

2015-2017 Strategic Plan

August 2014

Michael F. Stapleton, Jr.
President/CEO

Agenda

- Planning Assumptions
- Mission, Values, Vision
- Strategic Metrics
- Strategic Goals

Why Develop a Strategic Plan?

The new strategic plan for Thompson Health provides a roadmap for our future. This plan:

- ☑ Starts with an understanding of how our environment is evolving and what we need to do to continue to be successful in that environment.
- ☑ Identifies how we will focus our efforts and resources, over the next several years, to serve our community and meet the most significant community needs.
- ☑ Outlines how we will collaborate with UR Medicine.

Some of our Key Planning Assumptions Are:

- The majority of hospitals and health systems will **participate in accountable care organizations (ACOs)**. These ACOs will need:
 - Population health management for large pools of patients.
 - A robust care continuum with low-to-high acuity services in a broad array of outpatient and inpatient settings.
 - Alignment with both primary care and specialty physicians to create high-value clinically integrated delivery systems.
 - Patient-centered models of care.
 - Inter-operable electronic health records.
- The new **relationship with the University strengthens** Thompson's capacity to respond to health care reform and participate in new payment and delivery models such as the ACOs.
- The new health care environment demands **new ways of thinking** about how care should be delivered. Provider organizations most open to change are likely to be most successful in the new environment.

Some of our Key Planning Assumptions Are:

- Thompson's **continuum of care** is an advantage in transitioning to new models of care although having the components of care is not sufficient; care across the continuum must be seamless and all staff must work together as one.
- Providing **easy access points** will be essential in building patient preference for and loyalty to Thompson.
- In addition, Thompson has an opportunity to draw a **broader base of patients** by developing and promoting services of distinction, excelling in the provision of ambulatory services close to home, and/or offering a distinctive value proposition.
- **But, not all growth is good.** Thompson should evaluate all growth opportunities carefully including their likely financial impact and whether Thompson can offer the highest level of quality.

Some of our Key Planning Assumptions Are:

- Thompson will need to enhance its overall **marketing efforts**, both to promote Thompson's services and quality of care and to encourage healthy behaviors in the communities we serve.
- **Improving engagement with physicians and employee satisfaction** must be top priorities for Thompson in the coming years.

Mission and Values

Mission

Current

Thompson Health is dedicated to providing an integrated health care system, comprised of affiliated health care corporations, to promote and support the health and well being of the community.

Proposed

UR Medicine/Thompson Health will continuously improve the health of the residents and communities of the Finger Lakes and surrounding region.

Values

Commitment is to our customer. Our customer is the patient and resident, family, doctor, client, associate, volunteer, and visitor—anyone to whom we provide service.

Actions speak louder than words. We act in a professional and timely manner and are accountable for our own behavior and that of our colleagues.

Respect. We treat every person with dignity, honor and appreciation. We avoid every intrusion into their privacy and hold their personal information in confidence.

Excellence. Our system is continuously providing outstanding care and exceptional service.

Service. We serve with pride, creating a responsive and healing environment. This is what our team is all about.

Vision and Strategic Metrics

Vision

Current

Bringing Confidence and Compassion to Every Healthcare Experience

Proposed

To be the Leading Community Healthcare System in Western New York

Vision and Strategic Metrics

Strategic Metrics

We will use the following measures to evaluate our success in achieving the vision:

Category	Thompson Achieves...
External Recognition	<ul style="list-style-type: none"> • The CMS Five Star Quality rating for the Ewing Continuing Care Center. • Formal designation of its centers of excellence by recognized external “accrediting” bodies. • National recognition as a top community hospital. • 90th percentile ranking or better on HCAHPS likelihood to recommend
Market Position	<ul style="list-style-type: none"> • Primary service area inpatient market share of at least 50 percent • Improved referrals and retention of patients from Ontario County for both primary care and specialty services
Stakeholder Engagement	<ul style="list-style-type: none"> • 75th percentile (or better) for Morehead Associates’ physician engagement and associates engagement scores.
Value-Based Purchasing	<ul style="list-style-type: none"> • Maximum incentive payments (based on total performance score) under the Medicare Value Based Purchasing (VBP) program
Financial Performance	<ul style="list-style-type: none"> • Annual operating margin of at least 3.0 percent.

*Ultimate goal is to be in the 90th percentile for both measures; 75th percentile is interim goal to be achieved within this planning horizon.

CONFIDENTIAL

Strategic Goals

Leveraging the UR Medicine System	As a system, work to achieve functional integration while providing a bi-directional seamless, high quality, cost-effective experience across a comprehensive continuum of care.
Collaboration with Physicians	Sustain a mutually beneficial partnership with employed <u>and</u> independent affiliated physicians.
Thompson Culture and Workplace Environment	Enhance our positive and adaptive culture and workplace in which associates and Thompson overall thrive in the midst of fundamental industry transformation.
Clinical and Service Excellence	Selectively add new services while maintaining overall clinical and service excellence across all Thompson programs and services.
Population Health	Enhance Thompson Health's leadership in population health, health education and wellness to achieve measurable improvements in the health of local communities.
Fiscal Sustainability	Achieve financial performance necessary to sustain investments in our physical facilities and equipment, workforce, clinical excellence and new programs to meet community needs.

Leveraging the UR Medicine System

1. Build a high performing network which enables the treatment of a broad array of patient, with excellent outcomes, in the most appropriate settings.
 - a. Ensure bi-directional dissemination of **best practices** from other UR system components to Thompson and from Thompson to other components
 - b. Leverage the educational and technical resources of the URMC system
 - c. Continue to enhance local **access to specialty physicians** and ensure **seamless transfer** of patients to and from Thompson.
 - d. Enhance **communication with local residents** and businesses regarding the “best of both worlds” made possible by Thompson’s affiliation with the University.



Collaboration with Physicians

Strategies

1. Continue **communication with and education of physicians** regarding the evolving health care landscape and opportunities for UR Medicine/Thompson Health and affiliated physicians to work together to successfully navigate the changes.
2. Strengthen relationships with physicians by enhancing **outreach** to physician practices and **transparency** of information.
3. Pursue data-driven **medical staff development planning**.
4. Work with UR Medicine (and Accountable Health Partners) to ensure that both employed and private Thompson physicians develop and participate in **reimbursement contracts that recognize high quality**.
5. Develop a formal **Medical Affairs Office** to facilitate the partnership with physicians.
6. Develop targeted **MSO services** to assist interested physicians with the business aspects of their practices.
7. Maximize the use of the existing EHR while transitioning to the **next generation Thompson EHR**.



Thompson Culture and Workplace Environment

Strategies

1. Deliver competitive **wages/benefits** for associates.
2. Building on the existing CARES framework, undertake a focused effort to **align the Thompson culture** with the changing external environment, which focuses on:
 - Teamwork
 - Accountability
 - Flexibility and agility
 - “System-ness”
 - Responsiveness to patient needs/patient-centered care.
3. Enhance employee engagement in **wellness and health promotion** programs.
4. Improve **employee development**, education and training for staff, and formal succession planning.
5. Pursue formal **change management** initiatives, including enhanced communication outreach, to help all associates:
 - Understand industry pressures for change
 - Embrace Thompson’s vision for change
 - Understand how they can contribute to change
 - Connect their performance goals to the new Thompson strategic plan



Clinical and Service Excellence

Strategies

1. Evaluate the potential to add other **new services** (e.g., inpatient rehabilitation) at Thompson to meet community needs and improve the availability and convenience of local services.
2. Develop/grow selected **centers of excellence** with demonstrated superior outcomes: Orthopedics, Women's Health, Geriatrics and Wellness
3. Partner with other regional providers and community programs to address **gaps in mental health** services for the Finger Lakes
4. Improve processes, reduce wait times, and enhance pain management in the **ED**
5. Improve access to, ease of use and overall quality of Thompson **ambulatory services**, making them a preferred entry point into the UR system
6. Continue to enhance the patient experience providing empathetic approaches to care **that relieve patient suffering.**
7. Initiate implementation of **UR Medicine EHR systems** (EPIC and other) to support the delivery of seamless care across the continuum
8. Continue to invest in Thompson **facilities**



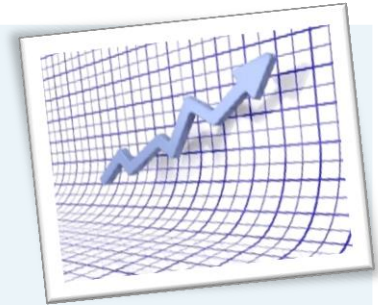
Population Health

Strategies

1. Lead in **community collaboration** efforts related to health education, prevention and wellness
2. Develop **employee wellness programs** that can be marketed to local payers, businesses and our covered lives, and partner with payers and employers to support any existing wellness programs/priorities
3. Work with the health system to enhance the availability of **health data analytics** to support decision making regarding care management and continuity of care across the continuum.
4. Provide **education** to staff and affiliated physicians on population health requirements, critical success factors and best practices
5. Continue efforts to improve the **value added and customer experience of the local health care delivery system** by enhancing access and timeliness of care and optimizing the continuum of care for all patients.



Fiscal Sustainability



Strategies

1. Develop and use a **strategic financial plan** to align sources and use of capital
 - As part of this, evaluate financial feasibility before investing in any new services, service enhancements or centers of excellence
 - Align the strategic financial plan with Thompson's 10-year master facility plan and ongoing investment in equipment and capital needs.
2. Pursue **functional integration** within UR Medicine to achieve additional cost efficiencies, economies of scale for Thompson
3. Continue to improve the **financial performance of the CCC and senior communities** to generate the margins necessary for continued re-investment.
 - As part of this, no later than the end of 2017, develop a long term vision and plan for replacement of the current CCC.
4. Deliver the quality practices and outcomes necessary for success under **value-based payment mechanisms**
5. Continue efforts to **educate associates, physicians and the community** regarding the financial health of and financial imperatives facing Thompson.

CONFIDENTIAL

Thank You!

- Cathy Sullivan Clark

- Committee:

Michael Stapleton

Kurt Koczent

Mark Prunoske

Hazel Robertshaw

Dona Rickard

John McGuire, MD

Vijay Bansal, MD

Paul Levy, MD

Bradford Berk, MD

Bill Kenyon

Richard Hawks

Dan Fuller

Paul Hudson

Steve Goldstein

James Fennelly, MD

Robert Meyer, MD

Nancy Brown, MD