



South Peninsula Hospital, Inc.

Homer, Alaska

Strategic Plan

March 24, 2021 – March 31, 2022

Introduction

South Peninsula Hospital's Strategic Plan is developed and adopted by the SPH, Inc. Board of Directors. The purpose of the Strategic Plan is to outline the goals, strategies, objectives, and tactics that are to be put in place to accomplish the organization's mission, vision, and values.

Mission, Vision & Values Statements

MISSION

South Peninsula Hospital promotes community health and wellness by providing personalized, high quality, locally coordinated healthcare.

VISION

South Peninsula Hospital is the provider of choice with a dynamic and dedicated team committed to service excellence.

VALUES

COMPASSION: We provide compassionate patient- and resident- centered quality care, and a safe and caring environment for all individuals.

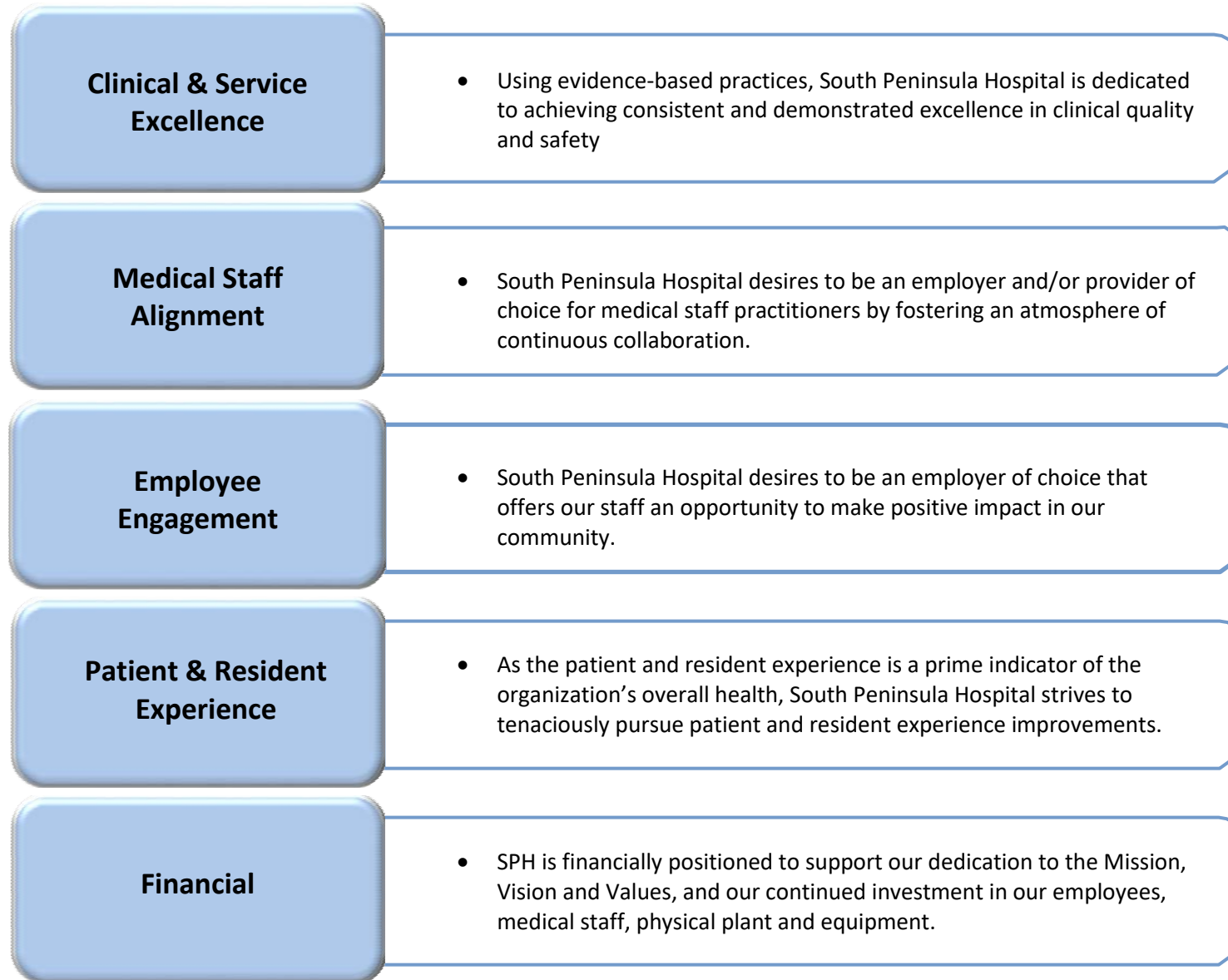
TEAMWORK: We work together as a dynamic, collaborative team embracing change and speaking as one.

COMMITMENT: We are responsible and accountable for supporting the vision, mission, values, strategies and processes of our organization.

RESPECT: We show respect for the dignity, beliefs, perspectives and abilities of everyone.

TRUST: We are open, honest, fair and trustworthy.

GOALS



Strategies & Metrics

- **GOAL: Clinical Service and Excellence**

Using evidence-based practices, South Peninsula Hospital is dedicated to achieving consistent and demonstrated excellence in clinical quality and safety.

| Strategies | FY21/22 Goal Related Metrics |
|---|---|
| Improve quality processes Refine the institutional culture of safety and quality | Appropriate care for severe sepsis and septic shock Elective deliveries <39 weeks without medical cause Patient and resident falls Medication errors Never events Readmissions CT/MRI criteria for patient stroke Care Compare overall star rating for Hospital & Long Term Care |

Strategies & Metrics

- **GOAL: Medical Staff Alignment**

South Peninsula Hospital desires to be an employer and/or provider of choice for medical staff practitioners by fostering an atmosphere of continuous collaboration.

| Strategies | FY21/22 Goal Related Metrics |
|--|---|
| <p>Collaborate with the Medical Staff on revisions to the Board Bylaws and Rules and Regulations as well as implementation of meaningful peer review.</p> <p>Develop and promote strong physician/provider leaders.</p> <p>Use data to drive decisions and resolve disputes Promote win-win approaches</p> | <p>Medical Staff Press Ganey percentile ranking</p> |

Strategies & Metrics

- **GOAL: Employee Engagement**

South Peninsula Hospital desires to be an employer of choice that offers our staff an opportunity to make a positive impact in our community.

| Strategies | FY21/22 Goal Related Metrics |
|---|---|
| Uphold SPH Core Values Provide career paths and opportunities for growth Promote transparency Allow for honest feedback Promote work-life balance Give recognition Support workforce in times of increased stress | Employee Press Ganey Percentile Ranking Turnover: All employees, voluntary, and first year |

- **GOAL: Patient and Resident Experience**

As the patient/resident experience is a prime indicator of an organization’s overall health, South Peninsula Hospital strives to tenaciously pursue patient and resident experience improvements.

| Strategies | FY21/22 Goal Related Metrics |
|---|--|
| Reform processes that will result in improved patient and resident experience | Care Compare Patient & Resident Survey Star Rating Press Ganey Patient Satisfaction Percentile Rankings – Inpatient, Outpatient, Emergency Department, Medical Practice, Ambulatory Surgery and Home Health |

Strategies & Metrics

GOAL: Financial, Information Systems Solutions and Market Focus

SPH is financially positioned to support our dedication to the Mission, Vision, Values, and our continued investment in our Employees, Medical Staff, and Physical Plant and Equipment.

| Strategies | FY21/22 Goal Related Metrics |
|--|---|
| <p>Prepare, plan, and adapt to changes in healthcare delivery systems and payment model.</p> <p>Enhance revenue cycle performance</p> <p>Asset growth compatible to SPH, Inc. Mission and Vision</p> <p>Actively seek new funding sources to support hospital and community health initiatives, service line expansion, and public health emergency efforts.</p> | <p>Operating Margin</p> <p>Adjusted Patient Discharges</p> <p>Net Revenue Growth</p> <p>FTEs per Adjusted Occupied Bed</p> <p>Net Days in Accounts Receivable</p> <p>Cash on Hand</p> <p>Uncompensated Care as a % of Gross Revenue</p> <p>Surgical Case Growth</p> <p>Outpatient Revenue Growth</p> <p>Hospital Based measures for inpatient observation stays</p> <p>MIPS (Merit Based Incentive Payment System) Promoting Interoperability Score</p> <p>Electronic Medical Record Adoption</p> |