PENNSTATE HERSHEY
Milton S. Hershey Medical Center
1855

PENNSTATE HERSHEY
College of Medicine
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Inspire Penn State Hershey
Imperatives, Goals and Metrics

Imperative #1: Achieve the highest level of Quality, Safety and Value

Goal 1:   Achieve an environment of high quality across all mission areas
Metrics:
   a. Develop a safe-care environment by reducing National Quality Forum – Serious Reportable Events (NQF SREs) by 75 % in one year and 100% in two years
   b. Achieve top 10 percentile in University Health/System Consortium (UHC) ranking by improving 10 slots in rankings per year for the next 5 years. *
   c. Develop and implement at least one patient-focused case conference on quality, safety and value during each of the required clerkship rotations for 3rd year medical students
   d. Implement a core curriculum in quality in which at least 15% of residents participate

Goal 2:   Become a high value performer by eliminating waste
Metrics:
   a. Achieve highest value Performance (outcomes/cost) within 2 years and then exceed the value performance in our service areas as measured by CMS
   b. Third year medical students will include a value-based justification of their patient care plans in 25% of their case presentations in family medicine and internal medicine rotations
   c. Reduce 30 day all-cause readmission rate to 12.5% in 1 year and 11.5% in 3 years as measured by UHC
   d. Save $7.5M in cost/discharge adjusted for case mix in year one and $31M over three years.
   e. Increase resource utilization by Core Lab by 5% in 1 year

Imperative #2: Educate and Invest in our People for Personal and Professional Success

Goal 1:   Attract, retain and promote a diverse workforce of high-quality, lifelong learners
Metrics:
   a. Perform employee engagement survey and identify a minimum of three action items to improve employee retention, growth and development
   b. Increase percent of Penn State Medical Students in Penn State Residencies to 15%
   c. Measure employees' performance (through PEP) and merge those results with the engagement survey to capture employee engagement, growth and development
   d. Decrease avoidable separation rate in nursing from 13.45% to 12% in 1 year and 10% in three years
   e. Sponsor faculty as Harvard Macy Scholars with 3 education projects relevant to the College of Medicine that are ready for implementation by July, 2014

Goal 2:   Create a 21st century learning and research commons that supports innovation and collaboration
Metrics:
   a. Implement a premier health systems curriculum as a part of the AMA grant for 1st year students & navigator experiences for subset of first year students
   b. Increase the number of faculty participating in university research with an industry collaborator by 5% in year one and 10% in three years
   c. Develop educational program at Regional Medical Campus to support growth of primary and rural care medicine

Imperative #3: Create an Extraordinary Patient Experience

Goal 1:   Create compassionate care experiences for our patients
> **Metrics:**
> a. Achieve 91.6 overall satisfaction rating in Outpatient: Press Ganey scores
> b. Achieve 78.3% score in one year, 82.5% in two years, 85% in 3 years in Inpatient: HCAHPS scores
> c. Decrease phone abandonment rate to <5% across Medical Group

Goal 2: Impro**ve access to care**
> **Metrics:**
> a. Improve the percentage of new patient outpatient appointments that are scheduled to be seen within 21 days from 23% to 50% in one year and 75% in three years
> b. Increase % New Patients in the Medical Group by 2%
> c. Improve Press Ganey Medical Group Access Scores by 0.2 points in 4 of 6 measures **
> d. Decrease the percentage of hospital transfer declines due to bed availability to .05% (Baseline FY12 = .1%)

Imperative #4: Create Innovation through Research

Goal 1: Promote innovation throughout the missions based on scholarship & research
> **Metrics:**
> a. Increase # of submissions by 5% per year, # of grants by 2% per year and increase total research awards by 2% per year
> b. Increase our NIH Ranking by 2 places in one year and 5 places in three years
> c. Increase the percentage of clinical departments that have at least one educational innovation project identified and implemented to seventy five percent within one year
> d. Develop training pipeline linking physician scientists to research pipeline
> e. Increase scholarly productivity and research by nursing staff through Institutional Review Board approved projects and studies; regional/national presentations; and publications to 10% over the next year and 30% over the next three years

Goal 2: Implement new research informatics tools to promote translational research
> **Metrics:**
> a. I2B2 – Train 200 users in the first year
> b. Identify and develop research informatics tools to link key clinical programs to the Penn State Hershey Institute for Personalized Medicine

Imperative #5: Develop & Differentiate our Regional Integrated Academic Healthcare System

Goal 1: Develop a clinically integrated network that creates value to all of our missions
> **Metrics:**
> a. Complete readiness assessment and identification of gaps
> b. Identify strategic affiliations with community hospitals across mission areas
> c. Develop medical school tracks that take advantage of educational resources at our affiliated health systems by recruitment season 2014-15.
> d. Prepare a white paper by July 2014 for the development of a Pathways education program at the University Park regional campus.

Goal 2: Identify targeted services & partnerships for regional expansion in clinical, research and education
> **Metrics:**
> a. Identify top three opportunities for service expansion in our region
> b. Identify and develop clinical services at our regional medical campus which allow us to provide high value care to Penn State University insured lives.
> c. Complete 90% of goals of the three year Community health Needs Assessment (CHNA) Implementation Plan by the end of FY 2016.

d. Increase case mix index from 1.8873 to 1.9250 in one year
e. Expand clinical research trials with Mount Nittany Joint Venture by 10% in 2 year(s)
f. Develop medical school tracks that take advantage of educational resources at our affiliated health systems by recruitment season 2014-15.

SUPPLEMENTAL INFORMATION

∗ Achieve top 10 percentile in University Health/System Consortium (UHC) ranking by improving 10 slots in rankings per year for the next 5 years. ***Rankings determined from a composite score which represents the following domains: Mortality, Effectiveness, Safety, Equity, Patient Centeredness & Efficiency. Domain scores are weighted to calculate the composite scores: Mortality 25%, Effectiveness 25%, Safety 25%, Equity 5%, Patient Centeredness 10%, Efficiency 10%***

** Improve Press Ganey Medical Group Access Scores by 0.2 points in 4 of 6 measures ***(ease of getting clinic on phone, helpfulness on the telephone, promptness in returning calls, convenience of office hours, ease of scheduling appointments, and courtesy of registration staff)***