UNIVERSITY of MARYLAND
SHORE REGIONAL
HEALTH

Strategic Plan FY 2020-2022

Creating Healthier Communities Together

Current Strategic Planning Committee Members

Richard Loeffler, Chairman

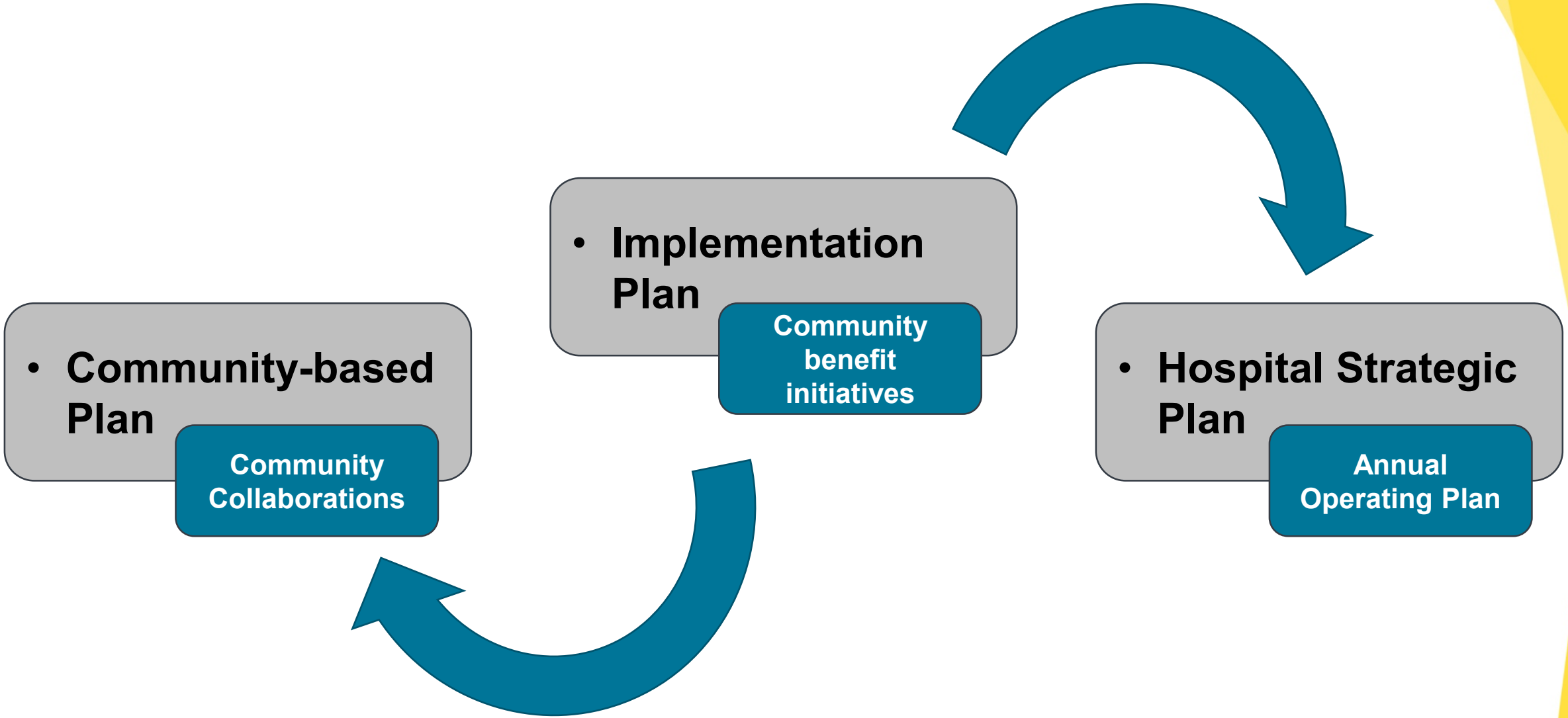
Name	Membership(s)
Pam Addy	UM SRH Executive
Jenny Bowie	UM SRH Executive
Alicia Cunningham	UMMS Executive
Kathy Deoudes	Board
Kathy Elliott	UM SRH Executive
Michelle Gourdine, MD	UMMS Executive
JoAnne Hahey	UM SRH Executive
Barbara Hendricks	UM SRH Executive
Sherri Hobbs	UM SRH Executive
Wayne Howard	Board
William Huffner, MD	UM SRH Executive
Donna Jacobs	UMMS Executive
Dale Jafari, CRNP	Medical Staff
Dale Johnson, MD	Medical Staff
Mary Kinney	Community Member
Ken Kozel	UM SRH Executive
Brittany Krautheim, CRNP	Medical Staff

Name	Membership(s)
Richard Loeffler	Board
Kathleen McGrath	UM SRH Management
Darryl Mealy	UMMS Executive
Diane Murphy	UM SRH Executive
Eugene Newmier, DO	Medical Staff/Board
Bill Nielsen	Community Member
Greg Oliver, MD	Medical Staff
Susan Ross, MD	Medical Staff
Timothy Shanahan, DO	Medical Staff
Mahmood Shariff, MD	Medical Staff
Sam Shoge	Board
Arvin Singh	UM SRH Executive
Myron Szczukowski, MD	Medical Staff
Thomas Stauch, MD	Medical Staff/Board
Lakshmi Vaidyanathan, MD	Medical Staff
Trena Williamson	UM SRH Management
Mike Wood	UMMS Executive

Planning Process Timeline for the FY2020-FY2022 Strategic Plan

Process	Date
CHNA/Strategic Planning	Sept. – Dec. 2018
Stakeholder Identification	Sept. – Dec. 2018
Community Health Survey	Jan. – Feb. 2019
Stakeholder meetings & focus groups	Jan. – Mar. 2019
Environmental Assessment and Data Analysis Summaries	Mar. 2019
Prioritization of Community Health Needs	Mar – May 2019
CHNA and Strategic Plan Drafts to Strategic Planning and Board	May 2019
CHNA and Strategic Plan Approved by Strategic Planning and Board	June 2019

Integration of Community Health Implementation Plan



Community Health Needs Assessment Prioritization Results

Analysis of the qualitative community data revealed a list of pressing health needs. The Strategic Planning Committee and the Community Health Planning Council engaged in prioritization activities to determine priorities.

Health Need	Ranking Final Score
Access to Care	89.66
Preventable ER Visits	85.24
Chronic Disease Management	84.32
Mental Health/Substance Abuse	83.29
Cancer	83.24
Care Coordination	79.32
Overweight/Obesity	77.79
Preventive/Wellness Program	75.84

UM SRH Mission, Vision, & Values

The following Mission, Vision, & Values have been affirmed during this strategic planning process and serve as the foundational elements for this plan, defining what the institution wants to be in the future.

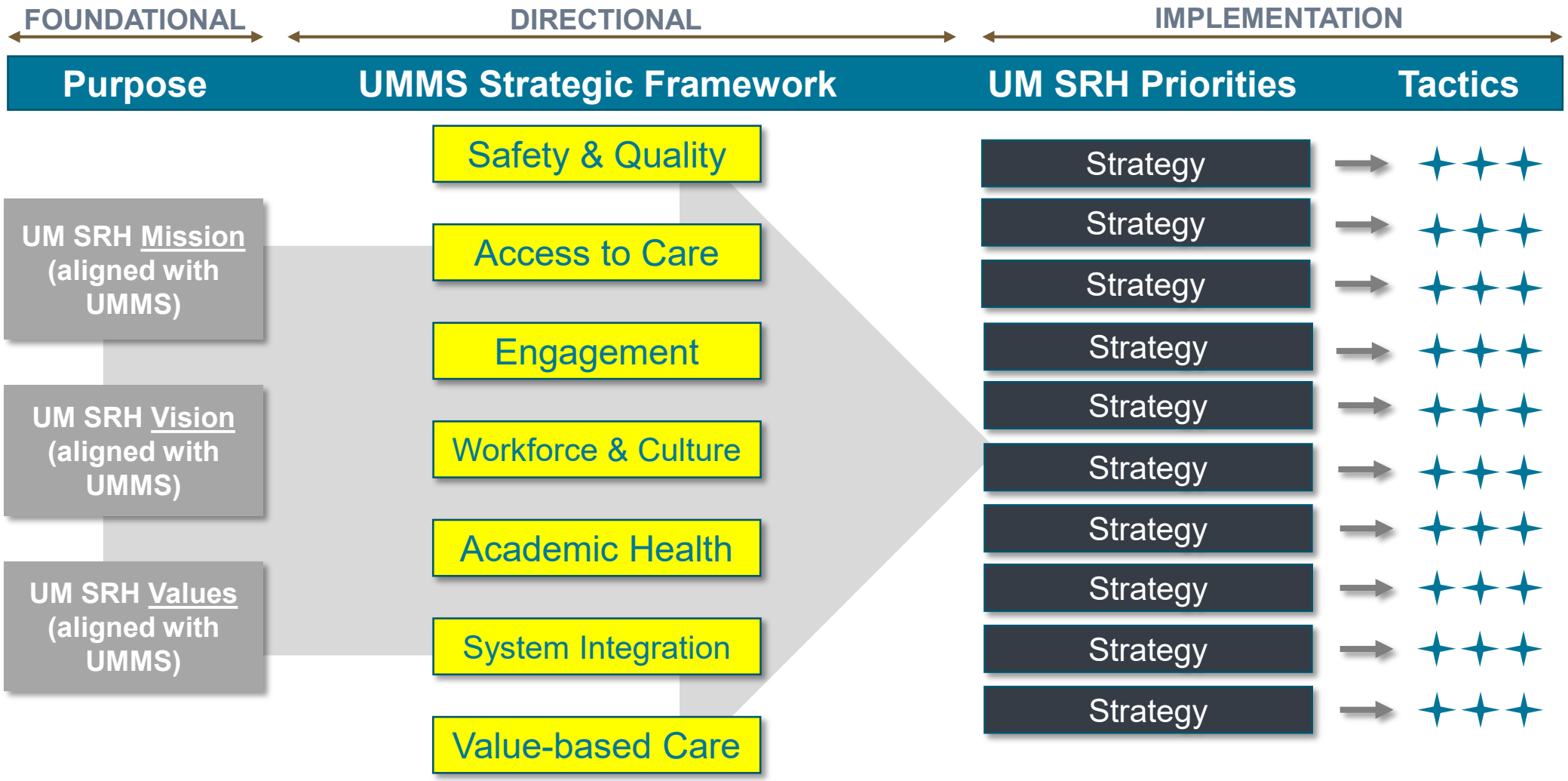
Mission: Creating healthier communities together

Vision: We will be the region's leader in patient centered healthcare

Values: Respect, Integrity, Teamwork, Excellence, & Service

UM SRH Strategic Plan Framework

The UM SRH Strategic Plan is aligned with the UMMS Strategic Plan utilizing the same framework while also accounting for our unique market characteristics.



UM SRH Strategic Focus: Putting our Patients' Needs First

UMMS Strategic Framework: Safety & Quality
UM SRH Objective: Create exceptional quality, safety & patient experience

Strategy 1
Through the continuation of our High Reliability Organization journey, achieve consistently excellent quality and patient experience across all settings
Tactics
QUALITY Achieve Quality targets for hospital-based and ambulatory services A. CMS Star rating B. Leapfrog C. HSCRC Pay for Performance PATIENT EXPERIENCE Achieve Patient Experience targets for inpatient, outpatient, provider office and ambulatory service settings

Strategy 2
Through the continuation of our High Reliability Organization journey, achieve zero harm and improve patient and team member safety
Tactics
ZERO HARM Achieve Zero Patient Harm targets for hospitals PATIENT /TEAM MEMBER SAFETY Implement action plans from FY 20 Culture of Safety Survey ZERO WORKPLACE VIOLENCE EVENTS Achieve Zero Team Member workplace violence targets

UM SRH Strategic Focus: Innovation

UMMS Strategic Framework: Academic Health System, Patient/Consumer Engagement, & Access to Care
UM SRH Objective: Lead the way in innovation & clinical integration

Strategy 3
Enhance Clinical Integration within UM SRH by expanding telemedicine and telehealth capabilities
Tactics
A. Expand and enhance existing telemedicine/telehealth capabilities in: 1. Primary Care 2. Specialists 3. Behavioral Health 4. Palliative Care B. Explore the feasibility of telemedicine/telehealth in home health visits and remote home monitoring

Strategy 4
Strengthen Clinical Integration to promote OneUMMS, to expand access, improve outcomes and enhance the patient experience
Tactics
A. UM Greenbaum Comprehensive Cancer Center (GCCC) B. UM BWMC Vascular Services C. UMMS – Clinical Excellence / Best Practice Protocols 1. Congestive Heart Failure (CHF) 2. Chronic Obstructive Pulmonary Disease (COPD) D. UM SOM Clinics E. Access to Urgent Care F. Implement system-wide Covid-19 policies, procedures and protocols G. Support the integration of UMMS Medicare Advantage and Medicaid expansion efforts in the UM SRH region

UM SRH Strategic Focus: Access to Care

UMMS Strategic Framework: Access to Care, Patient/Consumer Engagement
UM SRH Objective: Enhance access to clinical services throughout the region

Strategy 5
Implement the UM SRH Service Delivery Plan Vision
Tactics
A. Cambridge - Achieve milestones for Cambridge service delivery transformation 1. FMF/MOB construction 2. Inpatient medical surgical/behavioral health beds relocated to Easton 3. Workforce transformation plan B. Chestertown – Achieve milestones for Chestertown service delivery transformation 1. Maryland Rural Hospital designation 2. Aging and Wellness Center of Excellence C. Easton - Achieve milestones for Easton service delivery transformation 1. UMMS/UM SRH approvals to proceed 2. CON approval D. Queen Anne's County – Achieve milestones for QA's service delivery transformation 1. Observation beds fully implemented at SECQA 2. Urgent Care services E. Caroline County – Enhance services in Denton Medical Office Building F. UM Shore Regional Health – Develop the UM SRH Health Equity Plan and implement first year tactics

Strategy 6
Ensure exceptional medical staff providers are available to serve our community
Tactics
A. Develop and implement action plan associated with the FY 21 Medical Staff Development Plan B. Institute process and initiate primary care residencies C. Define residency opportunities and priorities

UM SRH Strategic Focus: Team Strength

UMMS Strategic Framework: Workforce/Culture, Access to Care, Academic Health System
UM SRH Objective: Support the efforts of highly engaged team members and physician/provider partners

Strategy 7	Strategy 8	Strategy 9
Elevate Team Member recruitment, retention and engagement actions	Promote Medical Staff recruitment, retention and engagement activities	Inspire pride in University of Maryland Shore Regional Health
Tactics	**Tactics**	**Tactics**
A. New team member selection and onboarding for excellence B. Service standards – Development and implementation plan C. Leadership training and performance standard mentoring and coaching program D. Develop initiatives to support resilience and address burnout	A. New provider selection and onboarding for excellence B. Service standards – Development and implementation plan C. Leadership training and performance standard mentoring and coaching program D. Develop initiatives to support resilience and address burnout	A. Participate in and financially support SRH “giving back to the community” initiatives B. Implement avenues for team member “story telling” to recognize patient care excellence C. Focus communications on OneUMMS and “Why I Serve at SRH- Where the Health of the Eastern Shore Comes First”

UM SRH Strategic Focus: Financial Strength

UMMS Strategic Framework: System Integration & Value-based Care
UM SRH Objective: Achieve consistently strong financial performance in support of the mission

Strategy 10	
Make strategic financial decisions that improve care, reduce costs and achieve operating margin targets	
Tactics	
Implement revenue enhancement plan A. Ambulatory services and office-based practice revenue B. QBR Reward payments	Implement expense management plan A. Benchmark staffing levels for all applicable departments B. Agency and Premium pay utilization reductions C. Supply utilization efficiencies D. Shore Medical Group financial and performance operating results E. In partnership with UMMS, implement strategies to reduce Total Cost of Care

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Thank You!