



Central Peninsula Hospital Soldotna, Alaska

Strategic Plan – May 31, 2018

Introduction

Central Peninsula Hospital's Strategic Plan is developed and adopted by the CPGH, Inc. Board of Directors with input from hospital administration and physicians. Per policy, the Strategic Plan is revised every three to five years by the CPGH, Inc. Board of Directors. The purpose of the Strategic Plan is to outline the goals, strategies, objectives, and tactics that are to be put in place to accomplish the hospital's mission, vision, and values.

Mission, Vision & Values Statements

MISSION

We are a community-initiated and community-nurtured organization dedicated to promoting wellness and providing high quality health care that ensures the confidence and loyalty of our customers.

VISION

We will become a regional medical center focused on improving individual and community health and achieving national standards of excellence.

VALUES

SAFETY: We are a highly reliable organization that is uncompromising in our commitment to a culture of safety through our core values and behaviors. Collective and sustained commitment by organizational leadership, managers and health care workers emphasize safety over competing goals. Safety is our number one priority.

INTEGRITY: We hold ourselves accountable to the highest ethical and performance standards, demonstrating honesty, professionalism and sincerity.

COMPASSION: We recognize every person as a whole human being with different needs that must be met through listening, empathizing and nurturing.

SERVICE EXCELLENCE: We are committed to consistently improving healthcare outcomes and exceeding the expectations of those we serve

RESPECT: We will create a harmonious environment that will honor each person's dignity and reflect their worth.

STEWARDSHIP: We are each responsible for wise oversight of all resources entrusted to us.

GOALS

Quality

- Using activities embodied in a Highly Reliable Organization, Central Peninsula Hospital is dedicated to achieving consistent and demonstrated excellence in clinical quality and safety.

Patients & Community

- Patients and the community are very satisfied with the services provided and grateful that the hospital exists; and systems are in place to improve our overall population health.

Caregivers

- Our collaborative approach to healthcare delivery creates high caregiver satisfaction and performance.

Medical Facilities

- Our medical facilities provide a patient-centered environment to support our dedication to the Mission and Vision and systems are in place to protect the borough's assets.

Financial

- CPH is financially positioned to support our dedication to the Mission, Vision, and Values.

Strategies & Metrics

- **GOAL A: Quality**

Using activities embodied in a Highly Reliable Organization, Central Peninsula Hospital is dedicated to achieving consistent and demonstrated excellence in clinical quality and safety.

Strategies	2018 Goal Related Metrics
A-1. Recruit and Retain Excellent Caregivers A-2. Improve Quality Processes A-3. Refine the institutional culture of safety and quality A-4. Improve community health through population health management.	A-1. through A-4. a) Critical Positions filled within 6 months b) Consistently meet Core Measure targets on Balanced Scorecard c) HAC occurrences within Balanced Scorecard limits d) Demonstrated progress on Clinical Integration development

- **GOAL B: Patients & Community**

Patients and the community are very satisfied with the services provided and grateful that the hospital exists; and systems are in place to improve our overall population health.

Strategies	2018 Goal Related Metrics
B-1. Develop processes to understand and meet patient and community expectations and experiences B-2. Develop a healthcare system that is meeting and exceeding patient and family expectations B-3. Patient Satisfaction	B-1. through B-3. a) Best Hospital in Alaska b) Top 10 Percentile in the United States c) Increase access to quality care

Strategies & Metrics

- **GOAL C: Caregivers**

Our collaborative approach to healthcare delivery creates high caregiver satisfaction and performance.

Strategies	2018 Goal Related Metrics
C-1. Identify and meet needs and expectations that create an efficient/effective workplace environment	C-1. Continued Annual Improvement in Employee Satisfaction Results
C-2 We are committed to a policy of equal opportunity for all persons by embracing diversity in our workforce and our patient care and believe is it essential to our ability to survive and thrive	C- 2 Efforts are made to ensure that CPH is a place where differences are welcomed, different perspectives are respectfully heard, and where every individual feels a sense of belonging and inclusion
C-3. Develop stronger relationships with the Medical Staff	C-3. Continued Annual Improvement in Physician Satisfaction Results

- **GOAL D: Medical Facilities**

Our medical facilities provide a patient-centered environment to support our dedication to the Mission and Vision and systems are in place to protect the borough's assets.

Strategies	2018 Goal Related Metrics
D-1. Develop Master Plan and timeline which will meet the present and future needs of the community we serve	D-1. Master Plan Adopted and Reviewed/Revised as Appropriate by the Board
D-2. Implement Planetree Philosophy in all facets of our facilities	D-2. Quarterly Progress Reports Presented to the Board

D-3. Develop Clinical Information Services Integration Plan and Timeline among CPH owned facilities

D-3. Clinical Information Services Integration Plan Adopted and Reviewed/Revised as Appropriate by the Board

Strategies & Metrics

GOAL E: Financial

CPH is financially positioned to support our dedication to the Mission, Vision, and Values.

Strategies	2018 Goal Related Metrics
E-1. Prepare, plan, and adapt to changes in healthcare delivery systems and payment models	E-1. a.) Develop and Implement Clinically Integrated Health System Plan and Timeline b.) Maximize Reimbursement Rates through Value Based Purchasing
E-2. Enhance Revenue Cycle Performance	E-2. Meet or Exceed Internal Financial Targets
E-3. Asset growth compatible to CPGH, Inc. Mission and Vision Statement	E-3. Maintain Plant Replacement and Expansion Fund (PREF) Account and infrastructure to ensure sustainability