

University of Chicago Medical Center Annual Operating Plan FY2023

VISION 2025

Be an eminent academic health system by being At the Forefront of discovery, advanced education, clinical innovation and the delivery of transformative health care

CREATING ONE UCHICAGO MEDICINE (ONE UCM)

Creating a seamless and equitable integrated healthcare delivery system to improve operational efficiency and our clinical practice environment and ensure exceptional patient experience across the system

OUR CULTURE

Collaboratively support one another in a shared pursuit of a high-performing enterprise that provides outstanding care to our patients

OUR VALUES

Participation: A spirit of teamwork and sharing
Respect: A consideration and appreciation for others
Integrity: Honesty in our words and actions
Diversity: Honoring the power of different backgrounds and perspectives
Excellence: A commitment to do our best at all times

PEOPLE

PATIENT EXPERIENCE

QUALITY & SAFETY

VALUE & FINANCE

GROWTH

PURPOSE

Attract, develop and retain a diverse and engaged workforce recognized for their contributions locally, regionally and nationally

Elevate the experience of patients and families by addressing their needs to foster patient engagement within our care delivery system

Achieve national leadership for excellence in patient care, quality and safety

Deliver value for services across the care continuum while generating earnings and cash flow to sustain growth and fulfill our mission

Execute strategic, focused initiatives to achieve market leadership

TARGETED OUTCOMES

- Attract and retain talent that is invested in delivering the optimal patient experience consistently across all sites of care
- Build, attract, and retain a diverse and inclusive workforce that is representative of our patients and the community
- Build an organization that meets the cultural and communication needs of patients and staff
- Develop people to advance careers and create organizational bench strength by leveraging all of our sites of care as training opportunities
- Improve employee and provider engagement by fostering wellness through focused efforts on resiliency and promotion of workplace safety
- Enhance ease of practice for providers by optimizing system-wide technologies

- Foster and embed a culture of patient- and family-centered care and unparalleled and authentic consumer and patient service experience
- Establish a reliable, systemic process that captures the patient voice to create trustworthy connections with patients and to drive respectful shared decision-making
- Cultivate empathetic, meaningful and therapeutic relationships that promote both patient and staff well being through the use of the hArt of Medicine program
- Improve and expand access by reducing wait-times, improving convenience and adding capacity
- Continue to implement and expand digital services to elevate patient experience, engagement and access
- Under One UCM Model, ensure an exceptional and consistent patient experience across the continuum and sites of care

- Align and achieve transparent and sustainable goals and incentives across operations, service lines and clinical departments to prevent harm, improve outcomes and deliver value
- Continue to apply high-reliability techniques and accountability to ensure judicious use of resources, improved outcomes and drive value
- Empower staff and providers to use available data to improve equitable outcomes for the communities we serve across the care continuum
- Embrace innovative approaches to prevent harm, improve outcomes and enhance ease of practice with a focus on digital tools and informatics
- Continue alignment with internal and external quality measures to exceed in external rankings

- Develop a Medicare Advantage (MA) strategy to grow MA scale and sustainability
- Develop a strategic pricing approach to align to market forces
- Continue to optimize revenue cycle processes and identifying improvement opportunities across the system
- Support foundational business systems improvement through Project SOAR
- Continue to support enterprise-wide cost management efforts
- Execute SSHCO model to transform the South Side healthcare delivery system of improving care coordination and access to key services while leveraging shared resources to improve care delivery and medical center capacity

- Enhance and expand our digital health capabilities to further enable our path towards becoming a digitally enabled health system for patients, providers and referring physicians
- Continue to grow signature clinical service lines and programs with a system-based and partnership-focused approach
- Execute successful integration with key network partners, improve care coordination and ensure consistent branding and patient experience across our network
- Leverage and expand post-acute care assets to support enterprise-wide capacity utilization and reduce length of stay
- Continue to progress the enterprise-wide strategic priorities including growth in Hyde Park programs and Cancer Network

KEY METRICS

- Stratified employee engagement indicator score
- Stratified workforce turnover
- Diversity and inclusion index score and theme
- Stratified workforce diversity and promotion rates

- Overall experience outcomes as measured by top box patient satisfaction survey composite outcomes
- Staff worked well together as measured by top box scores in patient satisfaction surveys
- Measure patient adoption and satisfaction with new digital tools
- % reduction of time to new appointment or access

- Priority metric scorecard
- Blue Cross Blue Shield performance measures
- Leapfrog Hospital Safety grade
- US News & World Report (USNWR)
- Equity and opportunity lens tool
- Magnet re-designation

- EBIDA
- Salary as a % of net operating revenue
- Net revenue growth by payor
- Net revenue growth per encounter

- Volume and revenue growth, including service line growth
- New patient growth (in person and virtual)