Highland Hospital Awards

- Joint Commission Certification
- Magnet® Recognition
- Gold Level Beacon Award for Excellence in Cancer Care
- Center of Excellence in Radiation Oncology
- American Heart/Stroke Association Get with the Guidelines Gold Plus/Stroke and Heart Failure
- ASGE Quality Recognition
- New York State Breast Imaging Center
- American College of Surgeons & American Association for Accreditation of Metabolic and Bariatric Surgery Comprehensive Bariatric Center
- Clinical Laboratory Improvement Accreditation
- NICHE® Designated Hospital, Exemplar Level
- CORE Certified Geriatric Fracture Care Program

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.

Highland Hospital
1000 South Avenue • Rochester, NY 14620
585.473.2200 • highland.urmc.edu
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 Gaerts 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

**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

**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

**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

**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

**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 24-hour spine surgery program
  - Become a regional referral center for geriatric neurosurgery

**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 $26 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.

**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 eReccord, develop an enterprise strategy for administrative applications, enhance the provider experience with EMR, and leverage the newest technologies for secure provider communications
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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

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