



# **Fiscal Years 2015-2017 Business Plan**

**YNHHS STRATEGY:** Optimize patient care safety, clinical quality, service and operational performance by achieving, maintaining and communicating best practice performance

## OBJECTIVES

## ACTION STEPS / METRICS

I.1.a. Pursue initiative to become the safest hospital in the U.S. **SJ/SL**

- Continue to implement “Just Culture” in the organization
  - Implement strategies to improve safety

*I.1.b. Continuously improve patient care quality to outperform key benchmarks*  
**SL**

- *Achieve Corporate Objective scores for publicly-reported measures*
- *Standardize selected clinical quality metrics, initiatives, structure, education and meet targets*
- *Develop and attain primary care and disease-specific measures*
- *Set annual plan to target and implement at least two evidence-based practices and protocols annually to enhance high quality safe patient care*
- *Reduce all-Cause 30-day readmission rate for Medicare / Medicaid insured patients*
- *Improve ED “door to release” time for patients not admitted, not observation status, and not receiving surgical or other invasive procedures immediately following ED visit*
- *Reduce peri-operative pulmonary embolism / deep vein thrombosis rate*

*I.1.c. Continuously improve patient care safety with the goal of becoming among the safest systems in the country by reducing variation in key processes across YNHHS*  
**SB/SL/NGR**

- *Standardize patient safety measurement processes and demonstrate improvement across YNHHS*
- *Achieve High Reliability Organization Level 3*
- *Maintain current certifications and pursue additional certifications as appropriate*
- *Determine how to measure quality across the continuum of care*
- *Create and implement department-level quality/safety dashboards*
- *Increase number of safety improvements successfully implemented as a result of incident reporting*

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**OBJECTIVES****ACTION STEPS / METRICS**

**I.1.d. Implement System-wide Nursing Standard of Care**  
SB/SF/MK

- *Implement System-wide Nursing governance structure, workflow and documentation, education, practices, policies, procedures and operational tools through the following identified initiatives:*
  - *Policy Standardization*
  - *Creation of System-wide Nursing Culture*
  - *System-wide Shared Governance Council*
  - *Regional Nursing Float Pools*
  - *EPIC Workload Measurement Tool*
  - *Succession & Leadership Development Planning*

**I.1.e. Evolve data resources to ensure useful, actionable, integrated information**  
NGR/SJ/SL/DB/EC

- *Implement an integrated data repository with one program and methodology for scorecards (standard and individual scorecards) integrating clinical, patient care quality, safety, service, operations and financial reporting and analytics*
- *Enhance Epic operational reporting capability*
- *Develop and implement data warehousing, reporting and analytics tools to support population health and ACO requirements*
- *Ensure one management structure to oversee the integration of data analytics and reporting*
- *Standardize reporting across YNHHS and YMG*

**YNHHS STRATEGY:** Optimize patient care safety, clinical quality, service and operational performance by achieving, maintaining and communicating best practice performance

**OBJECTIVES**

*I.1.f. Ensure optimal operational performance through implementation of comprehensive multi-year cost and value positioning initiative*  
**CO/RDA/BJ/MK/SL/MT/SB**

*I.1.g. Increase System integration to enhance effectiveness*  
**ALL**

**ACTION STEPS / METRICS**

- *Set and achieve Phase 2 Cost and Value Positioning targets*
  - *Clinical Redesign*
  - *Human Resources*
  - *Labor*
  - *Non-Labor*

- *Standardize and align processes and practices:*
  - *Laboratory*
  - *Compensation and Benefit Plans*
  - *Recruitment*
  - *Care Coordination (including Post-Acute Care)*
  - *Pharmacy*
  - *Occupational Health*
  - *Medical Staff Credentialing*

**YNHHS STRATEGY:** Evolve a comprehensive healthcare system serving Connecticut, eastern New York and western Rhode Island, to meet the needs of the communities served

**OBJECTIVES**

**ACTION STEPS / METRICS**

*II.1.a. Integrate service lines across the System*  
**NGR/NR/EC/MK/SB/NH/SL**

- *Define and implement a continuum of geriatric services across YNHHS*
- *Plan and implement select service lines System-wide as appropriate.*

*II.1.b. Evolve organizational structure to assure knowledge, experience and capacity to manage populations and accept risk*  
**CO/JS/GC/EC**

- *Implement comprehensive care management infrastructure*
  - *Implement redesigned care management approach*
  - *Strengthen physician engagement and leadership*
- *Develop formal post-acute care relationships for managing risk*
- *Implement the Tenet / YNHHS Clinically Integrated Network*
- *Execute a bundled payment strategy*

**YNHHS STRATEGY:** Evolve a comprehensive healthcare system serving Connecticut, eastern New York and western Rhode Island, to meet the needs of the communities served

**OBJECTIVES**

**ACTION STEPS / METRICS**

*II.1.c. Continue physician alignment  
NR/SL/NGR/DH/CB*

- *Expand patient-centered medical home (PCMH) model throughout NEMG and YMG*
  - *Implement PCMH plan through NEMG at all sites*
  - *Achieve NCQA level-three certification for all sites*
- Assess physician practice patterns to ensure adequate supply of physicians in the GH service area
  - Identify physicians to join NEMG or recruitment model
  - Evaluate physician satisfaction

*II.1.d. Pursue Magnet Designation  
SB/NH*

- Initiate application for Magnet designation

**Greenwich Hospital  
FYs 2015-2017 Business Plan**

**STRATEGIC  
DIMENSION**

***Provider of Choice***

**YNHHS STRATEGY:** Evolve a comprehensive healthcare system serving Connecticut, eastern New York and western Rhode Island, to meet the needs of the communities served

**OBJECTIVES**

**ACTION STEPS / METRICS**

<p>II.1.e. Ensure effectiveness of Delivery Network community health and benefits programs <b>NR/NGR</b></p>	<ul style="list-style-type: none"> <li>• Continue implementation of community health improvement plan</li> <li>• Conduct a second community health needs assessment</li> </ul>
<p>II.1.f. Increase inpatient and outpatient volume <b>ALL</b></p>	<ul style="list-style-type: none"> <li>• Increase patient volumes                         <ul style="list-style-type: none"> <li>• Inpatient discharges</li> <li>• Outpatient visits</li> </ul> </li> <li>• Plan and implement appropriate components of YNHHS Ambulatory Strategy</li> </ul>
<p>II.1.g. Ensure service excellence and communicate achievement as one of the highest quality hospitals in the U.S. <b>CB/MT/DM/SL</b></p>	<ul style="list-style-type: none"> <li>• Attain HCAHPS–target scores:                         <ul style="list-style-type: none"> <li>• Overall Rating of Hospital</li> </ul> </li> <li>• Prepare for ED-CAHPS for FY16</li> <li>• Attain Press Ganey patient satisfaction scores:                         <ul style="list-style-type: none"> <li>• Overall Outpatient</li> <li>• Overall ED</li> <li>• Overall Ambulatory</li> </ul> </li> <li>• Communicate quality and safety achievements to physicians and consumers in the service area through targeted venues</li> </ul>

**Greenwich Hospital  
FYs 2015-2017 Business Plan**

**STRATEGIC  
DIMENSION**

***Employer of Choice***

**YNHHS STRATEGY:** Achieve workforce excellence and commitment

**OBJECTIVES**

*III.1.a. Engage employees and management to achieve enhanced employee participation, feedback, collaboration and communication*

**MT/SB/CB**

**ACTION STEPS / METRICS**

- *Enhance Diversity and Inclusion organizational structure at the System and Delivery Networks*
- *Attain improved employee engagement results, with minimum achievement at the threshold level*
- Identify and implement best practices to retain older employees in workforce
- Conduct research to monitor and improve the culture of excellence (employee surveys, department culture interviews/work plans)
  - Conduct culture interviews in select departments
  - Conduct new employee follow-up interviews at regular milestones
  - Conduct workforce diversity survey
- Continue to provide leadership exposure to staff
  - Conduct weekly administrative rounds
  - Conduct open forums with CEO
- Conduct monthly "Conversations with CEO"
- Offer opportunities to celebrate/connect with employees (bring your child to work, quality awards, service awards)
  - Hold at least two opportunities to celebrate



**YNHHS STRATEGY:** Achieve workforce excellence and commitment

**OBJECTIVES**

**ACTION STEPS / METRICS**

*III.1.b. Engage employees to help them improve their health and well-being*

**MT**

- *Increase participation in the livingwell CARES care coordination program by at-risk employees and those with chronic health conditions by 25% (Greenwich- 43 A / 35 B Goal of 25% Increase: 44)*
- *Expand the Know Your Numbers program to include spouses of benefits-enrolled employees*

*III.1.c. Maximize retention and effective recruitment*

**MT**

- *Redesign and integrate recruitment across YNHHS*
- *Develop consistent rewards and recognition programs across YNHHS*
- *Enhance orientation/integration of new employees*

**YNHHS STRATEGY:** Achieve workforce excellence and commitment

**OBJECTIVES**

**ACTION STEPS / METRICS**

*III.1.d. Create and implement cultural integration strategies*  
**MT**

- *Include the new YNHHS values in the manager and employee annual evaluation processes/materials*
- *Implement appropriate questions on the employee engagement survey to assess adherence to new values*

*III.1.e. Create a learning environment*  
**MT**

- *Implement a work plan to enhance leadership and management development for directors, VPs, Senior VPs and physician leaders*
- *Create a System-wide defined leadership continuity process (succession planning) with drill down to first line supervisors*
- *Provide advanced training to staff in service excellence*

**Greenwich Hospital  
FYs 2015-2017 Business Plan**

**STRATEGIC  
DIMENSION**

***Financial Performance***

**YNHHS STRATEGY:** Efficiently manage resources and enhance revenue, non-operating revenue, and philanthropy

**OBJECTIVES**

**ACTION STEPS / METRICS**

*IV.1.a. Maintain current financial position*  
**ALL**

- Maintain or improve current GH credit rating of Fitch AA- and SP A+
- *Meet DN percent operating margin targets*
- *Meet DN percent net gain margin targets*
- *Reduce inpatient cost per discharge*
- *Reduce outpatient cost per encounter*
- Attain GH days cash on hand
- Attain GH days in A/R target
- Attain GH debt-to-capitalization ratio
- *Evaluate and implement various Treasury Services across YNHHS (pending governance discussions)*
  - Implement cash management strategy
  - Reduce excess liquidity and improve investment income
  - *Activate System pension trust*
- Attain GH capital spending as a % of depreciation
- *Attain System-wide pension funding %s*

**YNHHS STRATEGY:** Efficiently manage resources and enhance revenue, non-operating revenue, and philanthropy

**OBJECTIVES**

*IV.1.b. Achieve necessary increases in managed care and revenue cycle reimbursement **EC/WG***

**ACTION STEPS / METRICS**

- *Secure budgeted revenue through negotiated commercial rate increases and contract restructuring*
- *Protect negotiated revenue through revenue cycle management opportunities (including working with payers)*
- *Negotiate with commercial payers to reflect their movement towards upside risk*
  - *Renew existing contracts, incorporating some pay-for-performance*
  - *Negotiate upside risk only when appropriate*
- *Prepare for bundled payments and/or additional downside risk*
  - *Implement bundled payment initiative through CMS and Remedy Partners*
- *Participate in CT Health Exchange*
  - *Contract at commercial rates*
  - *Include upside risk in contracts when appropriate*
  - *Evaluate creation of limited provider network*
- *Address reduction in Medicaid fee-for-service payments*
  - *Transition to value-based approach*
  - *Move to global payments*
- *Address expansion of Medicare Advantage*
  - *Create upside risk-sharing with Medicare Advantage*
  - *Create private label Medicare Advantage plan*
- *Evaluate direct employer contracting strategy*
  - *Implement the YNHHS employee accountable care formation and shared risk approaches*
  - *Identify new employer contracting opportunities*
- *Address public transparency of charges*
  - *Negotiate / restructure contracts to minimize % of charges*
  - *Monitor transparency websites*
  - *Implement an approval System pricing strategy*
  - *Use System pricing committee for strategy*
- *Coordinate YNHHS payer strategies with evolving Clinically Integrated Network (Conifer Relationship)*

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FYs 2015-2017 Business Plan**

**STRATEGIC  
DIMENSION**

***Financial Performance***

**YNHHS STRATEGY:** Efficiently manage resources and enhance revenue, non-operating revenue, and philanthropy

**OBJECTIVES**

IV.1.c. Create and achieve comprehensive financial strategy

**EC/JW/DH**

**ACTION STEPS / METRICS**

- *Rebase 5-year strategic financial plan*
- *Increase philanthropy*
- Build unrestricted endowment fund
- Fund 10% of capital investments via philanthropy
- *Develop comprehensive financial plan to accommodate YNHHS Accountable Care strategies*
- Develop framework to evaluate investments in emerging products/strategies

# Greenwich Hospital Fiscal Years 2015 - 2017 Multi-Year Business Plan

## RESPONSIBILITY KEY

<b>DB</b>	<b>Daniel Barchi</b>
<b>CB</b>	<b>Christine Beechner</b>
<b>SB</b>	<b>Sue Brown</b>
<b>GC</b>	<b>Gayle Capozzalo</b>
<b>EC</b>	<b>Eugene Colucci</b>
<b>NGR</b>	<b>Norman G. Roth</b>
<b>WG</b>	<b>Bill Gedge</b>
<b>NH</b>	<b>Nancy Hamson</b>
<b>DH</b>	<b>Deborah Hodys</b>
<b>SJ</b>	<b>Stephen Jones, M.D.</b>
<b>MK</b>	<b>Marc Kosak</b>
<b>SL</b>	<b>Spike Lipschutz, M.D.</b>
<b>DM</b>	<b>Dana Marnane</b>
<b>CO</b>	<b>Chris O'Connor</b>
<b>NR</b>	<b>Nancy Rosenthal</b>
<b>JS</b>	<b>Jim Staten</b>
<b>MT</b>	<b>Melissa Turner</b>
<b>JW</b>	<b>Jim Wright</b>