### 2017 CAMC Health System Strategic Plan

**Mission:** Striving to provide the best health care to every patient, every day.

**2017 BIG DOT Scorecard for CAMC**

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Goals</th>
<th>Big DOTS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Best Place to Receive Patient-Centered Care</strong></td>
<td>By 2019, we will achieve QUEST top decile performance in all domains and be recognized as a leader in clinical and service excellence.</td>
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<tr>
<td><strong>Best Place to Work</strong></td>
<td>By 2019, CAMC will be the preferred employer in the region; recognizing the value and professionalism of the people comprising our workforce as the key to delivering quality patient care and excellent service.</td>
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<tr>
<td><strong>Best Place to Learn</strong></td>
<td>By 2019, CAMC will be recognized as a leading teaching hospital that values and embraces an environment of education, innovation and learning as a strategic advantage to our future success. Learning happens at individual and organizational levels. Strong educational and research partnerships support workforce strategic challenges and performance improvement. Everyone teaches and everyone learns.</td>
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<tr>
<td><strong>Best Place to Refer Patients/Market Growth</strong></td>
<td>This is a statement of direction for each pillar – where do you want to be in 3 years?</td>
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**Core Values:** Quality, Service with compassion, Respect, Integrity, Stewardship, Safety

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**Strategic Planning Process**

**Strategic Planning and Deployment Process**

1. Environmental Analysis (Figure 2-1.1)
2. Organizational Sustainability Review (1-2.1.3)
3. Review MVV and SS
4. Analysis, PI and Innovation
5. Review SPP
6. Review Progress toward Achievement of Strategic Objectives, Annual Goals and BIG DOTs by Pillars
7. Develop 3-year (Q3, Q4) SMART Goals (S1) and BIG DOTs
8. Assemble and analyze data to identify SOP and key findings that impact achievement of M&V and CC
9. Report Progress
10. Goal, BIG DOT and Action Plan Communication Hardwired
11. Goal Alignment
12. 3 Year SP Finalized

**Action Plan Development**

- Create M&V and CC
- Complete Goals

**Strategic Planning Development**

1. Improve Performance and Innovation (Figures 2-2.1, 3-1.1)
2. Align Measures (Figure 2-4.1-1)
3. Select Comparisons (Figures 2-6.1-1)
4. Select Measures (Figure 4-6.1)
5. Deploy Goals, Action Plan and Performance Measures (Figures 2-4.2 and 2-4.3)
6. Plan IV - Plan Development

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**2017 CAMC Health System Strategic Plan**

**Vision Pillars**

1. **Goals:** Improve HCAHPS patient experience results to top decile:
   - 1. Design and implement processes to improve customer convenience and access to services.
   - 2. Improve systems for service recovery at critical patient and family touchpoints through real time customer-driven alerts.

2. **Goals:** Create transformational change in our processes of care:
   - 4. Strengthen TCT foundation and continued deployment.

3. **Goals:** Achieve top decile performance on clinical care outcomes:
   - 5. Optimize Cerner and install additional products to reduce variation in care, enhance clinical outcomes, and improve coding and documentation with focus on sepsis, critical care, heart failure, pneumonia, AMI, CABG and COPD.
   - 6. Implement Care Foundations, the Less is Best Campaign, and improve safety systems to reduce harm and improve the safety culture with a focus on CLABSI, CAUTI, CDIFF, DVT/PE, SSI-Colon, PSI 90.
   - 7. Improve the effectiveness of transitions of care to reduce readmissions focusing on Heart Failure, Pneumonia, AMI, CABG, COPD and Hip/Knee through the appropriate use of emergency departments, referring hospitals, skilled nursing facilities, clinics and hospital.

**Big DOTs**

- Patient Experience Composite Score
- CGAHCPS “Timely Appointments, Care and Information” Composite
- DNV Accreditation and ISO Certification
- TCT and Phase 1 to Inpatient Support Departments
- Observed to Expected Mortality
- Patient Safety Composite
- VBP – Hospital Acquired Infections
- Readmissions – 30 Day Observed to Expected
Striving to provide the best health care to every patient, every day.

Vision:
Charleston Area Medical Center, the best health care provider and teaching hospital in West Virginia, is recognized as the:
• Best place to receive patient-centered care
• Best place to work
• Best place to practice medicine
• Best place to learn
• Best place to refer patients

Core Values:
Service with Compassion
Respect
Quality
Integrity
Stewardship
Safety

Name: Department: Hospital:

Pillar: [1.] Best Place to Receive Patient-Centered Care
Goal: [1.1.] Improve systems for service recovery at critical patient and family touchpoints through real-time customer-driven alerts.

2017 MANAGER INDIVIDUAL SCORECARD

Measure

1.2 Patient Experience Composite Score

<table>
<thead>
<tr>
<th>Measure</th>
<th>Current Performance</th>
<th>Target Score</th>
<th>Standard (actual)</th>
<th>Minimum</th>
<th>Maximum</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.2</td>
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Define

- Problem Statement
- Departmental Goal
- Related Measures
- Strategy (State Goal)
- Key Measure
- Regional Alignment
- Team Members

Analyze

- Measure
  - Develop process measures
  - Collect process data
  - Check the data quality
  - Understand process behavior
  - Measure process capability and potential

Define

- Define the process
- Develop process and data (plan, process, and protocol)
- Develop the data system
- Define the data collection methodology
- Analyze the data (analysis and interpretation)