



Emory University Strategic Plan: 2005 – 2015
Implementation Status as of October 30, 2010

Emory Healthcare

Accomplishments: September 2011 to August 2012

Emory Healthcare has, in the last year: achieved the goal of top 10th percentile ranking in UHC (Emory University Hospital ranked as number 2, and Emory University Hospital Midtown ranking as number 6); strengthened the Care Transformation model through the Pledge; had several hospitals meet the requirements for Phase 1 Meaningful Use for Hospitals; improved patient access by strengthening patient referral systems and implementing an online Patient Portal; formed the Clinically Integrated Network (CIN) to increase quality and decrease cost of care; piloted a new care model with the Patient-Centered Medical Home, finalized the Joint Operating Company with Saint Joseph's of Atlanta; opened a new intensive care unit at Emory University Hospital Midtown; and developed an affiliation partnership with Southern Regional Health System.

Accomplishments: September 2010 to August 2011

Emory Healthcare has, in the last year: further deployed the Care Transformation Model across the organization; made significant strides toward attaining Quality goal, with Emory University Hospital (EUH) positioned 10th and Emory University Hospital Midtown (EUHM) 11th in the UHC quality rankings; progressed toward Magnet designation by submitting application for Emory University Orthopaedics and Spine Hospital (EUOSH) and improving Magnet indicator performance across Emory Hospitals; achieved Year 1 Stage 1 Meaningful Use compliance, based on federal guidelines, resulting in funding of approximately \$5 million; implemented Global Patient Registration, a single-access point system for all patient registration information; assumed full ownership of Emory Johns Creek Hospital and began integrating the facility and employees into Emory Healthcare (EHC); developed an affiliation agreement with Saint Joseph's Hospital of Atlanta; and continued to expand Emory Specialty Associates with six new practices.

Highlights: September 2005 to August 2010

In the past five years, Emory Healthcare (EHC) has designed and worked to embed the Care Transformation model throughout the organization. EHC has focused on delivering on its Quality Promise to patients, providing impeccable clinical outcomes, delivered safely with outstanding service. EHC has pursued Magnet designation, and implemented major information technology infrastructure improvements including computerized physician order entry (CPOE) in the hospitals. EHC established an Office of Quality to implement programmatic and organizational changes, improve clinical documentation, and establish educational programs through EHC's Quality Academy and annual Quality Conference. EHC also opened Emory University Orthopaedics and Spine Hospital, Emory Johns Creek Hospital (a joint venture with the Hospital Corporation of America in transition to become wholly-owned by EHC), and started Emory Specialty Associates.

Accomplishments: September 2008 to August 2009

- Opened Emory University Orthopaedics and Spine Hospital
- Successfully implemented the Computerized Provider Order Entry (CPOE) system throughout the inpatient setting
- Reinforced EHC's culture through the development of the Care Transformation model, incorporating the principles of



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patient and family-centered care, fair and just culture, shared decision making, transparency, and cultural competencies

- Improved the observed to expected mortality rate
- Improved Press Ganey's patient satisfaction rankings for inpatient services and The Emory Clinic medical practice physician visits

Accomplishments: September 2007 to August 2008

- Purchased Northlake Hospital, obtained State regulatory approval, and completed necessary renovations to start operations in fall 2008
- Completed major portions of the Health Science Program and Facility Planning process for the Druid Hill and Midtown campuses, resulting in a recommended five-year plan and approval for funding for the next step of the process
- Improved clinical documentation, resulting in increased case mix and more accurate observed to expected mortality ratios
- Completed a site visit by the Institute for Patient Family-Centered Care and continued to place patient and family advisors on councils and existing committees
- Established educational programs through the Quality Academy and the First Annual Quality Conference
- Engaged in network strategies to expand EHC's geographic base through physician acquisition, EHC's Heart Network, exclusive physician coverage arrangements, and the Hospitalist Program

Accomplishments: September 2006 to August 2007

- Restated the EHC five-year strategic plan for 2008 – 2012, linking to the WHSC strategic framework. The plan includes updated five-year goals and priority initiatives for 2008
- Established the EHC system-wide Office of Quality which includes the creation of a Quality Council and appointment of Chief Quality Officer's at each hospital and clinic
- Implemented programmatic and organizational changes to support the development of integrated, patient and family centered care
- Completed the initial phase of the master plan for the new Clifton Road Emory Clinic, including the development of operating principles that will guide programmatic and schematic design
- Achieved a net operating margin of 6.7%

Accomplishments: September 2005 to August 2006

- Completed an employee engagement survey with the Gallup Organization with a 74% response rate
- Converted all employees to the PeopleSoft employee management system, providing employees with online access to payroll and compensation information and provides a "Self-Serve" open benefits enrollment process
- Developed and implemented Sr. Management incentive plans which are tied to the EHC Balanced Scorecard.
- Implemented several quality oriented projects/programs, including introducing the STEEEP (Safety, Timeliness, Effectiveness, Efficiency, Equity, and Patient Centeredness) metrics, participating in several Institute for Healthcare



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Improvement quality initiatives, initiating two different process improvement programs, Lean (utilized by Toyota) and Six Sigma (utilized by GE), to improve and implement more streamlined processes across the system

- Successfully passed the new unannounced JCAHO surveys for EUH, WWC, and TEC
- Initiated or completed several key facility expansion or capacity improvement projects, including: expanded and relocated the Emory Transplant Center to the 6th floor of TEC Building B; opened a new OR in at EUH; opened Clinical Decision Unit (CDU) in the EUH Emergency Department; and moved Sleep Center to from EUH to Wesley Woods
- Installed first 64-slice PET/CT system in Cardiac Imaging at ECLH
- Implemented a palliative care program and hospice care program at WWC
- Developed the Emory Johns Creek Hospital Plan, including the hospital-based business plans and the faculty practice plan for the medical office building
- Completed the initial construction feasibility work for the Clifton Corridor Redevelopment Plan
- Unveiled a new advertising campaign for ECLH and EUH with the slogan “Advancing the Possibilities”
- Continued to make progress in the fourth year of implementation of the Emory Electronic Medical Record (EeMR)
- Finalized a comprehensive plan to bring needed renovation to the EUH Radiology Department and developed a long-range technology acquisition plan