

2014 – 2016 Strategic Planning Process (continued through 2015)*Hospital-Based Initiatives***2015 Project Tracker****Legend:**

Not Scheduled to Start Yet

On Schedule

Potential Concerns

Not on Schedule

Complete

PILLAR	Project Description	Assigned To	Complete by End of This Quarter	Status
	<ul style="list-style-type: none"> Project milestones - tactics to achieve milestones 			
PEOPLE & SYSTEMS	Physician Manpower Assessment & Planning			
	<ul style="list-style-type: none"> Develop a monthly review of all professional services RCs for GP employed doctors (trauma, EC, MLPs, house officers, OB & Peds house doctors, etc. 	Miller	2Q 2015	
	<ul style="list-style-type: none"> Continue recruitment of primary care physicians 	Hoban	Ongoing	
	Engage, recruit, and retain the next generation workforce			
	<ul style="list-style-type: none"> Reduce turnover in entry level positions 	Ouellette	Ongoing	
	-Conduct exit interviews for 2014 exits	Ouellette	1Q 2015	Complete
	-Meet with leadership to develop tactics	Ouellette	4Q 2015	Complete
	-Review feedback from the above tactics with the goal of developing strategies	Ouellette	2Q 2015	
	-Implement strategies	Ouellette	3Q 2015	
	-Measure turnover	Ouellette	All Quarters	
	<ul style="list-style-type: none"> Convene Employee Engagement Taskforce 	Ouellette	1Q 2015	Complete
	-Solicit ideas on how to improve employee engagement at GP	Ouellette	1Q 2015	Complete
	-Evaluate ideas for potential implementation	Ouellette	2Q 2015	Complete
	<ul style="list-style-type: none"> Reinstitute Clinical Career Ladders 	Ouellette, Stewart	2Q 2015	Complete

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	• Project milestones			
	• Focus hiring BSNs/ADNs with Educational Contracts	Ouellette, Stewart	Ongoing	Ongoing, but will not be utilizing contracts
	-Assess current state	Stewart	1Q 2015	Complete
	-Amend hiring process to focus on BSNs	Ouellette	1Q 2015	Ongoing
	• Focus affirmative action efforts on RNs, Aides and Assistants	Ouellette	1Q 2015	Reporting issues currently being reviewed by the attorney
	-Educate leaders	Ouellette		
	-Educate recruiters	Ouellette		
	-Implement recruitment plans	Ouellette		
	Create new and innovative ways to develop future physician, nurse, and administrative leaders			
	• With respect to the transition to Beaumont Health, provide training on:	Ouellette	2Q 2015	
	-leading change management	Ouellette		Training is available through Beaumont University
	-conducting meaningful career discussions and stay interviews	Ouellette		
	-providing frequent communication	Ouellette		Complete
	• Support the implementation of the mentoring circles	Ouellette/Stesney	All Quarters	Mid-year update

PILLAR	Project Description	Assigned To	Complete by End of This Quarter	Status
	<ul style="list-style-type: none"> Project milestones 			
	Build an environment of health and wellness throughout BGP			
	<ul style="list-style-type: none"> Incorporate wellness in each leader meeting agenda 	Ouellette	All Quarters	
	<ul style="list-style-type: none"> Revisit the role of the Wellness Champion and leverage it to help build a better environment of health and wellness 	Ouellette	2Q 2015	Complete - Beaumont Health Initiative
	Magnet Status			
	<ul style="list-style-type: none"> Meet with Healthlink on proposal for GAP analysis 	Stewart	1Q 2015	
	<ul style="list-style-type: none"> Conduct GAP analysis 	Stewart	1Q 2015	
	<ul style="list-style-type: none"> Begin search for Magnet Program Director 	Stewart	2Q 2015	
	Implement midnight food service plan			
	<ul style="list-style-type: none"> Complete IT Build & Construction Go live 	Cavender Cavender	3Q 2015 3Q 2015	Complete Complete
QUALITY & SAFETY	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	
	<ul style="list-style-type: none"> Working in departments 	Administrators	All Quarters	
	<ul style="list-style-type: none"> Monthly department meetings 	Administrators	All Quarters	
	Educate and communicate safety and quality initiatives and expectations to physicians and staff			
	<ul style="list-style-type: none"> Share Executive Safety Rounds Overview/Write up with department staff and admin team 	Stesney/Voss	All Quarters	

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	<ul style="list-style-type: none"> Project milestones 			
	<ul style="list-style-type: none"> Disseminate QC&SC slides to appropriate departments monthly 	Stesney/Voss	All Quarters	Implemented
	Identify and implement opportunities, in partnership with physicians, focused on core measures			
	<ul style="list-style-type: none"> Implement VTE assessment/prophylaxis process with pharmacy/physicians to improve compliance concurrently 	Stesney/Voss	1Q 2015	
	Leverage EPIC to create quality and safety initiatives			
	<ul style="list-style-type: none"> Epi Team working to automate denominator data for many indicators 	Stesney/Voss	1Q 2015	
	<ul style="list-style-type: none"> Adult Sepsis Monitoring – this is an algorithm that alerts the nurse that the patient may be getting septic. It is an automated process that suggests actions 	Stesney/Voss	1Q 2015	
	<ul style="list-style-type: none"> Blood Matching – this is bar coding of the blood that has been prepared for a specific patient 	Cavender/Voss/Grady	3Q 2015	Moved to 3rd quarter to allow TR to be implemented first. IT is figuring out a plan to roll this out at GP along with other things like transport tool, patient handoff, etc.
	<ul style="list-style-type: none"> Pneumococcal Immunization – this automates the process for assessing the patients at risk who may need the immunization 	Stewart/Voss	2Q 2015	
	Understand the ACO model and build the framework to meet that model at BGP			

PILLAR	Project Description	Assigned To	Complete by End of This Quarter	Status
	<ul style="list-style-type: none"> Project milestones 			
	<ul style="list-style-type: none"> Reduce readmissions through pilot project that proactively manages patients at high risk for readmission 	Stesney/Voss	1Q 2015	
	<ul style="list-style-type: none"> Implement pulmonary rehab to improve post-discharge support for COPD patients 	Kilpatrick	1Q 2015	
	<ul style="list-style-type: none"> Meet with ECF physician directors and establish care routines for post-discharge Stroke patients who are returning with aspiration pneumonia, UTI 	Stewart/Solecki	1Q – 2Q 2015	
	<ul style="list-style-type: none"> Reduce post spine surgery infections through improved patient participation in pre-surgical classes 	Cavender/Hartner	Monthly via COE	Hitting target
	<ul style="list-style-type: none"> Reduce post spine surgery infections by expanding the pre-op MRSA testing and treatment program 	Stesney/Voss	Ongoing	
	Externally Reported VBP indicators			
	<ul style="list-style-type: none"> Implement CAUTI urine culture decision tree 	Stesney/Voss	1Q 2015	
	<ul style="list-style-type: none"> Implement CAUTI Defects analysis with new infections if needed 	Stesney/Voss	1Q 2015	
	<ul style="list-style-type: none"> Reduce surgical site infection for colon cases by implementing ERAS and consistent pre op colon prep 	Stesney/Witt	1Q – 2Q 2015	EPIC order set delay.
	<ul style="list-style-type: none"> Continue to review hysterectomy infection cases to determine any possible root causes (none identified at this point) 	Stesney/Voss	1Q – 2Q 2015	
SERVICE	Patient Experience Team: Continue previous work and kick off the next phases of the patient experience team			
	<ul style="list-style-type: none"> Hardwire (via funding & staffing) the EC Pharmacist model 	Cavender/Admin	4Q 2015	Position hired; in orientation; in place by 10/1

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	<ul style="list-style-type: none"> Project milestones 			
	<ul style="list-style-type: none"> Support the physician/RN dyads in their action plans associated with the “sacred moment”, worries patients most, and EIN best practices 	Cavender/Admin	4Q 2015	Approval to defer at 3/31 Admin meeting
	<ul style="list-style-type: none"> Implement next highest priority items identified by the team 	Cavender/Admin	4Q 2015	Same as above
	Identify key areas of opportunity within all Domains, as compared to integration with Oakwood & Botsford			
	<ul style="list-style-type: none"> Develop an action plan, by domain, and initiate GP-specific first steps to improve service: Clean, Quite, Meds & Doctors 	Cavender/Admin	1Q 2015	Complete
	<ul style="list-style-type: none"> Actively work the above HCAHPS workplan with, at least, monthly updates to the Admin & Leaders Teams 	Cavender/Admin	2Q 2015	Complete
	<ul style="list-style-type: none"> Begin distribution of weekly metrics and comments via the IT integration with Beaumont Health database 	Cavender/Admin	2Q 2015	Complete
GROWTH	Short Stay Concerns			
	<ul style="list-style-type: none"> Meeting w/ Dr. Flanders 	Hoban	TBD	TBD
	<ul style="list-style-type: none"> Validate accurate conversion of short stay patient to inpatient status 	Hoban	TBD	TBD
	Evaluate the feasibility of a surgical intensivist program			
	<ul style="list-style-type: none"> TBD? 	Hoban	TBD	TBD
	<ul style="list-style-type: none"> TBD? 	Hoban	TBD	TBD
	Construct Medical Office Building			
	<ul style="list-style-type: none"> Seek approval from City of GP 	Swaine	TBD	TBD
	<ul style="list-style-type: none"> Finalize physician investors 	Swaine	TBD	TBD
	<ul style="list-style-type: none"> Begin construction 	Swaine	TBD	TBD

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	<ul style="list-style-type: none"> Project milestones 			
	Beaumont Fitness Center and Medical Weight Loss Program			
	<ul style="list-style-type: none"> Finalize and operationalize marketing plan 	Stesney-Ridenour	1Q 2015	
	<ul style="list-style-type: none"> Open MWL and Fitness Center 	Stesney-Ridenour	1Q 2015	
	<ul style="list-style-type: none"> Monitor operations and growth compared to budget 	Stesney-Ridenour	All Quarters	
	Elective PCI			
	<ul style="list-style-type: none"> Implement marketing plan to promote emergent PCI and Emergency Services 	Stesney-Ridenour	4Q 2014	Complete
	<ul style="list-style-type: none"> Follow CON vote and if approved, monitor public comments and revised CON document 	Stesney-Ridenour	1Q – 2Q 2015	Ongoing
	<ul style="list-style-type: none"> Prepare for elective PCI (assess staffing, supplies and scheduling) 	Stesney-Ridenour	2Q – 3Q 2015	
	<ul style="list-style-type: none"> Begin elective PCI 	Stesney-Ridenour	3Q 2015	Delayed to 1/1/16
	Evaluate Feasibility of Level II Trauma			
	<ul style="list-style-type: none"> Complete financial analysis, evaluate pros and cons 	Stesney-Ridenour	1Q 2015	Analysis complete.
	Attain Bariatric Surgery Accreditation			
	<ul style="list-style-type: none"> Prepare for bariatric surgery accreditation visit 	Stesney-Ridenour	2Q 2015	Complete
	IICU for long-term vent patients			
	<ul style="list-style-type: none"> Obtain approval and funding 	Stewart		Financial Support
	Secure funding and operationalize the Level II Nursery			
	<ul style="list-style-type: none"> Secure Funding for renovation (philanthropy vs Capital Funds) 	Stewart	1Q 2015	Financial Support
	<ul style="list-style-type: none"> Begin Search for Medical Director 	Stewart	2Q 2015	
	<ul style="list-style-type: none"> File for CON approval 	Stewart	3Q 2015	
	Cancer Center			

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	• Project milestones			
	• Meeting with Dr. Agnone and Dr. Yakan on construction and leasing of facility...the business arrangement	Kilpatrick	1Q 2015	
	• Involvement of Dr. Stevens	Kilpatrick	1Q 2015	
	• Secure physical location	Kilpatrick	2015 Strategy	
	• File necessary documents for transfer of CON	Kilpatrick	2015 Strategy	
	Breast Care Center			
	• Tomosynthesis installation	Kilpatrick	1Q 2015	Complete
	• Tomosynthesis go live	Kilpatrick	2Q 2015	Complete
	• Elastography US Evaluation/Installation	Kilpatrick	2015 Strategy	
	Pulmonary Rehab			
	• Accept space	Kilpatrick	1Q 2015	Complete
	• Go Live	Kilpatrick	1Q 2015	
	Fetal Imaging			
	• Renovation begins/Operational Plan	Kilpatrick	1Q 2015	Complete
	• Go live	Kilpatrick	1Q 2015	Complete
	Mobile PET/CT			
	• Movement of Mobile PET/CT to TR on Monday	Kilpatrick	1Q 2015	Complete
	• Movement of Mobile PET/CT to Oakwood	Kilpatrick	2Q 2015	In progress
	Complete and operationalize the parking deck including managing all the parking changes		2Q 2015	
	• Signage & traffic	Kilpatrick	1Q 2015	
	• Open top of deck	Kilpatrick	2Q 2015	
	Convert Beaumont Nursing Homes to Beaumont Mobile Imaging			
	• First 3 homes on board	Kilpatrick	1Q 2015	Complete
	• ShorePointe/Rehab/Asst. Living	Kilpatrick	1Q 2015	Complete
	• Shelby	Kilpatrick	1Q 2015	Complete
	Mobile physician outreach clinic service to underserved communities			

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	• Project milestones			
	• Conduct research & draft proposal	Cavender	1Q 2015	Complete
	• BMG & foundation support for mobile service	Cavender	4Q 2014	10/15 plan for Rick to take to John Fox
	Starbucks Coffee Service			
	• Secure funding source	Cavender	1Q 2015	Complete
	• Construction drawings complete	Cavender	1Q 2015	Complete
	• Begin construction	Cavender	2Q - 3Q 2015	Complete
	• Staff training	Cavender	2Q 2015	Complete
	• Opening	Cavender	2Q 2015	Complete
	Further develop geriatric/senior-specific initiatives related to NICHE designation and the Geriatric Evaluation Center			
	• Prepare for GIAP and preliminary education	Cavender/Stewart	1Q 2015	Complete
	• Complete GIAP	Cavender/Stewart	2Q 2015	Complete
	• Roll out education to 3SE staff	Cavender/Stewart	3Q 2015	In progress; delirium lunch & learn
	Evaluate alternative programs to the Select LTACH			
	• Develop 3 proposals for the space: IP Rehab, GeroPsych, Private Room med surg or step down unit	Miller/Cavender	1Q 2015	Complete
FINANCE	Develop non-traditional revenue streams and explore complementary medicine opportunities			
	• Philanthropy efforts underway to support Integrative Medicine	Miller	4Q 2014	
	Develop initiatives to manage costs			
	• Established WHPUOS Report in 2014	Miller	3Q 2014	Complete
	• 2015 Budget finalized and will serve as basis for costs/UOS	Miller	1Q 2015	Complete
	Develop a philanthropic plan			

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	<ul style="list-style-type: none"> Project milestones 			
	<ul style="list-style-type: none"> Obtain plan from Sharon Maier 	Miller	1Q 2015	
	Improve case mix index			
	<ul style="list-style-type: none"> Roll out documentation education to physicians and MLPs 	Miller	1Q 2015	
	<ul style="list-style-type: none"> Offer documentation education to physicians via Med Exec, to be more individualized for 1-on-1 sessions 	Miller	1Q 2015	Complete - no takers to date
	<ul style="list-style-type: none"> Shadow CDI team 	Miller	1Q 2015	
	<ul style="list-style-type: none"> Include CC/MCC and Response Rate metrics to physician report cards 	Miller	1Q 2015	
	<ul style="list-style-type: none"> CDI availability in physician lounge 	Miller	3Q 2015	
	Palliative care billing models			
	<ul style="list-style-type: none"> Evaluate Palliative Care services for appropriate staffing billing 	Stewart	1Q 2015	
	Physician Reporting Metrics			
	<ul style="list-style-type: none"> Develop these for "EC on call" physicians related to LOS, loyalty, and appropriate utilization 	Hoban	TBD	TBD
	Develop a business plan to consolidate Oakwood & BHHS			
	<ul style="list-style-type: none"> Will be accounted for on D. Kleinhomer's action plans 	Kleinhomer	N/A	N/A