

University of Chicago Medical Center Annual Operating Plan FY2022

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 (ONEUCM)

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 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				
<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Foster and embed a culture of patient and family centered care and outstanding customer service 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 OneUCM Model, ensure an exceptional and consistent patient experience across the continuum and sites of care 	<ul style="list-style-type: none"> 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 Healthy Communities Organization (HCO) to transform care across the south side community 	<ul style="list-style-type: none"> Develop strategic payer/employer partnerships and performance capabilities to be successful in value based care (VBC) and risk-based contracts Identify and implement cost-savings measures to improve efficiencies and operating margins while bringing increased value to our patients and payors Implement real-time, robust reporting dashboards to identify opportunities and to track progress on both cost initiatives and VBC risk based performance incentives Develop and execute UCM payor contract / strategic pricing strategy to support network development and growth, maximize profitable revenues, and to compete in the dynamic insurance market Continue to optimize revenue cycle processes and implement improvement opportunities across the system 	<ul style="list-style-type: none"> 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				
<ul style="list-style-type: none"> Employee Engagement Indicator Score Workforce Turn Over Diversity and Inclusion Index Score & Theme Clinician Engagement Workforce Diversity and Promotion Rates 	<ul style="list-style-type: none"> Overall Experience of Care as Measured by Top Box Scores in Patient Satisfaction Survey Measure Patient Adoption and Satisfaction with New Digital Tools 	<ul style="list-style-type: none"> Priority Metric Scorecard Blue Cross Blue Shield Performance Measures Leapfrog Hospital Safety Grade US News & World Report (USNWR) Equity and Opportunity Lens Tool 	<ul style="list-style-type: none"> EBIDA Contract Portfolio/Covered Lives Salary as a % of Net Operating Revenue Cost per Unit 	<ul style="list-style-type: none"> Volume and Revenue Growth, including Service Line Growth New Patient Growth (In Person & Virtual) Length of Stay (KPI Needed)