

# Swedish Strategic Plan

## 2018-2022

May 15<sup>th</sup>, 2018



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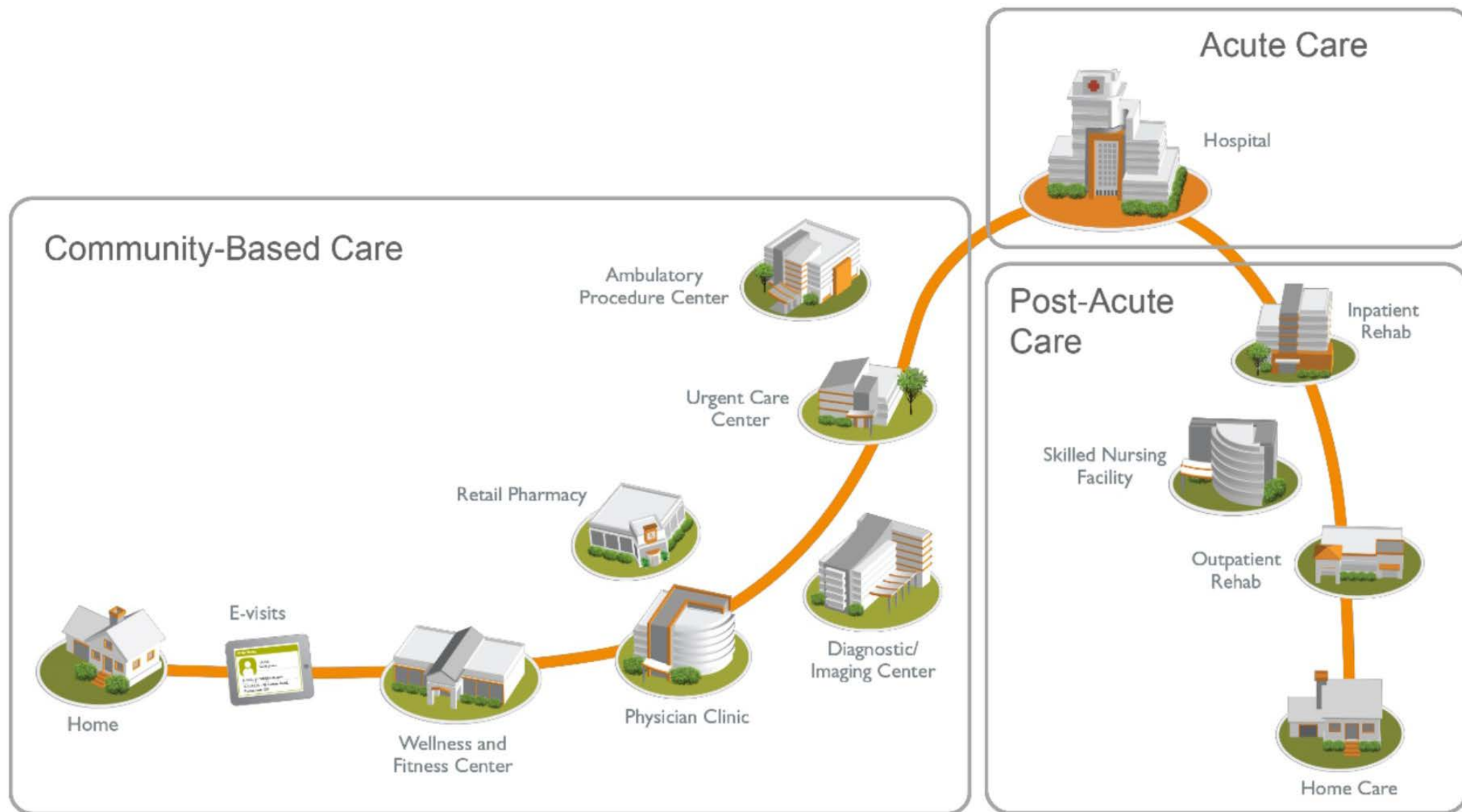
# Introducing our 2018-2022 Swedish Strategic Plan

*Message from CEO Dr. Guy Hudson:*

Today, we roll out the 2018-2022 Swedish Strategic Plan, which will provide direction for Swedish over the next five years. With direction from our strategic plan, we will work together as a team to make certain Swedish is positioned to continue to provide the best care for the Puget Sound for years to come.

[Please click here to read the full message from Dr. Hudson](#)

# Integrated System of Care



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# Building to Health 2.0

Health 2.0 is our roadmap. It will guide us in directing our efforts and resources, ensuring that while we manage the current environment, we also proactively shape our future and position Swedish for long-term sustainability and transformation. Swedish remains committed to improving the health and well-being of each person we serve. Our new model must meet today's many challenges such as the expanding needs and preferences of our communities, improving affordability, serving more people who rely on government-sponsored health plans, and responding to the increasing cost of labor, pharmaceuticals and supplies.

- **Health Care 1.0 (Our model of the past)**

- Patient care was centralized around a hospital-based, acute care model.
- This care was geographically confined and patients needed to come to the hospital to get the care they need.
- Revenue came from acute, hospital-based care and we were almost 100% dependent on reimbursement from insurance companies.
- Hospital-based costs were well-covered for patients with health care insurance.

- **Health Care 1.5 (Our current state at Swedish)**

- *Our core remains significant and important in providing the best care for all who come through our doors.*
- We have a greater appreciation for patients wanting care close to home. To help meet these needs, we have expanded to provide some community-based and virtual care.
- However, most of our revenue is still from acute care and we are still largely dependent upon reimbursement from insurance companies.
- We still want to be everything to everybody and have expanded our ambulatory care services to try to support this model.
- Economic models are changing and insurance companies have become more discerning about what they will pay for; not all costs are covered for patients, causing them to consider the cost of care in addition to quality and experience.

# Building to Health 2.0

## Health 2.0: (Our future model)

Health 2.0 represents the transformation from a health care organization to an organization focused on health. A transition to an integrated system of care will be required in order to ensure patients 1) have access when and where they need it, and 2) experience a continuum of care at all times. Health 2.0 is also a more revenue-diversified model that will be important for our long-term organizational viability.

- *Our core will remain significant and important in providing the best care for all who come through our doors.*
- With innovations in technology, more health care will be available virtually and will not be so location dependent.
- Partnerships with other organizations will be critical to provide more community-based ambulatory care for patients where and when they need it. Swedish must acknowledge that we cannot be everything to everybody. We will need to partner where it makes sense in areas where we do not have appropriate clinical, business or operational skill sets, resources and/or in communities/business areas where we do not currently have a physical presence but a potential partner does.
- Ambulatory care will be even more important for patients; and organizations will be offering this at a lower price point.
- Insurance companies will not pay for hospital-based care when this care can be provided in a lower cost ambulatory setting. There will be more price transparency so patients will be making more decisions on where to go based on price.
- This will mean more economic pressure for Swedish but also mean an expansion in revenue streams as demand for ambulatory care expands. While we will not be able to rely as much on hospital-based reimbursement as we have traditionally, we will strive to become less dependent on traditional financing/reimbursement mechanisms.



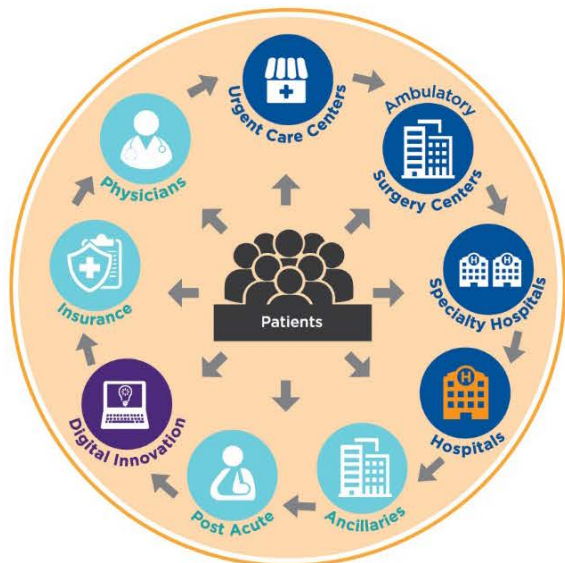
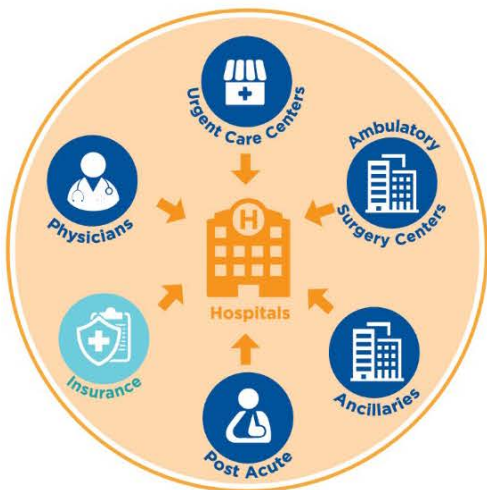
# Integrated System of Care: Building to Health 2.0

## HEALTH CARE 1.0

(PAST AND PRESENT)

## HEALTH CARE 1.5

## HEALTH 2.0 (FUTURE)



● Geographically anchored

### Share of Inpatient Market

- All patient touch-points serve to feed hospital referrals
- System owns assets; reach is geographically and physically constrained

### Share of Lives

- System utilizes multiple sites of care to manage patients and lives
- Digital innovation serves to enhance core
- Reach spreading beyond geographic and physical boundaries

### Health Partners Share of Lives & Health Spend

- Patients and consumer centric, utilizing multiple sites of care as well as virtual services
- Digitally enabled to enhance the core and broaden system reach
- System engages in strategic partnerships more deeply
- New sources of revenue less dependent on payor reimbursement

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# Swedish Strategic Plan 2018-2022

Transitioning to Health 2.0 requires a strong infrastructure.

## **Our 2018-2022 Swedish Strategic Plan will provide this through three key areas:**

To **Strengthen the Core**, we will continue to focus on our caregivers and providers through improvements in our caregiver experience, including providing more support to develop and foster the relationship between caregivers and their core leaders. Strengthening the core also means striving for excellence in clinical care so that when people seek out our services, they know they will continue to receive the highest quality care available. Finally, we will also maintain a focus on opportunity for improved operational and financial performance.

In all that we do, we will also preserve our commitment to **Be Our Communities' Health Partner**, providing services and collaborating with others to improve care and outcomes for the populations we serve. We have always been a partner for health in the community, caring for all who walk through our doors, regardless of ability to pay. We have resolved to improve the health of the region in our commitment to charity care, research, community health and education. We see this service as our responsibility to our community and we take it seriously.

Finally, we will pursue goals that will **Transform Our Future**, including diversifying our revenue sources, ensuring financial stability, using our data assets and exploring our capacity to digitally enable the health experience. We need to provide care when, where, and how our consumers and patients want to receive it. We will also partner with Providence St. Joseph Health (PSJH) to contribute to the national and regional health care dialogue, by serving as a voice for our patients in advocating for transformation in health care.



# 2018-2022 Swedish Strategic Goals



## STRENGTHEN THE CORE

We will deliver outstanding, affordable health care, housing, education and other essential services to our patients and communities. We seek to create a place where caregivers are fulfilled and inspired to carry on the Mission.

1. Create a work experience where caregivers are developed, fulfilled and inspired to carry on the Mission
2. Deliver safe, compassionate, high-value health care
3. Make Swedish the provider partner of choice in all our communities
4. Steward our resources to improve operational earnings
5. Foster community commitment to our Mission via philanthropy
6. Continue to develop and implement strategies to advance the Institutes and other key programs



## BE OUR COMMUNITIES' HEALTH PARTNER

We will be our communities' health partner, aiming for physical, spiritual and emotional well-being. We seek to ease the way of our neighbors in their journey to good life.

1. Transform care and improve population health outcomes, especially for the poor and vulnerable
2. Lead the way in improving our nation's mental and emotional well-being
3. Extend our commitment to whole person care for ALL members of our community at every stage of life
4. Engage with partners in addressing the social determinants of health, with a focus on education, housing and the environment
5. Be the preferred health partner for those we serve



## TRANSFORM OUR FUTURE

We will respond to the signs of the times, pursuing opportunities that transform our services. We seek to expand and sustain our Mission.

1. Diversify sources of earnings to ensure sustainability of the organization
2. Digitally enable, simplify, and personalize the health experience
3. Support the PSJH goal to create an integrated scientific wellness, clinical research and genomics program that is nationally recognized for breakthrough advances as appropriate for Swedish
4. Utilize insights and value from data to drive strategic transformation
5. Activate the voice and presence of PSJH nationally and Swedish regionally to improve health



# Strengthen the Core: Strategies

We will deliver outstanding, affordable health care, housing, education and other essential services to our patients and communities. We seek to create a place where caregivers are fulfilled and inspired to carry on the Mission.

GOALS	2018-2022 REGIONAL STRATEGIES	SUCCESS MEASURES
1. Create a work experience where caregivers are developed, fulfilled and inspired to carry on the Mission.	<ul style="list-style-type: none"><li>▪ Achieve top quartile performance in caregiver engagement and first year turnover by 2022.</li><li>▪ Establish a person-centered leadership culture that reconnects caregivers to our persistent true north of patients and community first.</li><li>▪ Further develop an inclusive culture that embraces diversity.</li><li>▪ Expand relationships with key community partners to foster a culture of community engagement and develop a dynamic talent acquisition pipeline.</li><li>▪ Enhance operational and strategic workforce planning and design capability.</li></ul>	<ul style="list-style-type: none"><li>▪ First-year Overall Turnover</li><li>▪ Caregiver Engagement – Highly Sustainably Engaged</li><li>▪ Caregiver Engagement – Resonance with the Mission</li></ul>
2. Deliver safe, compassionate, high-value health care	<ul style="list-style-type: none"><li>▪ Sense, measure and eliminate avoidable harm across the continuum.</li><li>▪ Demonstrably place the patient at the center of our activities to deliver high value care.</li><li>▪ Leverage transparent and effective data, including real-time data, to improve care value and define our experience.</li><li>▪ Swedish will function as a unified organization – all acute care sites, ambulatory care sites and shared services will truly work together, along with PSJH, towards the same goals in a transparent and collaborative way.</li></ul>	<p>Clinical Care Composite (6 Components)</p> <ul style="list-style-type: none"><li>▪ Safe (# Health Care Acquired Infection Harm Events)</li><li>▪ Effective (Sepsis O/E Mortality Ratio)</li><li>▪ Compassionate (Composite of Press Ganey Overall Rating Top Box Scores for ambulatory, inpatient, home health)</li><li>▪ Seamless (Readmission O/E Ratio for CMS Conditions)</li><li>▪ Personalized (Patient Reported Outcomes)</li><li>▪ High Value Care (disparate data system alignment underway)</li></ul>
3. Make Swedish the provider partner of choice in all our communities	<ul style="list-style-type: none"><li>▪ Achieve top quartile provider engagement by 2022.</li><li>▪ Redefine and develop leadership capability of providers in the new integrated delivery model.</li><li>▪ In partnership with PSJH, continue to develop our payer relationships to enhance the value based delivery of care.</li></ul>	<ul style="list-style-type: none"><li>▪ Provider Engagement</li></ul>
4. Steward our resources to improve operational earnings	<ul style="list-style-type: none"><li>▪ Develop and implement a smart growth strategy for Swedish.</li><li>▪ Swedish will achieve a 3% NOI margin by 2022, as well as corresponding EBIDA targets.</li><li>▪ Reinforce fiscal accountability as a key element of our culture.</li><li>▪ Develop and implement plan to achieve the optimal real estate portfolio in support of Swedish business plan by 2023.</li></ul>	<ul style="list-style-type: none"><li>▪ Operating EBIDA</li><li>▪ NOI</li><li>▪ Commercial Growth (2018)</li><li>▪ Salary &amp; wages as a % of net service revenue compared to budget</li></ul>
5. Foster community commitment to our Mission via philanthropy	<ul style="list-style-type: none"><li>▪ Commitment to develop a culture of philanthropy in support of Swedish.</li><li>▪ Build a comprehensive and modern development program founded on grateful patients and community members.</li></ul>	<ul style="list-style-type: none"><li>▪ Philanthropy Production</li></ul>
6. Continue to develop and implement strategies to advance the Institutes and other key programs	<ul style="list-style-type: none"><li>▪ Strive to meet Clinical Program Services (CPS) operating commitments.</li><li>▪ Identification of 1-2 areas of collaboration for each Institute with Swedish to mutually benefit patients within the 15 counties of western Washington.</li></ul>	



# Be Our Communities' Health Partner: Strategies

We will be our communities' health partner, aiming for physical, spiritual and emotional well-being. Easing the way of our neighbors in their journey to good life.

GOALS	2018-2022 REGIONAL STRATEGIES	SUCCESS MEASURES
1. Transform care and improve population health outcomes, especially for the poor and vulnerable	<ul style="list-style-type: none"> <li>Implement Medicaid playbook and FQHC partnership opportunities.</li> <li>Continue to engage with Accountable Communities of Health (ACH) initiatives in King County.</li> <li>Develop our value-based care competency across the continuum.</li> <li>Ensure patient care occurs in the most appropriate setting (virtual, retail, ambulatory, outpatient, inpatient) from quality, cost, patient preference and experience points of view with optimal use of specialty services.</li> </ul>	<p><b>Transform Care Composite (3 Components)</b></p> <ul style="list-style-type: none"> <li>Improve Ambulatory Care for All Populations (7 Sub-components):               <ol style="list-style-type: none"> <li>Diabetes Management Bundle</li> <li>Cardiovascular Patient Statin Use</li> <li>Depression Assessment</li> <li>Breast Cancer Screening</li> <li>Colon Cancer Screening</li> <li>Cervical Cancer Screening</li> <li>Pediatric Immunization</li> </ol> </li> <li>Improve Patient Access and Connectivity</li> <li>Improve Caregiver Health – Reduce Avoidable ED Utilization</li> </ul> <p><b>Transform Medicaid Care</b></p> <ul style="list-style-type: none"> <li>Regional Medicaid Improvement Plans</li> <li>Improve Medicaid Health – Reduce Avoidable ED Utilization</li> </ul>
2. Lead the way in improving our nation's mental and emotional well-being	<ul style="list-style-type: none"> <li>Develop and execute region mental health strategy including participation in a demonstration project in conjunction with Well Being Trust and Community Investments.</li> <li>Continue to integrate behavioral health into primary care and across our care continuum.</li> <li>Transition long length of stay patients without medical needs to a more cost effective setting.</li> </ul>	<ul style="list-style-type: none"> <li>Mental Health &amp; Wellness under development</li> </ul>
3. Extend our commitment to whole person care for ALL members of our community at every stage of life	<ul style="list-style-type: none"> <li>Ensure patients and families have access to palliative care resources and advance care planning.</li> <li>Continue to develop our cultural competency to ensure all Swedish patients feel welcomed and respected.</li> </ul>	<p><b>Whole Person Care</b></p> <ul style="list-style-type: none"> <li>% Patients 65+ in-Hospital with Advance Directive</li> <li>% Patients 65+ in Outpatient Setting with Advance Directive</li> </ul>
4. Engage with partners in addressing the social determinants of health, with a focus on education, housing and the environment	<ul style="list-style-type: none"> <li>Update the Swedish Community Health Needs Assessment (CHNA) in 2018 and Community Health Implementation Plan (CHIP) in 2019.</li> <li>Coordinate community and internal efforts with intention to maximize our impact on community benefit efforts. Identify 2-3 priority areas for collaboration.</li> </ul>	<ul style="list-style-type: none"> <li>Improve Health in Our Communities</li> </ul> <p><b>Community Benefit -</b></p> <ul style="list-style-type: none"> <li>Total Community Benefit <u>and</u> % Proactive in Comparison to Total</li> </ul>
5. Be the preferred health partner for those we serve	<ul style="list-style-type: none"> <li>Utilize patient advisory councils and other patient feedback mechanisms to simplify care and expand access points to care.</li> </ul>	<ul style="list-style-type: none"> <li>Total Users of Consumer / Patient Engagement Platforms (Circle, Xealth, etc.)</li> </ul>



# Transform Our Future: Strategies

We will respond to the signs of the times, pursuing new opportunities that transform our services. We seek to expand and sustain our Mission.

GOALS	2018-2022 REGIONAL STRATEGIES	SUCCESS MEASURES
1. Diversify sources of earnings to ensure sustainability of the organization	<ul style="list-style-type: none"> <li>Swedish will use our expertise and experience in support of PSJH diversification initiatives as applicable for our region</li> </ul>	
2. Digitally enable, simplify and personalize the health experience	<ul style="list-style-type: none"> <li>Continue to promote use of Circle app with appropriate patients.</li> <li>Develop opportunities to better utilize PSJH and Swedish Tele-health resources.</li> <li>In coordination with PSJH, further develop consumer oriented access points (e.g. virtual care, group visits, etc.)</li> </ul>	<b>Digital Experience</b> <ul style="list-style-type: none"> <li>Digitally-enabled Patient Interactions (online scheduling, telehealth, etc.)</li> <li>New MyChart Activations (2018)</li> </ul>
3. Create an integrated scientific wellness, clinical research and genomics program that is nationally recognized for breakthrough advances	<ul style="list-style-type: none"> <li>Contribute to the advancement of wellness and clinical research in concert with PSJH initiatives</li> </ul>	
4. Utilize insights and value from data to drive strategic transformation	<ul style="list-style-type: none"> <li>Continue to implement and optimize use of PSJH data assets (VOA, Insights, Healthcare Intelligence Team, etc.)</li> <li>Swedish will be a data informed organization with an organizational competency for using the right data, at the right time, as a material element to drive strategic transformation</li> </ul>	Data Assets - TBD
5. Activate the voice and presence of PSJH nationally to improve health	<ul style="list-style-type: none"> <li>Tell our story within the region via caregivers, Board members and community stakeholders</li> <li>Support local advocacy efforts</li> </ul>	

## Next Steps

- Cascade information on Strategic Plan throughout Swedish (ongoing)
- Develop enterprise-level tactics to support the strategies and achieve the metrics (in partnership with core leaders and other stakeholders) – next 3-6 months
- Develop Institute and Key Program Plans to support the Swedish strategic plan (underway between now and the end of July)
- Use Strategic Plan as the guide for 2019 operational planning, budget and key strategic decisions