, develop a budget, determine hours of operation and staffing needed. ⇒ Apply for and obtain licensure. ⇒ Hire staff. ⇒ Order inventory. ⇒ Create and implement marketing plan. ⇒ Open for business. <p>Resources Needed Seed money, space, equipment, inventory, license, staff</p> <p>Measure(s) of Success Revenue, profit/loss, patient satisfaction and readmission rates</p> <p>SMART Objective: <i>By January 2019, WMH will operate a fully functioning retail pharmacy, after developing a business plan by January 2018.</i></p>	<p>Activities or Intermediate Steps</p> <ul style="list-style-type: none"> ⇒ Survey restaurants to see if one has capacity and is willing to participate. ⇒ Alternatively, assess ability of WMH kitchen to provide meals. ⇒ Research other hospitals that have similar programs. ⇒ Explore other ways to meet community needs for improved nutrition and food access for low-income households, seniors, and other target populations, including gardens, markets, partnerships with other community groups and organizations, and expanded capacity to provide nutrition and wellness education and registered dietitian services. <p>Resources Needed Partner organizations</p> <p>Measure(s) of Success Reduce re-admits, patient satisfaction</p> <p>SMART Objective: <i>WMH will develop plans for three tiers of nutrition/wellness programming – employee wellness, patient and targeted nutrition and wellness interventions, and community level programs and partnerships.</i></p>

<p>PEOPLE Goal/Vision Statement Improve recruitment and retention of quality employees.</p>	<p>SERVICE Goal/Vision Statement: Goal/Vision Statement More robust telemedicine service that provides physician visits, specialty care visits and home monitoring.</p>
<p>Activities or Intermediate Steps</p> <ul style="list-style-type: none"> ⇒ Form recruitment and retention committee. Committee identifies hard-to-fill positions by discipline, establishes appropriate metrics and expectations, and recognizes that filling a position with the wrong person can create other problems. ⇒ Establish a welcoming interview and a resource worksheet for new employees highlighting hospital and community opportunities. ⇒ Create a spousal support network and resources. ⇒ Create or strengthen relationships with schools of medicine, nursing and other health care professions, create programs to host students, and identify or develop student housing. ⇒ Create an RN mentorship program for follow-up after orientation and ongoing support. ⇒ Recognize RNs (and other disciplines) monthly and on web site. ⇒ Create a feeling of employee empowerment, and provide greater transparency on salary/bonus structure. <p>Resources Needed People willing to serve on committees and as mentors, and commitment to supporting employees by and for staff at all levels of organization</p> <p>Measure(s) of Success Short term: new committees, programs and resources in place. Medium term: Reduction in staff vacancies/job postings. Long Term: improved 1-, 3- and 5-year retention rates</p> <p>SMART Objective <i>WMH will establish a Healthcare Professional Recruitment and Retention Committee to develop relationships with universities to enhance recruitment, and hospital and community programs to improve retention, leading to significant reductions in staff vacancies and increases in staff retention by December 2019.</i></p>	<p>Activities or Intermediate Steps</p> <ul style="list-style-type: none"> ⇒ Obtain technology. ⇒ Research service delivery models from similar rural communities. ⇒ Identify services that current physician panel can provide. ⇒ Identify specialties that could be provided through telemedicine. ⇒ Develop provider networks through partnerships or contracts. <p>Resources Needed Full-time coordinator position, hardware, space, providers.</p> <p>Measure(s) of Success Number of patients served by telemedicine, total patients seen by physician, reduced patient travel time, increased market share, reduced readmissions.</p> <p>SMART Objective (Specific, Measureable, Agreed Upon, Reasonable, Time-based) <i>By July 2018, WMH will develop a detailed Telemedicine business plan with action steps; and by December 2019, implement the program if feasible.</i></p> <p>Goal/Vision Statement Develop a Long Term Care Facility/Program plan</p> <p>Activities or Intermediate Steps</p> <ul style="list-style-type: none"> Consider facility options including renovation, expansion and new facilities. Consider dementia care unit. Obtain Certificate of Need. Research and site visits to other LTC facilities. Identify location. Write business plan/budget. Secure funding and loans for construction and start-up. <p>Resources Needed \$15,000,000 in funding from USDA, donations and fund raising</p> <p>Measure(s) of Success Plan created, certificate of need obtained</p> <p>SMART Objective (Specific, Measureable, Agreed Upon, Reasonable, Time-based) <i>By February 2018, WMH will develop a LTC business plan for consideration.</i></p>