



Good Samaritan
Hospital

MedStar Health

Annual Plan Overview

Our vision, always: To be the trusted leader in caring for people and advancing health.

Our mission, always: We are Good Samaritans, guided by Catholic tradition and trusted to deliver ideal healthcare experiences.

Our key drivers, always: **People, Systemness, Performance & Innovation**

service

Goal: To create an experience that patients and physicians choose because it is noticeably better than other hospitals.

Key Initiatives:

- Open O'Neill 4/private rooms
- Renovate lobby
- Hardwire basics of personal needs, call bell response, pain management and wow patient experiences
- Implement Discharge Call Manager
- Renovate cafeteria
- Develop centralized point of contact for support services [facilities, environmental services]
- Develop and begin implementing facility revitalization plan
- Develop and implement parking plan
- Implement action plans to improve physician satisfaction
- Housewide rollout of WOW! and Dress Code Standards

Key Measures:

- HCAHPS Overall Rating
- Physician Satisfaction

quality

Goal: To provide a consistently safe environment with integrated care processes, resulting in outcomes equal to or better than expected.

Key Initiatives:

- Implement MedConnect per IT Roadmap
- Sustain Medicare Excellence
- Implement Culture of Safety standards and develop Quality Orientation for both general and clinical staff
- Complete infrastructure assessment of all vital facilities and systems
- Incorporate patient safety into follow-up phone calls
- Expand process and outcomes measures and performance improvement, including never events

Key Measures:

- Medicare Excellence
- Never Events and Pay-for-Performance [i.e., pressure ulcers, infections and falls]

people

Goal: To attract and retain the best people, to provide ideal experiences for those we serve.

Key Initiatives:

- Pursue Nursing Excellence
- Hardwire on-boarding and 30/60/90-day reviews for all departments, including New Leader Orientation
- Enhance leadership development, coaching and accountability, including 360° and High/Medium/Low evaluations
- Open Infant Day Care
- Operationalize Employee Opinion Survey Action Plans

Key Measures:

- Retention
- Employee Satisfaction Index

growth

Goal: To serve our community and achieve market leadership in select services.

Key Initiatives:

- Geography
 - Parkville
 - Towson
 - Owings Mills
- Services
 - Primary Care
 - Spine Center
 - Rehab
 - Cardiac
 - Surgery
 - Musculoskeletal
 - Oncology
- Enablers
 - New POB/physician office space
 - Campus master facility plan
 - Physician recruitment
 - UMH partnerships
 - New physician orientation
- Marketing/Promotion
 - Good Sambassador Program
 - Brand campaign

Key Measures:

- Surgical & Medical Volumes
- Rehab Volume
- OP/Clinic Volume

financial

Goal: To secure long-term financial strength.

Key Initiatives:

- Implement plans to increase fundraising
- Implement Performance Improvement plans, including productivity improvements
- Reduce length-of-stay
- Address RAC
- Address Part B revenue, including analysis, systems and strategies
- Monitor and respond to healthcare reform initiatives

Key Measures:

- Earnings from Operations
- Length-of-Stay
- Productivity
- Fundraising Dollars