

2018-2022 Swedish Strategic Plan

Frequently Asked Questions

Q: When does this plan go into effect?

A: This strategic plan is now in effect and will run through 2022. As of March 2018, the tactics and metrics to support this plan are under development and will be communicated throughout 2018.

Q: Does it include all of Swedish or just Swedish Medical Center?

A: This is the strategic plan for our entire Swedish Health Services organization which includes everything – all ambulatory services, all institutes, all campuses, the foundation, research, education and more. The vision for Swedish is a health care system that provides care in the way that patients need it: high value, integrated, and focused on whole person care at the right time and setting.

Q: Is it different than the Providence St. Joseph Health (PSJH) Strategic Plan?

A: The goals of the Swedish strategic plan align with those in the PSJH strategic plan which also runs from 2018-2022. The strategies that support the strategic plan - as well as the associated tactics and metrics - are specific to the Swedish region.

Q: Who developed our Swedish Strategic Plan and who had input into this process?

A: The Swedish strategic plan was developed by the Swedish Officers in late 2017 with input by many physicians, caregivers and leaders about our strengths, weaknesses, opportunities and threats. The tactics we will use to execute on the strategic plan will be a more inclusive process involving the stakeholders responsible for the execution of the work. Tactic development and refinement will take place over the next 3-6 months.

Q: How will we measure our success of this plan?

A: Our Swedish Officers are currently finalizing metrics that will allow us to measure the success of the tactics and strategies outlined in this five year plan. Our goal is to achieve some aspects of the plan within the first 1-2 years while others will require consistent progress and tracking and make take the three, four or the full five years.

Q: What is the difference between this plan and the 5 Best?

A: The 5 Best were associated with the Swedish strategic plan that covered the 2014-2017 timeframe. It is how we grouped the tactics developed to support that Strategic plan. We continue to use the 5 Best framework in 2018 as a bridge year until the tactics to support the new strategic plan are developed.

Q: Will the 5 Best framework eventually be replaced by something else?

A: Our goal is always to do what is right for our organization and our patients. For now, we will continue using the 5 Best platform but we will evaluate over the course of the year and into next year to determine what will be most effective for 2019 and moving forward. We look forward to ongoing feedback from our caregivers into the future use of the 5 Bests and the success of this tool to disseminate/communicate strategic plan tactics throughout the organization.

Q: As a Core Leader, what do I need to focus on as it relates to this plan and my service line goals?

A: Most core leaders will be spending 80+% of their time on the development and execution of tactics related to “Strengthen the Core,” as this is the primary focus area of our operational and clinical leadership. Depending on your area, there may be opportunities to help with the development and execution of tactics in the other two strategic areas.

Q: How does this Strategic Plan impact our caregivers’ daily work?

A: Our caregivers are essential to the delivery of the core so the activities of “Strengthen the Core” will be their primary focus.

Q: How does this plan impact operational funding and budgeting?

A: Operational funding and budgeting will be done in alignment with the strategic plan.

Q: How can caregivers provide feedback on the plan?

A: Caregivers can work closely with their managers and their teams to discuss how they might be able to impact the goals in the strategic plan. In addition, Swedish Officers and other senior leaders are always open to ongoing feedback and ideas. The quarterly caregiver forums are one option for having these ongoing discussions.

Q: What happens if we do not reach the goals in the plan?

A: Swedish has been very successful in reaching the goals in our past strategic plans and we anticipate with the same focus we will be successful in reaching the goals within this strategic plan. That said, we will be refreshing the plan annually to ensure it is still relevant as things change in our environment (political environment, competitors, economy, etc.). We will maintain a dashboard that tracks our work towards accomplishing the tactics in the strategic plan and achieving the metrics in the plan over the next five years.