

# Multi-Year Goals Bridge Long-Term Strategy and Annual Goals

Strategy  
to  
Annual  
System  
Goals



# GHS Multi-Year Organizational Goals (3-5 Year Horizon)

1. Become a **Total Health Organization**
2. Transform core organization structures and processes into a **Highly Integrated Delivery System**
3. Become an **Accountable Care Organization**
4. Improve care delivery and work force development through **Innovation in Academics**
5. Ensure a **sustainable financial model** that supports our Vision and Mission

# Pillar Framework for FY 2011

## GHS Total Health Philosophy

*The GHS Total Health philosophy is central to our approach to health care delivery, work force development and medical education. We value interdisciplinary collaboration throughout a highly integrated delivery structure using patient-centered, standardized, and evidence-based practices with reportable quality and financial outcomes.*

### GHS Pillars of Excellence

People

Service

Quality

Growth

Finance

Academics

# Pillar Framework for FY 2011



GREENVILLE HOSPITAL SYSTEM  
UNIVERSITY MEDICAL CENTER

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## GHS Pillars of Excellence

<u>People</u>	<u>Service</u>	<u>Quality</u>	<u>Growth</u>	<u>Finance</u>	<u>Academics</u>
<i>We work to transform health care</i>	<i>Patients and families are the focus of everything we do</i>	<i>We provide right care at the right time and in the right place</i>	<i>We develop our System to meet the needs of our communities</i>	<i>We responsibly direct our resources to support our mission</i>	<i>We educate to transform health care</i>

## 2011 Measures

<u>Employee Opinion Survey – Commitment Index</u> Target: 4.29 (85 <sup>th</sup> Percentile)	<u>Inpatient</u> 74.0%* (78 <sup>th</sup> Percentile) <u>Ambulatory Surgery</u> 93.7** (83 <sup>rd</sup> Percentile) <u>Emergency Services</u> 86.4** (65 <sup>th</sup> Percentile) *HCAHPS % 9s & 10s **Press Ganey Overall Mean Score	<u>CMS All Care Measures</u> Target: 93.0% (75 <sup>th</sup> Percentile) <u>Patient Safety Culture Survey</u> Target: 67.0% (75 <sup>th</sup> Percentile) <u>Hand Hygiene</u> Target: 80.0% (Year Two)	<u>Net Revenue</u> Target: \$1,363 Million <u>New Patient Visits</u> Target: 146,195	<u>Operating Margin</u> Target: 1.5% (\$21.0 million)	<u>Implementation of strategic initiatives that advance our Academic Health System Model</u> Target: Achieve preliminary accreditation of USCSOM-Greenville by June 30, 2011.
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