

Take it Off the Shelf:
A Strategic Plan That Drives Performance



Debbie Wallace Dooley MBA
Executive Director Business Intelligence



 HILL COUNTRY MEMORIAL hillcountrymemorial.org
 Fredericksburg, Texas



Enchanted Rock State Park, 18 miles north of Fredericksburg.

OVERVIEW

1. Strategic Context
2. Developing the Strategy
3. Deploying the Strategy
4. Accountability to our Goals



HCM MISSION
Remarkable always.

HCM VISION
Empower others. Create healthy.



OUR COMMUNITY

22,255 Gillespie County Population

154,783 HCM's Service Area Population

HCM AT A GLANCE

86 Beds 686 Employees 7 Counties Served

MAJOR SERVICES

Joint Replacement, Surgical, Inpatient Hospital, Outpatient/Outreach, Emergency

\$6,832,491 2016 Charity Care Projected Dollar Amount

EMPLOYEE WELLNESS PROGRAM

\$9,695.47 Average spent per Non-participant

\$6,661.11 Average spent per Participant

DEVELOPING THE STRATEGY



VALUE EQUATION

$$\text{Remarkable Value} = \frac{\text{Outcome} + \text{Experience}}{\text{Cost}}$$

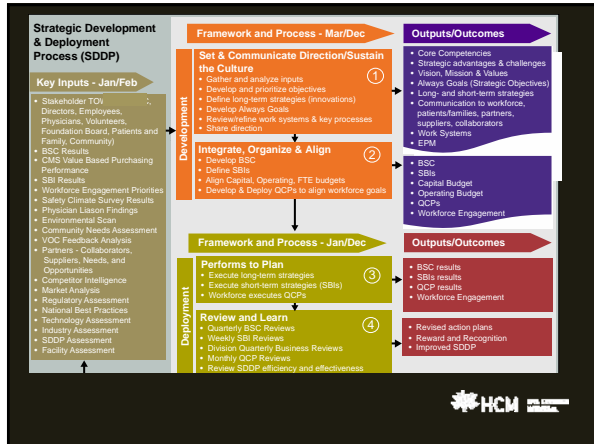


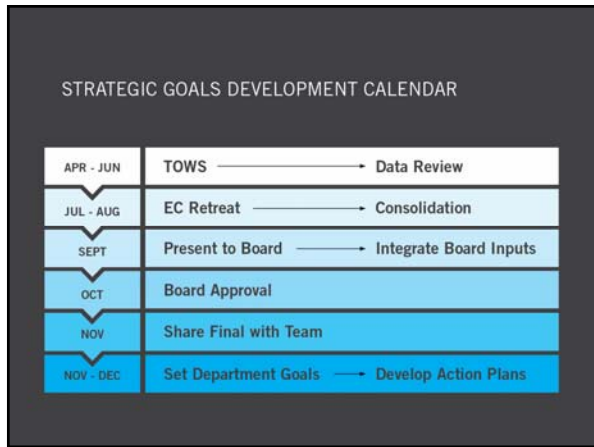
LISTEN TO
SET GOALS



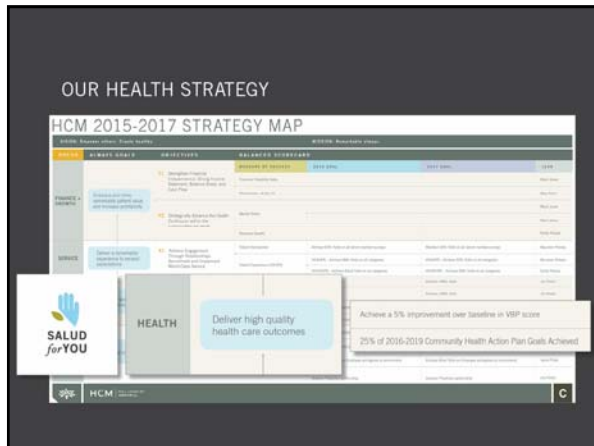
DIVERSE INPUTS

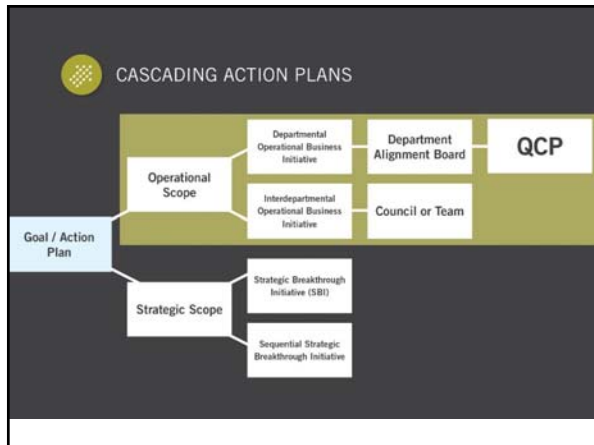
















ALIGNMENT BOARD HUDDLE





QCP



Hill Country Memorial Quarterly Coaching Plan					
Area	Strategic Objective	Departmental Goal	Individual Goal	Quarterly Coaching Plan	Quarterly Coaching Plan
Customer Satisfaction	Improve patient and family satisfaction scores	95% patient satisfaction	95% patient satisfaction	95% patient satisfaction	95% patient satisfaction
Operational Efficiency	Reduce patient wait times	Reduce wait times by 10%	Reduce wait times by 10%	Reduce wait times by 10%	Reduce wait times by 10%
Staff Retention	Improve staff retention rates	90% staff retention	90% staff retention	90% staff retention	90% staff retention
Quality of Care	Improve patient safety scores	98% patient safety	98% patient safety	98% patient safety	98% patient safety
Financial Performance	Improve departmental revenue	10% revenue increase	10% revenue increase	10% revenue increase	10% revenue increase

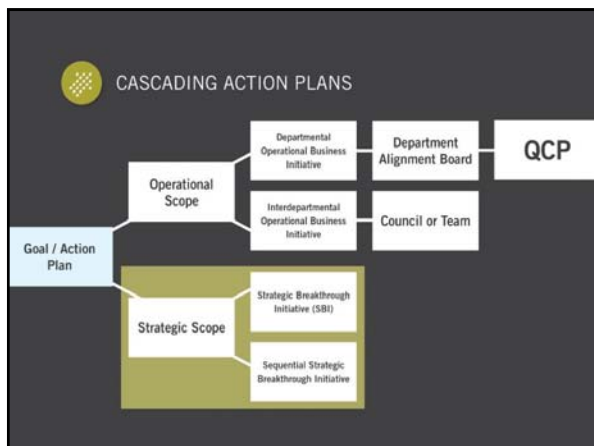


DEPARTMENTAL ALIGNMENT EXAMPLE

SERVICE	Strategic Objective Deliver a Remarkable Experience/Exceed Expectations
	Med-Surg Department Goals Achieve 96th %tile on Responsiveness of Staff
	Employee QCP Goal Call light response times average under 5 minutes









SBI PROCESS

- 1 Quarter Duration / Weekly Meetings
- Strategic-level Work
- Diverse Teams
- Standard Tools
- PDCA Process
- Defined Deliverables and Measures of Success
- War Room Accountability and Coaching



IN THE SBI WAR ROOM

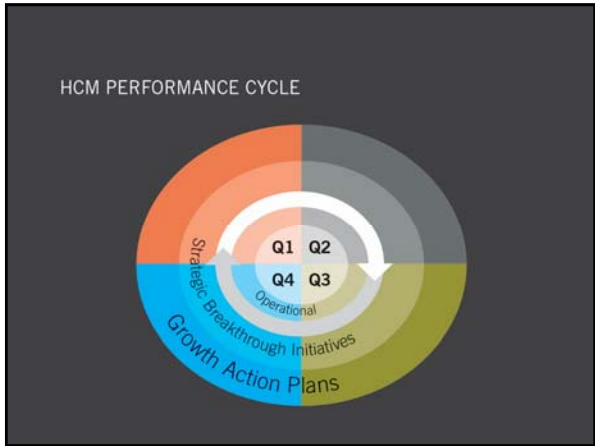


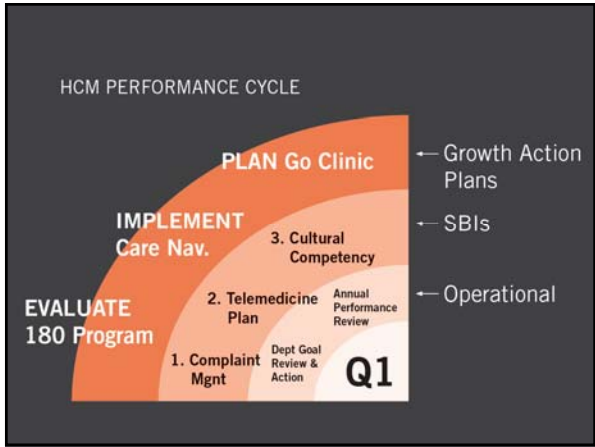
- Charter
- Timeline
- Weekly Report
- Data (MOS)
- Best Practices
- Process Map
- Handoff Plan

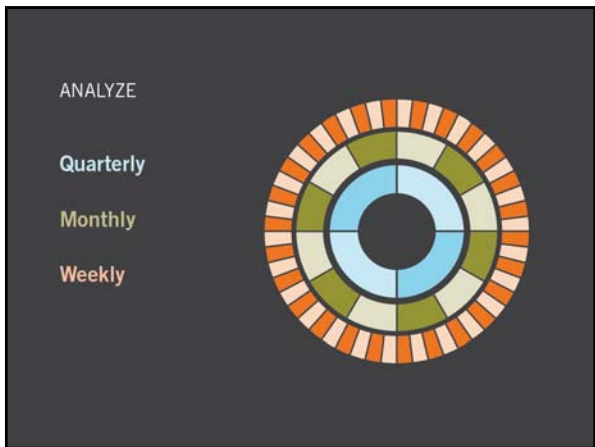


ACCOUNTABILITY TO OUR GOALS









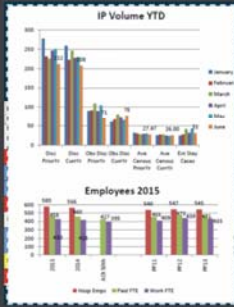
Daily Operations Report



EXECUTIVE WEEKLY HUDDLE AGENDA

- Run the business
- Change the business

11/13/2015	Yr to Date	Qtr to Date	Month to Date
2014	Score	Score	Score
Overall IP	95%	93%	94%
Overall AS	94%	94%	98%
Overall ED	96%	97%	99%
Overall HHC	88%	94%	88%
HCAHPS Rate the Hospital	89.9	98%	100
Recommend	96%	91%	97%
Nursing	96%	86.8	93%



Monthly Operations Review

DEPARTMENT FINANCIAL PERFORMANCE REPORT								July 14, 2015	
10,480 - HCM PHYSICAL THER		IP-Billed procedures			OP-Billed procedures				
Item from Flex Budget	Actual	Budget	% Var	Actual YTD	Budget YTD	% Var YTD	Last Year	% Change	
Revenue	\$221,675	\$219,181	1%	\$1,216,517	\$1,074,603	13%	\$45,817.8	29%	
Expense	\$56,954	\$54,227	5%	\$281,426	\$266,886	6%	\$235,143.8	20%	
Salary	\$406.00	\$293.84	36%	\$1,958.00	\$1,198.72	63%	\$1,042.00	56%	
Revenue/Unit	\$92.17	\$95.96	-4%	\$88.07	\$95.96	-7%	\$81.45	-3%	
Expense/Unit	\$23.88	\$23.74	0%	\$20.61	\$23.74	-13%	\$22.74	-9%	
Worked FTE's	6.73	6.30	7%	6.88	6.34	9%	6.89	17%	
Worked HRS/Unit	0.49	0.49	2%	0.43	0.49	-11%	0.49	-12%	
Flex FTE's	6.73	6.63	2%	6.88	7.74	-11%	7.77	-12%	

Variance Report: *Explanation for variances in red/blue. Action plan to address RED items.

Expense: 9% increase in salary expense with additional PRN coverage for outpatient MM out, and KL and JE covering for 39 hrs/week.

Hospital Performance Indicators	Annual Trend	Report Period	Issues impacting target	Actions taken to improve
Overtime below 3%	2.8%		increased PRN use	hiring new 1.0 FTE
Callbacks below 3%			n/a	



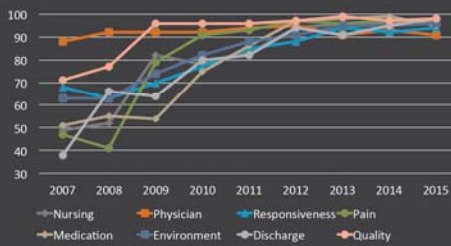
Quarterly Business Review

Focus	Measures	Owner
Finance & Growth	Financial Flexibility	Mark
	Profit and Loss	Mark
	Growth	Mark
	Other Financial metrics	Mark
	ALOS	Mark
	Market Share	Mark
	Revenue Growth	Mark
	Revenue Cycle Measures	Holly/Tamera
	Productivity	Mike
	Savings from GPO	Mike
	Patient Volume Trends	Mike
	Project updates (change over time)	Executive Champion
	Competitor Analysis (Quarterly)	Mark
Service	Meaningful Use Status	Holly
	Financial Shared Governance Council Scorecard	Mark/Holly/Tamera
	Patient Satisfaction / Engagement trends	Maureen
	Patient / Family Dissatisfaction/complaint trends	Maureen
	Action Plan report	Executive Champion
Quality	Service Shared Governance Council Scorecard	Maureen/Debbie
	Patient and Family Advisory Council Update	Executive Champion
	Project updates (change over time)	Executive Champion
	HACS	Emily
	Risk Adjusted Mortality Rate and action plan	Jim
	Risk Adjusted Complication Rate	Emily
	VBP Scorecard	Emily
Community Needs Assessment Action Plan Progress	Emily	
Quality Shared Governance Council Scorecard	Emily/Jim	
Project updates (change over time)	Executive Champion	

QUARTERLY BALANCED SCORECARD

2015 BALANCED SCORECARD									
Category	Measure	Q1	Q2	Q3	Q4	YTD	Target	Trend	Owner
Financial & Growth	Revenue per bed	100%	100%	100%	100%	100%	100%	↑	Mark
	Profit margin	95%	95%	95%	95%	95%	95%	↑	Mark
	ALOS	95%	95%	95%	95%	95%	95%	↑	Mark
	Market share	95%	95%	95%	95%	95%	95%	↑	Mark
Service	Patient satisfaction	90%	90%	90%	90%	90%	90%	↑	Maureen
	Family dissatisfaction	5%	5%	5%	5%	5%	5%	↓	Maureen
	Service shared governance	95%	95%	95%	95%	95%	95%	↑	Maureen/Debbie
	Patient advisory council	95%	95%	95%	95%	95%	95%	↑	Executive Champion
	Project updates	95%	95%	95%	95%	95%	95%	↑	Executive Champion
Quality	HACS	95%	95%	95%	95%	95%	95%	↑	Emily
	Risk adjusted mortality	95%	95%	95%	95%	95%	95%	↑	Jim
	Risk adjusted complication	95%	95%	95%	95%	95%	95%	↑	Emily
	VBP scorecard	95%	95%	95%	95%	95%	95%	↑	Emily

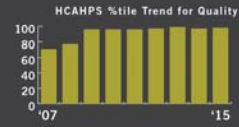
HCAHPS %TILE TRENDS



CUSTOMER RELATIONSHIPS

- Overall Hospital Rating **98%**
- Willingness to Recommend **98%**
- Nursing Communication **96%**
- Physician Communication **91%**
- Responsiveness of Staff **94%**
- Pain Management **97%**
- Medication Communication **95%**
- Hospital Environment **96%**
- Discharge Information **98%**

'15
HCAHPS
%tile Ranking



CONTACT

Emily Padula, RN, MHI, FACHE
Chief Strategy Officer, HCM
epadula@hillcountrymemorial.org

Debbye Wallace-Dooley, RRT, CPHQ, MBA
Executive Director of Business Intelligence
ddooley@hillcountrymemorial.org