



## **EMORY HEALTHCARE STRATEGIC PLAN EXECUTIVE SUMMARY**

As the clinical enterprise of the Woodruff Health Sciences Center and Emory University, Emory Healthcare (EHC) is dedicated to caring for its patients, training healthcare professionals for the future, pursuing discovery research and clinical innovation, and serving our community. With its vision “to be recognized as the leading health care system in Atlanta and the Southeast, differentiated by discovery, innovation, and compassionate, patient-focused care,” Emory Healthcare will continue to build upon its distinctive strengths during the next five years to become a model that other academic health systems will emulate.

Emory Healthcare shares in the University’s commitment to become, “a destination university internationally recognized as an inquiry-driven, ethically engaged, and diverse community, whose members work collaboratively for positive transformation in the world through courageous leadership in teaching, research, scholarship, healthcare, and social action.” Through our focused commitment to “Making People Healthy,” Emory Healthcare is able to support and promote this vision.

### **GOALS**

Emory Healthcare is focused on five goals organized around the categories of People, Quality, and Growth:

#### **People:**

- Become a talent magnet for patient-centered professionals who will allow 80% of the Emory Healthcare units to meet designated patient satisfaction targets for the 2 targeted improvement areas and also result in a turnover rate of less than 12.2% versus 15% in FY2003.

#### **Quality:**

- Achieve improvement in patient care quality and safety by reaching a risk-adjusted, observed over expected mortality ratio of 0.90, which reflects a 19% improvement over FY2003.
- Become recognized for innovation in patient care models and programs by being listed in “America’s Best Hospitals Honor Roll” by U.S. News and World Report.

#### **Growth:**

- Achieve a more efficient use of system assets, growth in volume, and improvement in revenue contracting and cycle management, resulting in a system operating margin of 6.2% or better equaling \$135 million of Earnings Before Interest, Taxes, Depreciation, and Amortization (EBITDA) for Emory Healthcare.
- Generate a total endowment of \$60 million to fund strategic programs and a master facility development plan.

### **STRATEGIC INITIATIVES**

To achieve the Emory Healthcare goals, EHC leadership has identified 12 strategic initiatives that will help focus the efforts of the organization. These initiatives address the need to impact change in the five strategic focus areas of the WHSC strategic plan: 1) People and the Workplace, 2) Leadership, 3) Innovation, 4) Knowledge Management, and 4) Financial Strength.

- Create single health system employment and become the employer of choice in the local healthcare market.

- Promote a high performance, patient -focused service culture.
- Create the organizational infrastructure to establish a depth of physician and administrative leadership and management talent.
- Develop and promote key programs by providing high quality, compassionate care, differentiated by nationally recognized research and education. Programs include Winship Cancer Institute, Heart Center, Musculoskeletal, Pediatrics, Neurosciences.
- Develop an Emory Clifton Corridor and Emory Midtown master facility plan to support long term growth.
- Develop evidence based care models to impact quality of care, patient safety and professional practice.
- Provide all hospital and clinic based records in one electronic enterprise-wide medical record system.
- Deliver films via digital images throughout the hospital and clinic setting.
- Improve the operating margin of the health system through more efficient use of system assets, volume growth and improvement in revenue contracting and cycle management.
- Reduce medical malpractice loss exposure.
- Strategically target clinical growth opportunities.
- Fund strategic clinical programs through philanthropy.