

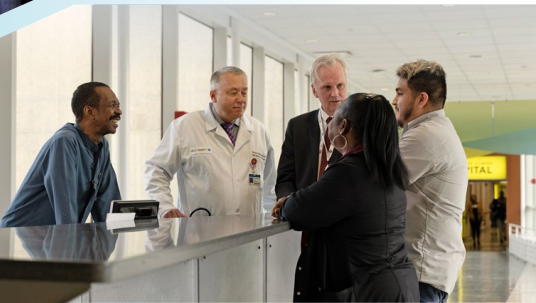
ROUNDUP

UI Health | 

Hospital & Clinics | March 2022

The UI Health
Strategic Plan

Our Path to Sustained Success



EXCEPTIONAL OUTCOMES

ENGAGING CULTURE

IDEAL EXPERIENCE

STRATEGIC GROWTH

SUSTAINABLE FUTURE



The UI Health Strategic Plan

Our Path to Sustained Success

Hospital & Clinics leadership will reintroduce the UI Health Strategic Plan during a Town Hall meeting Thursday, March 31, at noon.

Save the date for the Town Hall and look for the Zoom link in an upcoming UIHALL email invitation.

Begun in 2019 with our consulting partners ECG, our Strategic Plan outlines pathways and strategies that:

- Secure the future for the organization by crafting a viable future business
- Provide a roadmap, direction, and focus for the organization's future
- Set priorities for crucial strategic tasks
- Allocate available resources to activities with the highest potential payoff
- Establish measures of success so progress can be gauged
- Gather input and ideas from all areas of the organization
- Generate commitment to the plan
- Coordinate the actions of separate parts of the organization to accomplish objectives

It is important to note that ECG also supported the College of Medicine in development of its Strategic Plan, and both plans strengthen the alignment of our two organizations, including connected missions with foundations in clinical care, education, research, and social responsibility, and shared visions that shape the future of healthcare through innovations and advancements in clinical care.



Staff may remember a series of Strategic Plan town halls in late 2019, as it was nearing implementation, but like many things, it was delayed due to COVID-19. What has not changed is that the Strategic Plan impacts everyone, as it highlights the strategic challenges we collectively are working to resolve, including:

Quality (Care, Safety, Service)

Poor performance in care, safety, and service have resulted in low external grades and ratings, and have created a poor reputation for the health system. Collective commitment to excellence in care, safety, and service must be at the core of all our actions. Only quality — in everything we do — can improve our scores and, in turn, reputation.

Bed Capacity

Controlling patient volumes is critical to our success. We must continue to activate strategic partnerships with nearby hospitals to distribute volumes, and transition our low-acuity services to off-campus sites.

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Path to Success (continued)

Talent Acquisition & Retention, Provider Engagement

Flexible work-environment structures are needed to attract and retain staff. Additionally, we need to improve overall provider engagement, including active Diversity, Equity, Inclusion, and Belonging (DEIB) endeavors at all levels.

Clinical Integration

The Hospital & Clinics must further advance financial and strategic integration with the College of Medicine and managed services providers (MSP).

Space Constraints

Additional ambulatory developments will help to alleviate space limitations on our inpatient campus.

All staff are encouraged to engage with the Strategic Plan — starting with the March 31 Town Hall. Hospital & Clinics leadership looks forward to reintroducing the Strategic Plan and outlining additional ways to stay involved as we execute our plan over the coming years. ■

RECOGNITION

3 UI Health Leaders Named ‘Notable Executives of Color in Health Care’

Three leaders from UI Health were recognized as “Notable Executives of Color in Health Care” by Crain’s Chicago Business.

Dr. Ankit Mehta, a neurosurgeon and director of Spinal Oncology; **Rani Morrison**, chief diversity & community health equity officer at UI Health; and **Dr. Darryl Pendleton**, associate dean for Student & Diversity Affairs in the UIC College of Dentistry, were recognized on the Crain’s list.

According to Crain’s, leaders were recognized for having broken barriers as they ascended to positions of influence in healthcare and working to provide relief, make vaccines and boosters available, and educate families on safety measures during the COVID-19 pandemic. To qualify, nominees must have demonstrated leadership in expanding the business, service, or technology side of healthcare. Featured leaders were peer-nominated; only individuals for whom nominations were submitted and accepted after a review by Crain’s editors. ■





MIKE'S CORNER

Collective Focus on the Strategic Plan

For the past several years, we have emphasized putting in place significant infrastructure to support the UI Health care delivery system. This includes the 3i Project, which brought us the Epic system and its vast capabilities. It also includes new capital projects — the new surgery and specialty care facility across the street from the Hospital and the new Hospital Welcome Atrium — that are nearing completion. Additionally, we have expanded our clinical presence at University Village, in Pilsen, and now at 55th & Pulaski. All of these have contributed to the growing market awareness of UI Health and the medical care this brand represents. And finally, the recently announced executive leadership changes help position UI Health to address the many potentials the next decade holds.

With these foundations in place, it is now time to address the longer-range strategic activities for the coming five years and beyond. This planning began over three years ago and was completed in early 2020. Although our focus for the past two years has been in response to pandemic-related issues, it is now time for us to again focus on our strategic potentials. Our successful engagement with the many aspects of

pandemic-related challenges will serve us well as we work together to improve and expand. We know what we can achieve if we work collectively and engage collaboratively. UI Health's potential is significant and growing.

With the input of many here and with the consultive support of industry experts, our Strategic Plan touches many aspects of what the University of Illinois Hospital & Clinics represents:

- Our restated mission remains focused on our clinical care, our educational endeavors and research support, all with continued understanding that our social responsibilities will be embedded in everything we do.
- Our vision remains focused on bettering healthcare through innovation and advancing clinical care.
- We added “Inclusion” as a core value, representing how our awareness of emphasizing this value has expanded resolve in our collective consciousness. These changes are both timely and incredibly appropriate.

There are many strategic challenges we face. First is that UI Health is experiencing a sustained period of under-performance related to quality, safety, and service. This is reflected in low external scores, including CMS Star Ratings and Leapfrog Grades. We can and will do better. Collective, focused actions in pursuit of quality, safety, and service excellence will be the center of all we do.

Another challenge is our present bed capacities. As UI Health grows, our inpatient beds have become a limiting factor. Determining how to properly

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Mike's Corner (continued)

distribute our patient volumes within our Hospital, in addition to distributing volumes to other partnered sites, will be critical to all future growth. This issue extends to and is impacted by our ambulatory development, which also can serve to alleviate space constraints on the inpatient campus. This development also extends to services provided in nonclinical settings, such as telehealth and other in-home services.

Other strategic challenges include the evolving necessity for flexibility in our employment structures to maintain and attract highly competent and properly diverse staff in every aspect of our organization. And recognizing that our wellness is a critical part of

sustaining this workforce into the future.

And finally, there is both a challenge and significant opportunity to integrate with the health science colleges more thoroughly, with particular emphasis on advancing the relationship with the College of Medicine and its Physician Group structure.

You will be hearing more about our Strategic Plans in the coming weeks. It is with certain confidence, pride, and eagerness that I look forward to sharing more about this strategic vision, which describes a path to the next level of greatness for UI Health as Chicago's and Illinois' most critical academic medical center. ■

OPERATIONS

HIMSS Analytics Maturity Stage 7 Achievement

In February, UI Health achieved the HIMSS Analytics Stage 7 level for maturity of our Electronic Health Record system both for the inpatient setting and the ambulatory/outpatient setting.

HIMSS Analytics, a subsidiary of the Healthcare Information and Management Systems Society (HIMSS), created the Adoption Model for Analytics Maturity in 2016 as a framework and benchmarking system to help hospitals guide and measure their data science efforts. The analytics model runs from Stage 0 to Stage 7 and measures the success of a hospital's data analytics strategy. Factors considered include infrastructure, processes, technology and leadership.



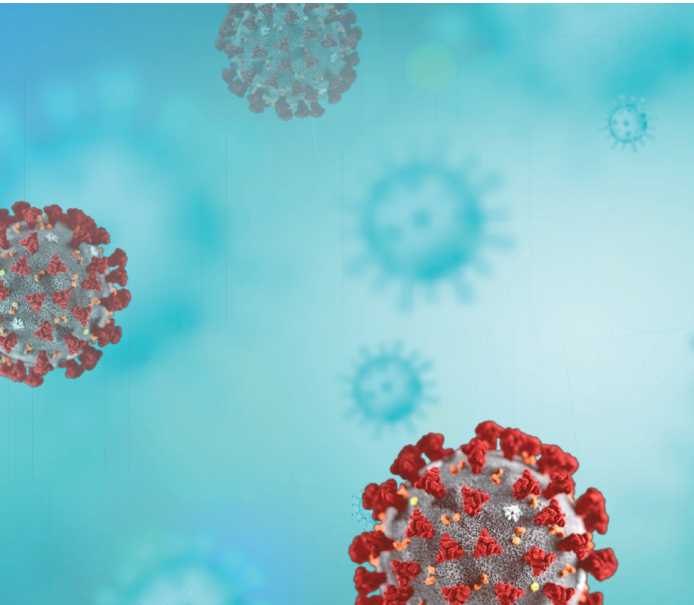
This is a recognition of our mutual efforts over the past four years to implement, roll out, and fully take advantage of our new Epic EHR. UI Health joins an elite group of about 7% of U.S. hospitals and clinics that have achieved this Stage 7 EHR maturity designation. **Only six hospitals in Illinois have reached the Stage 7 designation.** ■

SAFETY UPDATES

COVID-19 Sustained Response

UI Health ended its emergency declaration on Saturday, Feb. 19, and moved to a Sustained Response structure on Sunday, Feb. 20. Our Sustained Response team will transition care units, continue to vigilantly monitor COVID activity and maintain a state of readiness should conditions change.

Of course, as UI Health transitions to this next phase of our COVID-19 response, we want to continue to keep our patients and staff safe.



As local masking rules begin to change — including the UIC campus community moving to a mask-optional policy in certain settings — we want to emphasize that **our current masking policies remain in place for staff, patients, and visitors.**

- **Masks are still required** — any changes to the campus will not impact the clinical settings.
- Please remind visitors and patients that masking still is required.
- When you see messages from campus, read them, but remember there will be a Hospital & Clinics-specific that follows.
- **Mask-optional does not mean Mask-free.**

As a destination for healthcare, we will continue universal masking and social distancing for all staff and patients who are on our premises. Twice weekly saliva testing will continue for people who are not vaccinated, and we encourage regular saliva testing for all. Anyone with symptoms of COVID-19 should not come to work and should notify University Health Service for guidance and testing.

Though we have weathered the most recent Omicron surge, our Hospital & Clinics continue to face significant pressures on our ability to provide care. Inpatient bed capacity remains a limited resource that we are actively working to make available and expand. This requires the concerted effort from every one of us. ■

ENGAGEMENT

Employee & Practitioner Engagement Survey Opens April 11!

On April 11, our annual employee and practitioner engagement survey opens. We want to hear from you!



How Do I Receive the Survey?

Starting April 11, check your inbox (or deleted/junk folder) for an email from noreply@surveys.pressganey.com. Each email contains a unique login, so please don't forward the email.

Can't find the email? Need it to be sent again? No problem! Email engageuih@uic.edu with your full name and net ID.

Questions? Contact Cathy Temple, director of Employee Experience: lovelycm@uic.edu. ■

Doctors' Day is March 30!

National Doctor's Day is held each year to celebrate the contribution of physicians to individual lives and communities.

In celebration of our physicians at UI Health, Hospital Leadership is hosting a boxed meal pick-up on Wednesday, March 30. We invite all Attendings, Fellows, Residents, and Advanced Practice Providers to stop by during this time.

DOCTORS' DAY LUNCH

Wednesday, March 30

11 am - 2 pm

Radiology Library

Hospital 2nd Floor, Room 2480 ■



Hospital Week: May 9-13

Information will be available in the coming months. Check the intranet and your email for details! ■