

2016 Objective/Project Tracker*Hospital-Based Initiatives*

Based on 2014 – 2016 Strategic Planning Process & New Initiatives Since Then

Legend:

Not Scheduled to Start Yet

On Schedule

Potential Concerns

Not on Schedule

Complete

Strategic Imperatives	Project Description	Assigned To	Complete by <u>End</u> of This Quarter	Status
	<ul style="list-style-type: none"> Project milestones - tactics to achieve milestones 			
Foundational Strategic Imperatives				
PATIENT & FAMILY CENTERED CARE Engage patients and families across the full continuum of care differentiated by transparency, collaboration and	Patient & Family Centered Care			
	<ul style="list-style-type: none"> Standardize Bedside Shift Report 	Stewart/Reinman/Whitney	1st Quarter	
	<ul style="list-style-type: none"> Support Family Presence Policy/elimination of visiting hours 	Stewart/Reinman/Whitney	3rd Quarter	
	<ul style="list-style-type: none"> Pending vision and direction from the system CNO, establish a Patient and Family Advisory Council at GP 	Stewart/Cavender	3rd Quarter	
Foundational Strategic Imperatives				
QUALITY, SAFETY AND SERVICE Industry-leading performance with respect to patient safety, quality, clinical outcomes, experience and financial performance.	Culture of Safety Surveys			
	<ul style="list-style-type: none"> One month prior to survey, meet with staff and prepare for actual survey 	Administrators	All Quarters	
	<ul style="list-style-type: none"> Identify themes, reinforce department action plans, meet with directors to support the plans. Report plans back to admin team 	Administrators	All Quarters	

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	<ul style="list-style-type: none"> Project milestones 			
	<ul style="list-style-type: none"> Working in departments 	Administrators	All Quarters	
	<ul style="list-style-type: none"> Monthly department meetings 	Administrators	All Quarters	
	Monitor EP to IP LEAN project; review metrics	Stewart/Apigo	Quarterly	
	HCAHPS - Achieve domain targets through key initiatives, by established timeline			
	<ul style="list-style-type: none"> Comm w/ RNs: "It takes 2" RN/physician rounding on 2S 	Little/Stewart	1st Quarter	
	<ul style="list-style-type: none"> Comm w/ Physicians: Complete physician training in January 2016 	Hoban/Cavender	1st Quarter	Complete
	<ul style="list-style-type: none"> Comm w/ Physicians: Begin to see improvement in 2nd Quarter data 	Hoban/Cavender	2nd Quarter	pending data/results
	<ul style="list-style-type: none"> Responsiveness: N/A - focus on bedside shift report and 2S communication pilot 	Stewart/Reinman/Whitney	2nd Quarter	
	<ul style="list-style-type: none"> Env. Clean: Clutter ambassadors - all leaders and staff entering rooms remove clutter; incorporate clutter removal into volunteer rounds 	Kripli/Cavender	2nd Quarter	Needs more culture shift; continue to push in 3rd Quarter
	<ul style="list-style-type: none"> Env. Clean: Role-play engaging with patients for EVS attendants; full staffing; EVS attendant competencies/training; investigate afternoon shift quick clean/trash pull/restroom refresh per midnight shift meeting 	Kripli/Cavender	3rd Quarter	
	<ul style="list-style-type: none"> Env. Quiet: Quietness (Kripli/Jolley) - Increase EC to IP wheelchair transports 	Stewart (Apigo)/ Cavender (Kripli)	2nd Quarter	Cavender and Kripli are going to try a "go and see" effort to understand if this is truly happening on the transport side of things

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	<ul style="list-style-type: none"> Project milestones 			
	<ul style="list-style-type: none"> Pain: Implement Pain MLP to improve the management of chronic pain patients 	Witt/Swaine	2nd Quarter	
	<ul style="list-style-type: none"> Comm re: Meds: Implement medication cards for new meds 	Stout/Cavender	1st Quarter	Complete
	<ul style="list-style-type: none"> Discharge Info: Discharge folder implementation 	Kline/Muscat/Cavender	1st Quarter	
	<ul style="list-style-type: none"> Discharge Info: Discharge 1-2-3: Implement on 3/30 on 3 units (Ortho, 3W, CCSU) 	Stewart	1st - 2nd Quarter	3/30 Go live in place
	<ul style="list-style-type: none"> Discharge Info: Discharge 1-2-3: Measure effectiveness 	Stewart	2nd Quarter	
	<ul style="list-style-type: none"> Discharge and Care Transitions: Expand progression rounds to CCSU 	Cavender (Muscat/Kline)/Stewart (Wolka)	1st Quarter	
	Press Ganey - Achieve Overall targets through key initiatives, by established timeline			
	<ul style="list-style-type: none"> Emergency Center: Areas of focus based on priority index and highly correlated items <ul style="list-style-type: none"> - Doctor informed regarding treatment - Ease of giving insurance info - Informed about delays 	Apigo/Stewart	2nd Quarter	
	<ul style="list-style-type: none"> Ambulatory Surgery: Areas of focus based on priority index and highly correlated items <ul style="list-style-type: none"> - Information the day of surgery - Comfort of waiting area and cleanliness of center - Response to concerns/complaints 	Witt/Swaine	2nd Quarter	

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	<ul style="list-style-type: none"> Project milestones Outpatient Services: Areas of focus based on priority index and highly correlated items <ul style="list-style-type: none"> - Timeliness of calls being answered - Registration wait times and ease of registration process - Comfort of waiting area - Response to concerns and complaints - Staff worked together to provide care - Likelihood of recommending 	LeBlanc/Kilpatrick (Transition Mark LeBlanc)	2nd Quarter	
Foundational Strategic Imperatives				
Foundational Strategic Imperatives				
EMPLOYER OF CHOICE Recognized as the employer of choice in southeast Michigan and beyond.	Diversity Team			
	<ul style="list-style-type: none"> Develop charter and 2016 Objectives 	Kilpatrick/M. Sharma	All Quarters	
	Green Team			
	<ul style="list-style-type: none"> Develop charter and 2016 Objectives 	M. Miller/C. Harrison	All Quarters	
	Magnet Designation			
	<ul style="list-style-type: none"> Increase BSN rate by 5% 	Stewart/Reinman/Whitney/Witt/Apigo	All Quarters	
	<ul style="list-style-type: none"> Increase Nursing Certification Rate by 5% 	Stewart/Reinman/Whitney/Witt/Apigo	All Quarters	
	<ul style="list-style-type: none"> Magnet-submit letter of intent/application 	Stewart/Whitney	4th Quarter	
	<ul style="list-style-type: none"> NDNQI RN survey-target 80% participation 	Stewart/Reinman/Whitney/Witt/Apigo	3rd Quarter	
Additional Growth Initiatives				
	Achieve budgeted surgical growth			
	<ul style="list-style-type: none"> Ortho 			

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	<ul style="list-style-type: none"> Project milestones Surgical intensivist go-live 			
	Beaumont Mobile Imaging Growth			
	<ul style="list-style-type: none"> Strategic growth strategy 	Kilpatrick	All Quarters	BH Review
	Cancer Center			
	<ul style="list-style-type: none"> Pursuit of MRT CON 	Kilpatrick	Monthly	
	Special Care Nursery			
	<ul style="list-style-type: none"> CON for Special Care Nursery 	Stewart	2nd Quarter	Need financial support
	<ul style="list-style-type: none"> Begin renovation for Special Care Nursery 	Stewart	3rd Quarter	Need financial support
	Surgical ICU		2nd Quarter	
	<ul style="list-style-type: none"> Complete SICU Planning and Operations 	Stewart/Reinman	1st Quarter	Behind- redesign
	<ul style="list-style-type: none"> Complete operational planning for interim move of Wound Treatment to 3rd Floor patient rooms 	Cavender	1st Quarter	Complete
	<ul style="list-style-type: none"> Complete operational planning for relocation of IP Dialysis to the 2nd Floor 	Cavender	1st Quarter	Complete
	Operationalize the Medical Office Building (MOB)			
	<ul style="list-style-type: none"> Implement bi-weekly planning & operations meetings for overall MOB building operations to include: <ul style="list-style-type: none"> - Registration (Maria) - Lab (Rob) - EMG/EEG/PFT (Rob) -MFM (Rob) - X-Ray (Rob) - Pain Clinic (Rick) - Wound Treatment (Kristen) - Hyperbaric Oxygen Therapy/HBOT (Kristen) 	Cavender: Multi-Disciplinary w/ construction, department leaders, Rick, Rob, and Maria (due to Mtls Mgmt Transition)	3rd Quarter	
	Level II Trauma			
	<ul style="list-style-type: none"> Final decision to apply for Level II Trauma 	Swaine	2nd Quarter	
	Community Medicine			

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	<ul style="list-style-type: none"> Project milestones 			
	<ul style="list-style-type: none"> Establish a strategic plan to encompass all aspects of Community Medicine under one common direction, and central leadership between BGP administration, the GP Community Health Coalition, Beaumont Health Community Health leaders, System-wide Family and Community Medicine service, residency program and medical school 	Cavender	2nd Quarter	Coordinating effort with Mary Zatina to be sure it complements Beaumont Health's vision for Community Medicine
	<ul style="list-style-type: none"> Complete the Mobile Medicine analysis with final details provided by legal services and system-wide reimbursement team to ensure regulatory and billing capabilities are possible with this model 	Cavender	2nd Quarter	Complete and pending next steps w/ Mary Zatina and our BGP admin team
	<ul style="list-style-type: none"> Based on the strategic plan, begin implementing strategies to address Community Medicine in Wayne County's District 4 and in Roseville, Harper Woods, and East Pointe 	Cavender	2nd -3rd Quarter	Same as above
	Elective PCI			
	Apply for Accreditation through Corazon (a.k.a. ACE)	Kilpatrick	2nd Quarter	
	Determine date to apply	Kilpatrick	2nd Quarter	Decision Point/Legal
	Transfer Center			
	Implement Transfer Center and adjust practice as needed	?	2nd Quarter	
Additional Financial Initiatives				
	Achieve NOI target			
	<ul style="list-style-type: none"> Maintain budgeted productivity metric 			
	<ul style="list-style-type: none"> Maintain budgeted CMI 			
	<ul style="list-style-type: none"> Maintain budgeted supplies per case 			
	Implement Physician Reporting and Updates			
	<ul style="list-style-type: none"> Quarterly Physician Report Card 	Miller	Quarterly	

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	<ul style="list-style-type: none"> Project milestones 			
	<ul style="list-style-type: none"> Referral Analysis Report (referrals from GP physicians to other divisions) 	Miller	Quarterly	
	<ul style="list-style-type: none"> Monitor Clinical Documentation Initiative (Advisory Board) 	Miller	Quarterly	
	<ul style="list-style-type: none"> Invite Clinical Documentation Specialists to Chiefs Meetings 	Miller	Quarterly	
	Other Financial Initiatives			
	<ul style="list-style-type: none"> Review margins of new services and off campus operations 	Miller	Quarterly	
	<ul style="list-style-type: none"> Implement initiatives to support Medicare Spend Per Beneficiary; workplan and tactics 	Swaine/Miller		
	Secure Funding for Top 2 Capital Projects for 2016			
	<ul style="list-style-type: none"> MOB Backfill Funding 	Cavender/Swaine	1st Quarter	Complete
	<ul style="list-style-type: none"> LTACH Backfill Funding 	Cavender/Swaine	2nd Quarter	Pending Vibra/CMS decision
	340B Pharmaceutical Pricing			
	<ul style="list-style-type: none"> Conduct calculations to determine if 2015 numbers met 340B pricing criteria 	Cavender/Miller	2nd Quarter	
	<ul style="list-style-type: none"> If criteria is met, complete operational plan to submit application 	Stout/Cavender	2nd Quarter	
	<ul style="list-style-type: none"> Work with Oakwood counterparts to establish a plan for GP to manage 340B regulations and operations 	Stout/Cavender	2nd Quarter	