

## Strategic Plan 2024 – 2027

**Mission:** Improve the health and well-being of our community.

**Vision:** Be the healthiest community in Wisconsin.

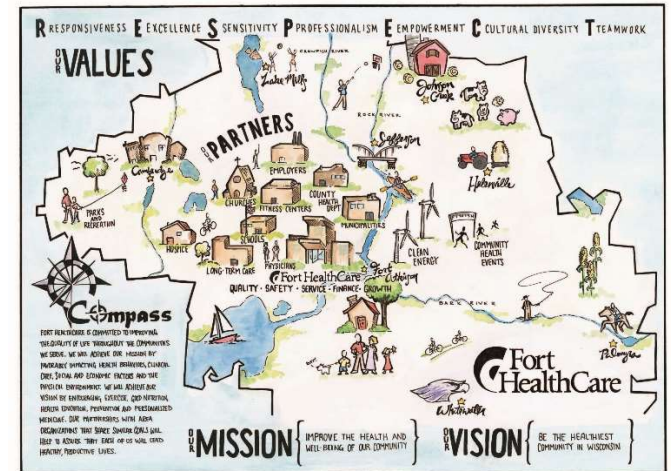
### Core Commitments

**Service:** Provide an excellent experience for key stakeholders - patients, employees, physicians, payers, and employers.

**Quality:** Demonstrate a passion for providing quality healthcare by utilizing evidence-based practices in the delivery of care.

**Finance:** Meet or exceed financial targets to support the organization's Mission and Vision.

**Growth:** In partnership with our community, identify and develop programs and services that provide value.



Service	Quality/Safety	Finance	Growth
<p><b>Goal:</b> To deliver a healthcare experience resulting in the highest levels of patient and employee satisfaction.</p> <p><b>Measures:</b></p> <ul style="list-style-type: none"> <li>Overall rating of satisfaction for Hospital Inpatients - Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS)</li> <li>Overall rating of satisfaction for Outpatients - Ambulatory</li> <li>Aggregate average of patient satisfaction for all Fort Medical Group Clinics</li> <li>Designation as Top 25 Large Employer of Choice in the annual Milwaukee Journal Sentinel Survey of regional employers</li> </ul>	<p><b>Goal:</b> To provide for the preventive and acute healthcare needs of area residents in the safest and most timely manner.</p> <p><b>Measures:</b></p> <ul style="list-style-type: none"> <li>C-Diff Infection Rate (SIR)</li> <li>30-Day Mortality Rate – Heart Failure</li> <li>Median Time - ED Arrival to Departure</li> <li>Severe Obstetric Complications</li> <li>Screening for Social Drivers of Health</li> <li>Safety Survey Results</li> </ul>	<p><b>Goal:</b> To provide the community and employees of Fort HealthCare with a financially sound and viable, locally-based healthcare system.</p> <p><b>Measures:</b></p> <ul style="list-style-type: none"> <li>Operating Margin</li> <li>Days Cash on Hand</li> </ul>	<p><b>Goal:</b> To partner with our community to develop appropriate access to health and wellness services and grow community engagement and accountability for improved preventive care, nutrition, exercise, and health-affirming lifestyles.</p> <p><b>Measures:</b></p> <ul style="list-style-type: none"> <li>% of Individuals Using Self Scheduling</li> <li>Well-Child Visits 3<sup>rd</sup>-6<sup>th</sup> Year of Life</li> <li>Cardiology - # of Cardiology Encounters</li> <li>Breast Cancer Screening - Mammograms</li> <li>Improve Blood Pressure (BP) community-wide</li> <li>Colorectal Cancer Screening</li> </ul>
	<p>Find Additional Health Information with these resource links:</p> <p><a href="#">Center for Medicare &amp; Medicaid Services – Hospital Compare</a></p> <p><a href="#">County Health Rankings – Jefferson, Wisconsin</a></p> <p><a href="#">Wisconsin Department of Health Services</a></p> <p><a href="#">Wisconsin Hospital Association’s Check Point – Fort Memorial Hospital</a></p> <p><a href="#">Milwaukee Journal Sentinel Top Workplaces</a></p>		

# Fort HealthCare, Inc.

## Strategic Plan Indicators: Goals and Current Values 2024-2027

Approved by Planning Committee on 1/3/2024

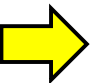
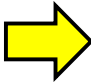
Approved by Board on 1/9/2024

**Mission:** Improve the health and well-being of our community

**Vision:** Be the healthiest community in Wisconsin

**SERVICE:** To deliver a healthcare experience resulting in the highest levels of patient and employee satisfaction.

	<u>Notes</u>		<u>Current Value</u>	<u>Goal Date</u>
<b>Patient Experience/Satisfaction</b>				
HCAHPS - Inpatient -Overall Rating of Hospital	1			2024
OAS CAHPS - Ambulatory - Recommend Facility to family/friends	2			2024
Overall Experience - FMG Clinic Groups	3			2024
<b><u>Employee Satisfaction</u></b> – Journal/Sentinel Top Workplace - Large Employer Top 25	4	Every year	<b>No</b> 2014 <b>YES</b> 2010, 2011, 2012, 2013, 2015, 2016, 2017, 2018, 2019, 2020, 2021, 2022, <b>2023</b>	May of Every year



**QUALITY:** To provide for the preventive and acute healthcare needs of area residents in the safest and most timely manner.

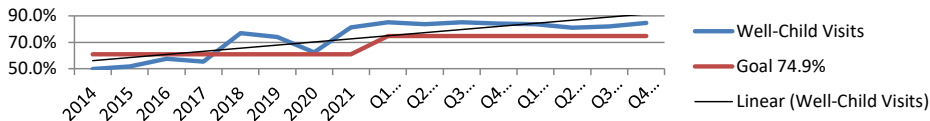
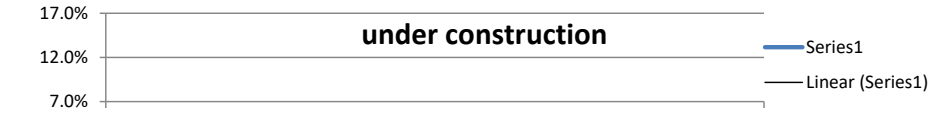
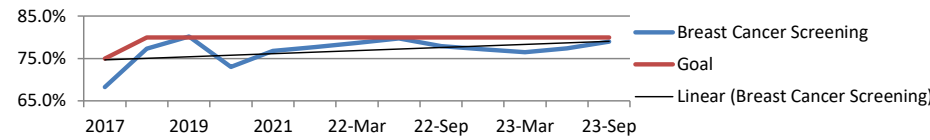
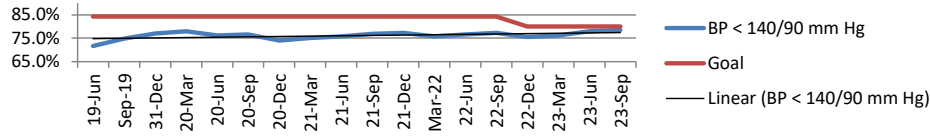
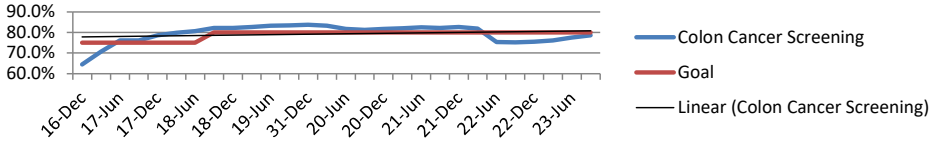
	<u>Notes</u>	<u>Goal</u>	<u>Current Value</u>	<u>Goal Date</u>
<b>CORE MEASURES - Quality Bundle:</b>				
C-Diff Infection Rate (SIR)	13	<0.96	2015: 0.54 2016: 2.16 2017: 1.018 2018: 0.62 2019: 0.00 2020: 1.40 2021: 0.00 2022: 1.773 2023: Q2: 2.31 Q3: 1.25	2024
30 Day Mortality Rate - Heart Failure	14	<12.1%	6/14: 12.4% 6/15: 13.0% 6/16: 12.1% 6/17: 11.4% 6/18: 11.3% 6/19: 11.3% 12/19: 12.1% 7/1/18-6/30/21: 13.2% 7/1/19-6/30/22 13.7%	2024
Median Time from ED Arrival to ED Departure	15	<112 min	2015:143 2016:131 2017:145 2018:135 2019:131 2020:129 2021:141 2022: 131.5 2023 Q1: 126.0 Q2: 143.5 Q3: 138.0	2024
Severe Obstetric Complications PC-07	5	<1%	2023: YTD 0.78%	2024
Screening for Social Drivers of Health SDOH-1	9	>85%	2024: Q1 %	2024
<b>SAFETY BUNDLE:</b>				
Safety Survey Results (Annual Survey - April)	10			
-Clinic Metrics		81%	2013: 66.3%; 2014: 78.8%; 2015: 73.3%; 2016: 72.7%; 2017: 81.4%; 2018:75.8% 2019: 83.7% 2020: 76% <b>2022: 74%</b>	2024
-Hospital Metrics		83%	2013: 81.5%; 2014: 77.2%; 2015: 77.9%; 2016: 79.3%; 2017: 84.3%; 2018: 82.0% 2019: 93.3% 2020: 78% <b>2022: 69%</b>	

**FINANCE:** To provide the community & employees of Fort HealthCare with a financially sound & viable locally based healthcare system.

	<u>Notes</u>	<u>Current Value</u>	<u>Goal Date</u>
Operating Margin	8		FY 2024
Days Cash on Hand	8		FY 2024



**GROWTH:** To partner with our community to develop appropriate access to health & wellness services & grow community engagement and accountability for improved preventive care, nutrition, exercise and health-affirming lifestyles.

	<u>Notes</u>		<u>Current Value</u>	<u>Goal Date</u>
% of Individuals Using Self Scheduling		Under construction -		2024
Well Child Visits 3rd-6th year of life	11			2024
Cardiology - # of Cardiology Encounters				2024
Breast Cancer Screening	6			2024
BP < 140/90 mm Hg	6			2024
Colorectal Cancer Screening	6			2024



- 1) HCAHPS – Measure of Inpatient satisfaction - *Overall Rating of Hospital* from the most recent quarterly survey. (Goal is set to exceed State Average)  
Higher numbers are better.
- 2) OAS CAHPS - Ambulatory: Recommend Facility to Family/Friends - perform higher than State Average. Higher numbers are better.
- 3) Aggregated average of all FMG Clinics. Higher numbers are better. Press Ganey Medical Practice score for "Likelihood of recommending practice"
- 4) Journal/Sentinel Top Workplace Annual Survey - Goal is to be in the Top 25 of the Large Employer category. Results are available in April/May.
- 5) PC-07 Sever Obstetric Complications - (occurring during the inpatient delivery hospitalization) New measure to prepare for for 2024. Lower is better.
- 6) Data is from the electronic medical record registries. The Goal represents the median from the WCHQ data base. Higher numbers are better.
- 8) Values from Consolidated Financial Statements. Higher numbers are better.
- 9) Self benchmark Percen of Inpatients 18 years and older screened for food insecurity, housing instability, transportation needs, utility difficulties, and interpersonal safety. Higher numbers are better.
- 10) Results are based on the AHRQ's survey results on Patient Safety Culture for Hospitals & Clinics. Overall average percentage of 'very good' and 'excellent' scores combined (Patient Safety Grade). Goal: 2+ percentage increase annually. Higher numbers are better.
- 11) Data is from the electronic medical record and represents a rolling 12 month % of children aged 2 years thru 6 years of life that have had a well child visit. (HEDIS metric) (2nd year of life added in 2022.) The goal is set at 61% or the equivalent of Dean Health Plan's database average. Higher numbers are better.
- 12) Data is from Cerner report & represents all individuals 18 years old & older that have an advance directive scanned into our EMR. Our Goal is to keep increasing the % of completed ACPs by 1% each year. Higher Numbers are better.
- 13) C-Diff Infection Rate (SIR): FY2017 Value Based Purchasing Measure. Goal is set to exceed State Benchmarks
- 14) 30 Day Mortality Rate - Heart Failure: FY2017 Value Based Purchasing Measure. Goal is set to exceed US average. CMS changed the measurement and measurement period due to COVID.
- 15) Median Time from ED Arrival to ED Departure: Goal is set to exceed the US average.



Green - Improved statistics over past reported numbers



Yellow - Remaining constant over past reported numbers



Yellow - Declining away from goal



Yellow - Improving but not yet met goal