

2016-2018 Strategic Plan Summary

<u>Mission</u>		<u>Vision</u>	<u>Values</u>	
Compassionate, extraordinary care every day.		To be the leading high-value healthcare network focused on extraordinary clinical outcomes through education, innovation, and compassion.	<ul style="list-style-type: none"> • Respect • Integrity • Teamwork 	<ul style="list-style-type: none"> • Excellence • Compassion
Foundational Strategic Imperatives				
Clinical Alignment	Patient & Family Centered Care	Quality, Safety and Service	Learning Organization	Employer of Choice
Clinically and economically-aligned medical community differentiated by its value equation of low cost, high quality, and industry-leading efficiency.	Engage patients and families across the full continuum of care differentiated by transparency, collaboration and culture of trust.	Industry-leading performance with respect to patient safety, quality, clinical outcomes, experience and financial performance.	A Learning Organization (LO) is one that values and excels at creating, acquiring and transferring knowledge as fundamental to achieving its strategic goals.	Recognized as the employer of choice in southeast Michigan and beyond.
FY16 – FY18 Foundational Initiatives will allow us to be successful in a new and evolving healthcare environment.				
FY16-FY18 Initiatives (How to achieve our imperatives)		FY16 Major Actions (What will be accomplished)		
Clinical Alignment <ol style="list-style-type: none"> 1. Define and develop BH value proposition for physicians 2. Define and implement new and innovative model of front line care 3. Develop a clinical program structure process to drive efficient care across the continuum 		<ul style="list-style-type: none"> • Integrate legacy medical groups • Extend a professional wellness program to physicians • Offer EHR program to private practice • Develop loan earnout model • Develop CME courses on value based care • Implement new clinical program structure across BH • Develop communication mechanism across the continuum 		
Patient & Family Centered Care (PFCC) <ol style="list-style-type: none"> 1. Conduct research and develop definition of, and infrastructure for BH PFCC program 2. Implement integrated PFCC initiative across BH sites 3. Integrate sustainable culture of PFCC across BH 		<ul style="list-style-type: none"> • Document present state of PFCC and Identify best practice • Develop organizational structure at the system, site/division levels • Execute ongoing communication, education and training • Implement benchmarking metrics and standards • Implement measurement system to assure continuous progress 		
Quality, Safety and Service <ol style="list-style-type: none"> 1. Develop processes and mechanisms to achieve best in class quality and accreditation consistently 2. Develop processes and improve patient satisfaction performance with defined metrics consistently across BH 3. Develop strategies to achieve 12% EBITDA 		<ul style="list-style-type: none"> • Increase revenue through identified tactics • Decrease expenses through identified tactics, Develop quality and safety infrastructure • Implement BH wide clinical data analytics infrastructure • Define BH service model • Develop infrastructure to support service model 		
Learning Organization (LO) <ol style="list-style-type: none"> 1. Define and implement framework and structure for the BH LO 2. Create and support culture of learning 3. Generate innovation and learning to achieve extraordinary outcomes 4. Prepare workforce for future healthcare environment 		<ul style="list-style-type: none"> • Develop strategic plan for research endeavor, Inventory portfolio of learning practices • Conduct site visits to benchmark leading organizations • Adopt LO framework and identify and track measures • Identify leadership competencies • Implement recognition framework 		
Employer of Choice <ol style="list-style-type: none"> 1. Foster an environment of trust, empowerment, and engagement 2. Attract, select and retain top talent 3. Demonstrate our commitment to diversity and inclusion 4. Provide opportunity for personal and professional growth and development 		<ul style="list-style-type: none"> • Develop new BH employee orientation • Revise employee tuition assistance programs, Develop and implement effective communication mechanism • Engage employees in a safe work environment • Implement a best practice recognition program • Refine selection processes • Deliver education and training framework for diversity and inclusion • Develop comprehensive leadership development program 		

2016-2018 Strategic Plan Summary (cont'd)

Research <ol style="list-style-type: none"> 1. Development of a BH research strategic plan 2. Improved operational stewardship of BH research 3. Growth of BH research 	<ul style="list-style-type: none"> • Plan completed and approved by BH leadership and implementation initiated • Achieve significant savings in operations • Begin reconfiguration of Biobank • Evaluation of NCORP operations and opportunities for growth in cancer research • Closure of trials not accruing patients and improved evaluation of proposed new trials • Create research program in population health
Education <ol style="list-style-type: none"> 1. Develop progressive, best-in-class Graduate Medical Education program that serves the clinical & educational mission of Beaumont Health 2. Collaborate with current Undergraduate Medical Education programs to maximize resources and enhance performance 3. Enhance Continuing Medical Education abilities, reach and offerings through collaboration and integration 	<ul style="list-style-type: none"> • Successful progress in AOA to ACGME accreditation of residency programs • Begin implementation of a process for evaluation of existing and proposed new GME programs through a standardized methodology • Develop a single organizational GME and CME structure and begin development of a progressive collaboration of programs across BH • Develop and implement an administrative and clinical structure that links BH and OUWB School of Medicine • Maintain ongoing collaboration with the Deans of three medical schools • Operationalize use of single CME software across BH

Transformational Strategic Imperatives

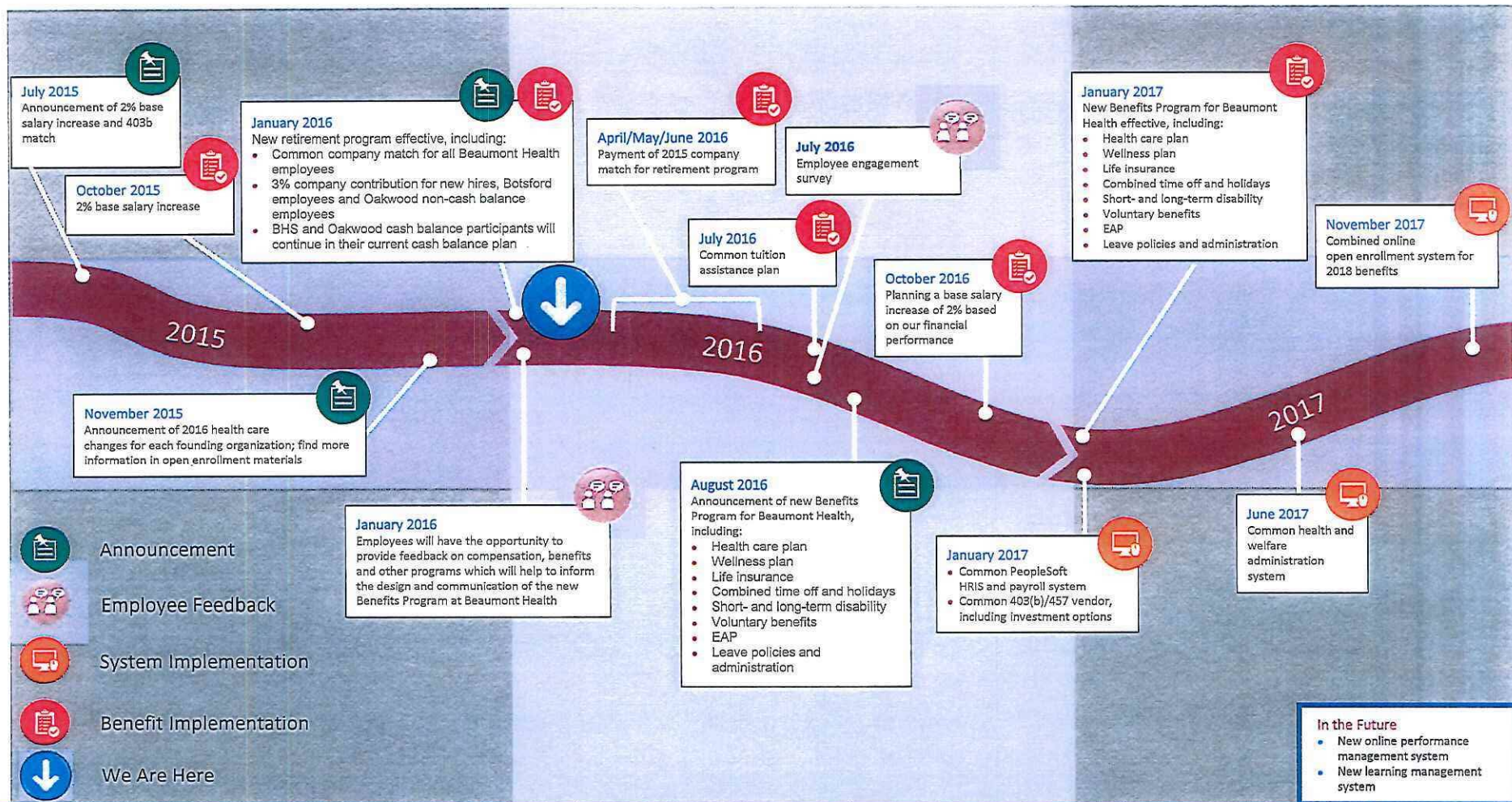
Beaumont Network	Consumer Brand	Innovative Programs
Access to a broader, better coordinated network of care and opportunity to integrate clinical care across the region. Provides a platform for growth, security and broader market presence to effectively transition from volume to value.	Develop a consumer brand focused on identity that can consistently be supported in the delivery of healthcare services.	Be recognized regionally and nationally for leadership in distinctive clinical programs and services that meet the needs of healthcare consumers.

FY16 – FY18 Transformational Initiatives will allow us to differentiate ourselves from the competition.

FY16-FY18 Initiatives (How to achieve our imperatives)	FY16 Major Actions (What will be accomplished)
Beaumont Network <ol style="list-style-type: none"> 1. Develop the infrastructure for a BH clinically integrated network (BHN) with aligned incentives 2. Align current physicians groups and independent physicians to allow them to join a BH network 3. Develop value based contracts with payers 	<ul style="list-style-type: none"> • Develop legal structure, governance, initial capitalization, guidelines, management teams and committees • Transfer current Beaumont United Care Partners into the BHN • Execute BH-Farmington Hills, Oakwood ACO and United Partner provider participation agreements • Enroll BH employees in a VBP relationship with BHN • Catalog current value based contracts with BH and set yearly enrollment goals • Evaluate and select existing or new IT tools for BHN • Determine BHN data elements needed to assist providers to track utilization and quality
Consumer Brand <ol style="list-style-type: none"> 1. Develop and implement a differentiating brand position that favorably positions BH across the continuum 2. Position BH to serve the needs of key markets and targeted demographics across the consumer life span 3. Make strategic investments in digital initiatives and technology that will differentiate the BH value proposition to consumers 	<ul style="list-style-type: none"> • Develop consumer-focused web presence • Develop digital tools to meet and exceed customer expectations of the brand promise, Incorporate cultural attributes and clinical strengths into BH brand • Develop and execute campaign to communicate BH brand internally and externally • Create and execute communication plans • Monitor and manage customer reaction and response to brand promise
Innovative Programs <ol style="list-style-type: none"> 1. Develop new care models to manage the full continuum 2. Leverage technology to create prompt and convenient navigation to BH providers and services 3. Develop a retail health, tele-medicine, and advance practice mobile medicine strategy and plan for BH 	<ul style="list-style-type: none"> • Inventory, catalog and develop transfer and call centers within BH • Create the infrastructure for patients and providers to navigate across BH • Evaluate and develop ability for virtual visits • Evaluate and develop plans for retail clinics and urgent care centers • Evaluate and develop plans for advanced mobile medicine • Develop destination medicine programs incorporating concierge services and coordination of care

Benefits Integration Roadmap

DRAFT



2016 Balanced Scorecard

- The 2016 Balanced Scorecard measures performance across seven key areas of focus
 - Quality and safety
 - Patient and family experience
 - Team (employees and physicians)
 - Innovation / research / education
 - Community impact
 - Growth
 - Financial strength

2016 Balanced Scorecard Metrics DRAFT

QUALITY AND SAFETY
Quality Progress Index
% of 1s on Quality Matrix
% Value-Based Revenue Earned
PATIENT AND FAMILY EXPERIENCE
CAHPS Patient Experience Overall Rating (%ile)
IPFCC Recommendations Implemented
TEAM
Overall Employee Engagement Score
Turnover Rate
Vacancy Rate
Time to Fill (Calendar Days)
Employee Injury Rate
Establish Enterprise Risk Management Program Infrastructure
INNOVATION / RESEARCH / EDUCATION
Online Learning Module Usage
Number of CME Credits Offered
Research Inst. Budget Performance (%)
Programs Launched to Meet Emerging Consumerism

COMMUNITY IMPACT
Community Participants @ Activities Supporting CHNA or CLC Priorities
BH-Led "Health Community" Coalitions
Teen Center & School Clinic Encounters
Speakers Bureau Attendees
GROWTH
IP Disch. / BMG Visits / Post-Acute Encounters
Market Share
Physicians Enrolled in BH CIN
FINANCIAL STRENGTH
NOI \$ (in 000s)
Operating Margin %
Labor Cost per UOS
EBIDA %
Synergy Realization \$ (in 000s)
Days Cash on Hand
Philanthropic Funds Raised