

UW HEALTH STRATEGIC PLAN
REFOCUS AND RENEW
2013-2015



MISSION: Our Reason for Being

Advancing health without compromise through:
Service
Scholarship
Science
Social Responsibility

VISION: Our place in the world.

Working together, UW Health will be a national leader in health care, advancing the well-being of the people of Wisconsin and beyond.

VALUES: The ideals we live by.

Integrity — Doing the right things at the right time and place. Focus on the best interests of patients. Be honest with patients, learners and each other.

Innovation — Finding new and better ways to enhance quality of care and all aspects of our work.

Compassion — Treat patients, families, learners and each other with kindness and empathy. Connect with patients and families individually and personally and engage them as partners in their care decisions.

Accountability — Be individually and collectively responsible for the work we do and for the outcomes and experience of every patient, every learner, every day.

Respect — Honor patients' right to privacy and confidentiality. Value differences among individuals and groups. Actively listen, encourage feedback and choose the best way to deliver timely and meaningful information.

Excellence — Strive to be the best and work continuously to improve performance and exceed expectations.



Refocus and Renew

UW Health's Five-Year Strategic Plan, 2010-2014, represented a true milestone: The first time all three UW Health partners—UW Hospital and Clinics, UW Medical Foundation and UW School of Medicine and Public Health—created a single plan with a common mission, vision, values and strategic goals.

Three years later, thanks to that plan – and to the effort of those who have worked hard to execute it – we have a long list of accomplishments to celebrate (see pages 3-5).

During the same period, we've also seen significant changes in the health care environment. National health care reform has become law and is being implemented. At the same time, changes in our local and regional markets have altered longstanding relationships and increased competition among health care organizations.

Time to Recalibrate

With all the change already in the air and with a great deal more headed our way in the next few years, UW Health recently brought together key leaders and stakeholders and charged them with updating the plan. The basic idea was simple:

- Keep the priorities that still make sense
- Recalibrate based on what we've accomplished and how the environment has changed
- Add new goals to reflect today's new realities

What Stays the Same?

All seven of the focus areas from the last plan are still part of this plan. Some have been renamed, all have been refocused, and all remain high priorities.

What's Different?

We've added a goal to reflect one very important new priority – improving population health. As noted above, this is a key part of our vision: *advancing the well-being of the people of Wisconsin and beyond*. Now health care reform is giving us valuable new tools and the impetus to accelerate our progress toward this ambitious goal. Major initiatives already are underway, and population health – or *keeping people healthy* – is rapidly becoming as important a priority as caring for them when they are ill.



The Three-Part Aim and UW Health's Vision

As health care reform has gained momentum, one of the most compelling frameworks to emerge from the national scene is the Institute for Healthcare Improvement's Three-Part Aim of:

- better care for individuals,
- better health for populations and
- lower costs through process improvement and innovation

The three part aim is a natural fit with UW Health's vision and values:

- be a national leader in health care: better care for individuals
- advance the well-being of the people of Wisconsin and beyond: better health for populations
- exemplify excellence and innovation: lower cost through process improvement and innovation

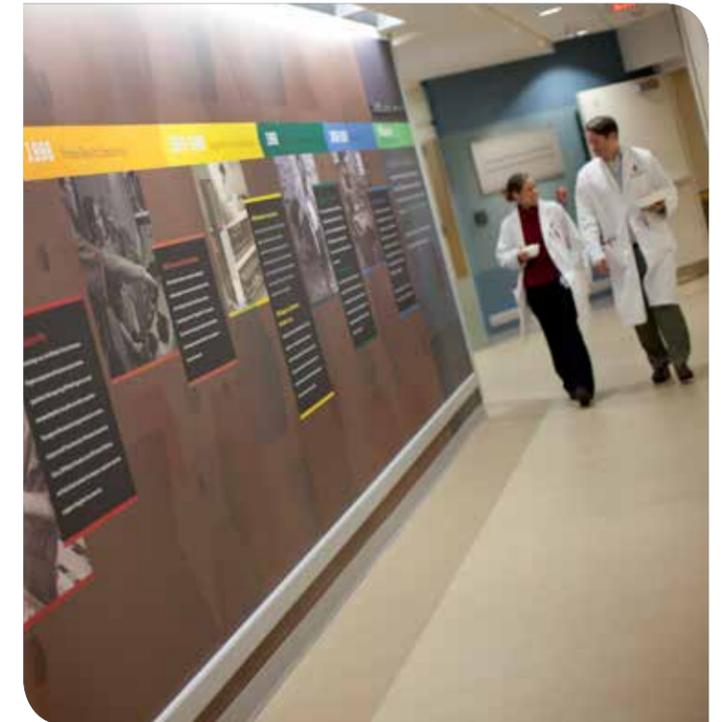
As a framework it encompasses all our strategic priorities: quality, the patient experience, the entire continuum of care and all the populations we serve. Through the UW Health Strategic Plan, we also address the foundations of operational integration and best work and academic environment that support all these strategic commitments.

Cause to Celebrate: Accomplishments 2010-2013

From 2010 to 2013 UW Health has been a beehive of activity, moving forward on dozens of strategic initiatives.

INTEGRATION

- Joint planning in areas such as geographic strategy, facilities planning, clinical program development and ambulatory clinic integration.
- The Center for Clinical Knowledge Management has established a UW Health process to create and disseminate clinical guidelines and protocols.
- Ambulatory service standards have been deployed across all UW Health ambulatory settings.
- Many employee policies and training programs have been implemented systemwide.
- Key departments such as Information Systems and Quality, Safety and Innovation have been integrated under a single UW Health senior leader or a senior leader dyad.
- New entities such as the Clinical Simulation Program and UW Health ACO have been established from the beginning as integrated UW Health endeavors.



QUALITY DISTINCTION



- Revitalized UW Health Quality Council with significant faculty physician participation and implemented a Quality Council scorecard to monitor organizational performance and prepare for value-based purchasing.
- Established the UW Health Improvement Network to provide a common set of performance improvement tools and resources for the entire enterprise.
- Gained approval as one of five US academic health centers as Maintenance of Certification Portfolio sponsor, enabling alignment of physician certification needs and incentives with organizational improvement goals.
- Supported focused work to improve performance on CMS Core Measures as well as on several key measures reported to the Wisconsin Collaborative for Healthcare Quality.

SERVICE EXCELLENCE

- Focused first on ambulatory settings and on the implementation of systemwide service standards and clearly communicated metrics to gauge progress.
- Obtaining physician-level ambulatory patient satisfaction data has boosted physician engagement in improving the patient and family experience.
- Continued implementation of the UW Hospital interdisciplinary model of care has laid the foundation for patient- and family-centered care in inpatient settings.
- Initial training of more than 3,000 UWHC staff in patient- and family-centered care is helping to spread awareness and change culture, and patient and family participation in decision making about recruitment, construction projects, educational programs and business planning has grown steadily.

To reflect our growing understanding of what it takes to build a truly patient- and family-centered culture, *the name of this goal has been changed to Patient and Family Experience.*



PRIMARY CARE

- Implemented health maintenance protocols and electronic health record functionality to improve breast and colorectal cancer screening rates.
- Continued Health Link optimization to maximize the benefits of a fully implemented electronic health record.
- Launched Clinical Microsystems program offering frontline primary care teams the performance improvement tools and skills to provide team-based care, do continuous process improvement and rapidly create and adopt new initiatives and workflows.
- Engaged patients through clinic-level patient and family advisors who participate in planning improvements.
- Began implementing a standardized model of care that lays the foundation for primary care clinics to excel as patient-centered medical homes with an increased role in care management and complex case management.
- To prepare for new payment models, restructured primary care compensation to a panel-based model that encourages optimizing care for populations.



CLINICAL PRIORITIES

- In digestive health and breast health, implemented a collaborative, interdisciplinary model of care, uniting services and providers across the enterprise to provide an optimal experience for patients and families.
- In April 2013, opened the Digestive Health Center, consolidating previously disparate services under a single roof. With a “lean” operating model and a collaborative interdisciplinary focus, DHC offers convenient, coordinated care in a welcoming, easy-to-navigate setting.
- Completed facility design for UW Health at The American Center on Madison’s east side. Construction and operational planning are underway. Opening in 2015, the facility will consolidate some current services, offer an alternate location for others and add an important new focus on health, wellness and preventive care.

To reflect a new focus on expanding these operational modes across all UW Health, *the name of this goal has been changed to Clinical Model of Care.*

GEOGRAPHIC STRATEGY

- Formed the geographic strategy group to support enterprise-wide planning and ensure physician engagement.
- Advanced a northern Illinois strategy through affiliation with SwedishAmerican Health System, Rockford.
- Created a centrally accessible and robust resource to provide service line and clinical departmental decision makers with market data for business planning.

To reflect the need in today’s health care environment to achieve optimal balance of local, regional, national and niche markets, *the name of this goal has been changed to Market Focus.*

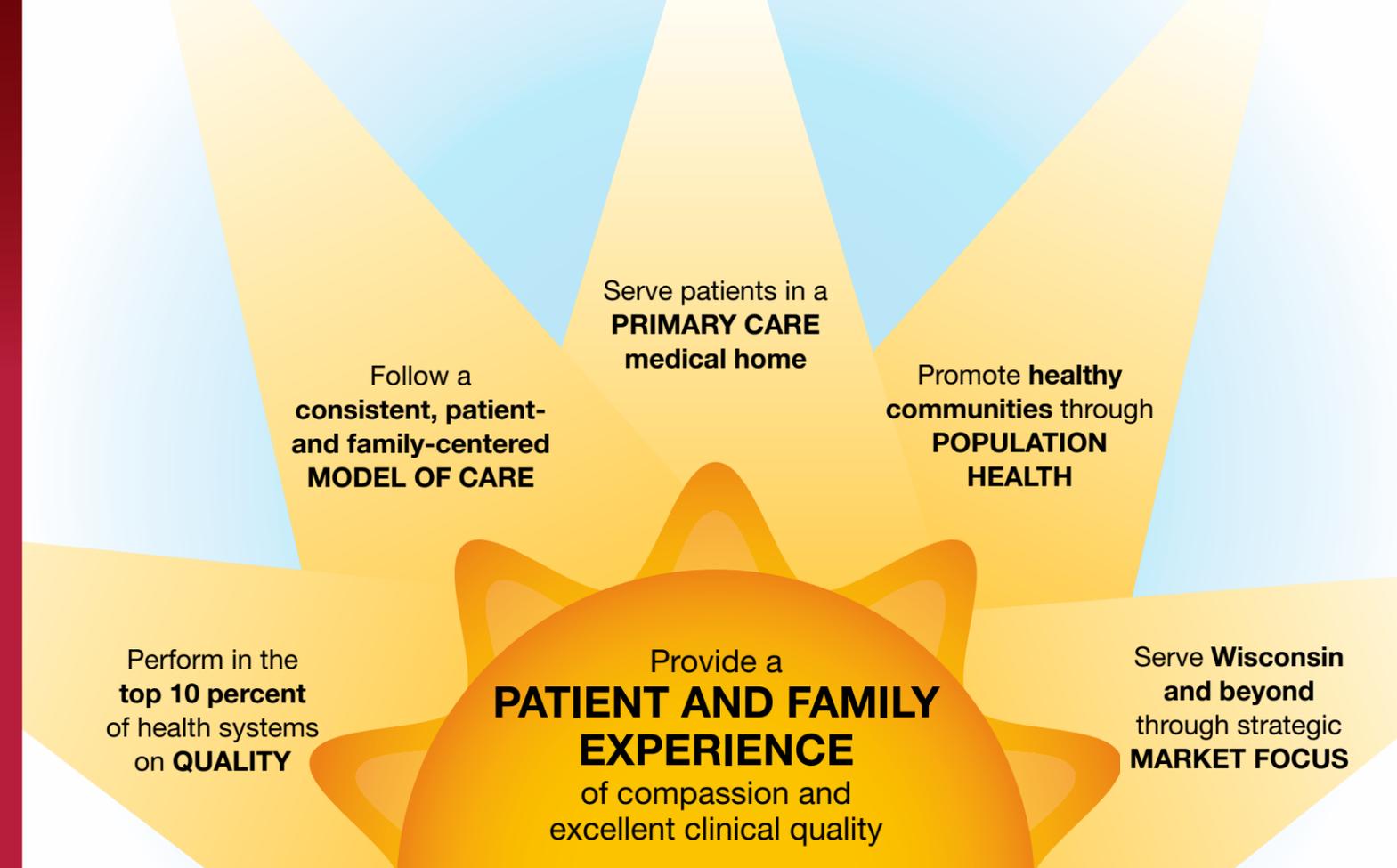


BEST WORK AND ACADEMIC ENVIRONMENT

- Developed and implemented a set of common performance standards based on UW Health’s values. The standards apply to all faculty and staff and form the basis for performance evaluations.
- Created a business plan for UW Health Wellness Options at Work, leading to increased offerings and greater participation across all three UW Health organizations.
- Established UW Health-wide employee policies and joint planning of recognition events such as those for Faculty and Staff Appreciation Week, UW Health veterans and UW Health community service award winners.
- Implemented a common learning management system so staff and faculty have one place to go for on-line education.
- Implemented mandatory flu vaccination program achieving acceptance rates of 95 percent for UWHC employees, 92 percent for UWMF employees, and 100 percent for UWHC practicing physicians.
- Implemented an on-line service to help UWHC and UWMF faculty and staff connect to resources for family care and household needs.

UW Health: Eight Strategic Goals 2013-2015

STRATEGIC GOAL	FIVE-YEAR AIM
Best Work and Academic Environment	UW Health is health care's best work and academic environment.
Integration <i>(formerly Integration and Alignment)</i>	UW Health functions as though it is a single clinical enterprise.
Patient and Family Experience <i>(formerly Service Excellence)</i>	UW Health is clearly distinguished for its culture of patient- and family-centered care and ensures excellence during every patient encounter.
Quality Distinction	UW Health provides outstanding patient care and is clearly distinguished as a national quality and patient safety leader, performing in the top decile of health care systems on the majority of required and/or publicly reported quality and patient safety measures for both inpatient and outpatient care.
Clinical Model of Care <i>(formerly Clinical Priorities)</i>	UW Health exemplifies a state-of-the-art, organization wide model of care that is recognized for: <ul style="list-style-type: none"> • Superior interdisciplinary team-based care • Excellent clinical outcomes • Innovation • Academic excellence • High demand and/or market strength, both locally and regionally.
Primary Care	UW Health has an advanced primary care model that drives health status improvement in Wisconsin and assists in optimizing quality, financial performance and patient- and family-centered care.
Population Health <i>(new)</i>	UW Health is a high-value (quality and service / cost) delivery system with a multi-pronged focus on local, regional and national populations and population-based research educational missions.
Market Focus <i>(formerly Geographic Strategy)</i>	UW Health is an affiliate/partner of choice for health care organizations (physicians, hospitals, others) in Wisconsin and adjacent parts of surrounding states and national destination for care of selected conditions.



Create the **BEST WORK AND ACADEMIC ENVIRONMENT**

Pursue **INTEGRATION** to work as one enterprise for patients

Best Work and Academic Environment and **Integration** are foundational goals that underlie success in all aspects of our plan. They support our core goal of **Patient and Family Experience**, which is surrounded by the goals of **Quality Distinction, Clinical Model of Care, Primary Care, Population Health** and **Market Focus**.

All priorities work together to achieve our ultimate goal of unsurpassed care, delivered with compassion and excellent clinical quality.

Action Plan through 2014

Reaching ambitious five-year goals can't be done in a single leap. To remain true to our end goals but be nimble within the internal and external environments, our implementation process will take the form of annual plans. The first of these action plans for 2014 is presented below.

STRATEGIC GOAL	ACTIONS STEPS
Best Work and Academic Environment	<ul style="list-style-type: none"> Educate physicians and staff about today's health care environment and requirements to survive and thrive, including: Leadership, Research, Academic Mission, Changing Health Care Environment and Innovation. Develop a model and agreements to address staff working across UWHC, UWMF and UWSMPH and a common approach for planning and implementing such integration. Establish shared UW Health selection criteria for key faculty, staff and trainee positions. Create and implement a common performance development and management system for all UW Health providers. Incorporate UW Health performance standards into the annual performance appraisal process for all UWHC and UWMF staff. Conduct the UW Health Well-Being Assessment and work with HR and operational leaders across UW Health to develop an action plan based on findings. Increase quality, access, and cost-effectiveness through workforce planning.
Integration	<ul style="list-style-type: none"> Demonstrate to physicians and staff through words and actions a consistent commitment to the UW Health vision of integration. Establish unified clinical, management, operations and budgeting to the maximum extent possible. Develop a consistent UW Health approach to planning and implementing integration across the enterprise.
Patient and Family Experience	<ul style="list-style-type: none"> Create and spread a UW Health approach for patient and family experience and patient- and family-centered care. Establish a UW Health Center for Patient and Family Experience, and develop/deliver patient- and family-centered care education for all UW Health faculty and staff. Improve the patient and family experience in the UWHC emergency department by: <ul style="list-style-type: none"> focusing on waits and delays; standardizing the process for consulting services; developing communication standards; providing training and education to all ED faculty/staff, consulting services, and referring clinics. Improve the UWHC patient and family experience in inpatient settings by implementing patient- and family-centered rounding at the bedside in all inpatient units as part of the interdisciplinary model of care.

STRATEGIC GOAL	ACTIONS STEPS
Quality Distinction	<ul style="list-style-type: none"> Increase organizational capacity for continuous improvement through faculty/staff development and training. Align physician certification needs with organizational quality improvement goals by providing Maintenance of Certification support for diabetes care and a second yet-to-be-identified organizational priority. Build on establishment of the UW Health Improvement Network by implementing all UWHIN programs from Basic through Advanced and Coach-the-Coach levels. Implement learning management system for leaders to deliver training to inpatient and primary care leadership dyads.
Clinical Model of Care	<ul style="list-style-type: none"> Pilot the Interdisciplinary Model of Care in additional inpatient units and develop a timeline to implement a patient- and family-centered, team-based model of care across UW Health. Implement a leadership model of nurse manager-physician dyads for all inpatient nursing units, with quarterly dyad meetings and all dyads working on a common HCAHPS goal. Begin Implementation of the nurse manager-physician dyad model in outpatient specialty clinics.
Primary Care	<ul style="list-style-type: none"> Continue remaining aspects of care model standardization in primary care to meet the standards for Patient-Centered Medical Home (PCMH) <ol style="list-style-type: none"> Implement redesigned workflows for face-to-face encounters across all UW Health primary care clinics, optimize the RN role, test workflows for RN coordination of non-complex chronic care and begin developing between-visit workflows.
Population Health	<ul style="list-style-type: none"> Develop and have available for market three bundled care payment packages (defined episodes of care provided for an agreed-upon price). Implement complex care management for congestive heart failure and two additional conditions. Pilot centralized pre-visit planning in primary care.
Market Focus	<ul style="list-style-type: none"> Create a UW Health system context/approach for external strategy and future planning Develop a UW Health view and unified direction for how we want to grow as an organization – including scale, pace and geographic reach. Regularly update and publish market strategy analysis and direction to help UW Health leaders evaluate external opportunities for growth and collaboration.

UWHealth