

# Highland Hospital 2018 - 2022

## Strategic Plan Summary



### Mission

Commitment to excellence in health care, with patients and their families at the heart of all that we do.



### Vision

We deliver Medicine of the Highest Order in a community hospital where compassion, quality and patient- and family-centered care are our guiding principles. Our affiliation with a world-class medical center will allow us to provide the best of both worlds – state-of-the art medicine and personalized care.



### Our Promise

Our devotion to living the ICARE values. Everyday. Integrity, Compassion, Accountability, Respect, and Excellence guide the decisions we make, are manifested in the concern we share for others, and inspire us to constantly strive to excel.



### Strategic Goals



Clinical quality and patient safety



Unique brand of service excellence



Culture that fosters a positive work environment



Outstanding clinical programs



Facility improvements, new equipment and information technology enhancements



Financial performance remains strong



UR  
MEDICINE

HIGHLAND  
HOSPITAL

# Strategic Goals

Continue to develop **outstanding clinical programs** unique to Highland that respond to the needs of the community and complement UR Medicine's Strategic Plan.



### Quality

- Become the leading community hospital recognized for best outcomes in **clinical quality and patient safety**.
- ◆ Reduce preventable harm by 20%
  - ◆ Achieve top 10th percentile in disease management processes and outcomes
  - ◆ Achieve national benchmark re-admission rates
  - ◆ Achieve benchmark targets for key clinical quality measures



### Service Excellence

- Provide a **unique brand of service excellence** that promotes high satisfaction for patients and physicians.
- ◆ Deliver exceptional, innovative, and compassionate care
  - ◆ Achieve top 10th percentile rank in patient satisfaction
  - ◆ Develop systems and protocols to support ease of practice for providers



### Work Environment

- Create a **culture that fosters a positive work environment** resulting in high levels of employee engagement.
- ◆ Be recognized by Fortune's "100 Best Companies to Work For"
  - ◆ Achieve 75th percentile employee engagement score
  - ◆ Invest in the health and well-being of our employees
  - ◆ Cultivate a high-trust environment where employees feel supported and valued



### Orthopaedics

- Position Highland as the leading community provider for **upper and lower extremity total joint replacement and orthopaedic surgical care** that cannot be done in an ambulatory setting.
- ◆ Position the Evarts Joint Center as the regional center of excellence for lower and upper extremity arthroplasty
  - ◆ Expand the ambulatory program for patients presenting with medically complex issues



### Surgery

- Expand market share in **surgery** leveraging the hospital's reputation in four main subspecialties: **Bariatrics, Breast, Vascular, and Colorectal Surgery**.
- ◆ Develop a comprehensive, physician-led medical weight loss program
  - ◆ Grow UR Medicine Breast Surgery volume
  - ◆ Expand scope of vascular surgery
  - ◆ Develop comprehensive colorectal services
  - ◆ Achieve 2% annual surgical growth in subspecialties



### Women's Services

- Position Highland as the leading community provider, in collaboration with private providers, for **comprehensive women's health services** (obstetrics, gynecology, gynecologic oncology surgery, and breast surgery/imaging).
- ◆ Promote Highland as specialists in women's health
  - ◆ Grow obstetrics market share
  - ◆ Grow market leadership in gynecologic oncology surgery
  - ◆ Enrich the patient journey



### Internal Medicine

- Provide the highest value of care** for our patients with a unique focus on the geriatric population.
- ◆ Improve outcomes and the total patient experience
  - ◆ Broaden specialty medicine service lines, increase cardiology access and market share, and grow Geriatric, Palliative Care, and GAMA services
  - ◆ Increase on-site medical coverage in senior living facilities
  - ◆ Optimize Continuum of Care



### Primary Care

- Manage the number of covered lives** in the Highland practices and support the system's aggressive growth goals.
- ◆ Leverage the primary care network to become the preferred system in the region
  - ◆ Provide broad regional exposure to the Network



### Highland Family Medicine

- Provide better access to health care** for our most vulnerable population and align with UR Medicine's strategic goal of increasing covered lives.
- ◆ Expand volume and access by 15%
  - ◆ Improve population health and overall patient outcomes
  - ◆ Provide patient care as part of a collaborative team



### Oncology

- Leverage the Wilmot brand to **build volume for radiation oncology, medical oncology and inpatient services**.
- ◆ Become recognized as the community provider for oncology services



### Neurology & Neurosurgery

- Leverage Highland's reputation and **achievements in stroke care** to attract more patients and referrals. Establish Highland's position as a **leader in spine surgery and geriatric neurosurgery**.
- ◆ Provide high quality stroke care with seamless access to tertiary care
  - ◆ Reinforce Highland's position as a reputable site for spine surgery
  - ◆ Develop a 23-hour spine surgery program
  - ◆ Become a regional referral center for geriatric neurosurgery



### Facilities & Information Technology

- Invest in **facility improvements, new equipment, and information technology enhancements** to provide a state-of-the-art environment for clinical staff to practice, and for our patients to receive high quality care.
- ◆ Renovate facilities to meet growing patient volume: convert all semi-private rooms to private rooms; upgrade operating rooms, Family Maternity Center, the Emergency Department, Highland Family Medicine, and Radiology suites
  - ◆ Consolidate clinical and financial systems into eRecord, develop an enterprise strategy for administrative applications, enhance the provider experience with EMR, and leverage the newest technologies for secure provider communications



### Financials

- Ensure Highland's **financial performance remains strong**, supporting quality care and investments that meet our planned growth and maintain current bond ratings.
- ◆ Invest between \$36 and \$46 million per year, totaling \$203.9 million over the plan period. Includes investment in facilities, infrastructure, equipment, Information Technology, etc., which are needed to support the Strategic Plan.
  - ◆ Achieve financial projections based on planned clinical program growth, along with assumed third-party reimbursement adjustments



UR  
MEDICINE

HIGHLAND  
HOSPITAL

## Hospital Awards



JOINT  
COMMISSION  
CERTIFICATION

Evarts Joint Center,  
Geriatric Fracture  
Center, Gynecologic  
Oncology, Palliative Care



MAGNET®  
Department  
of Nursing



GOLD LEVEL  
BEACON AWARD  
FOR EXCELLENCE  
Intensive Care Unit



CENTER OF  
EXCELLENCE  
Radiation Oncology  
(all locations)



AMERICAN HEART/  
STROKE ASSOCIATION  
Get with the Guidelines  
Gold Plus: Stroke and  
Heart Failure



ASGE QUALITY  
RECOGNITION

Highland Procedures  
Center



CENTER OF  
EXCELLENCE  
Breast Imaging



NEW YORK  
STATE  
Designated  
Stroke Center



AMERICAN  
COLLEGE OF  
SURGEONS &  
AMERICAN  
SOCIETY OF  
METABOLIC  
AND BARIATRIC  
SURGERY

Comprehensive  
Bariatric Center



CLINICAL  
LABORATORY  
PATHOLOGY  
ACCREDITATION  
Clinical and  
Pathology  
Laboratory



NCQA PCMH

Highland  
Family  
Medicine



AMERICAN  
SOCIETY OF  
HEALTH SYSTEM  
PHARMACISTS  
Residency  
Training Program  
Accreditation



AMERICAN  
ASSOCIATION  
OF BLOOD  
BANKING

Department  
of Laboratory  
Medicine



NICHE DESIGNATED  
HOSPITAL, EXEMPLAR  
LEVEL



CORE CERTIFIED  
Geriatric  
Fracture Care  
Program

### Highland Hospital

1000 South Avenue • Rochester, NY 14620  
585.473.2200 • [highland.urmc.edu](http://highland.urmc.edu)



UR  
MEDICINE

HIGHLAND  
HOSPITAL