

St. Joseph Hoag Health

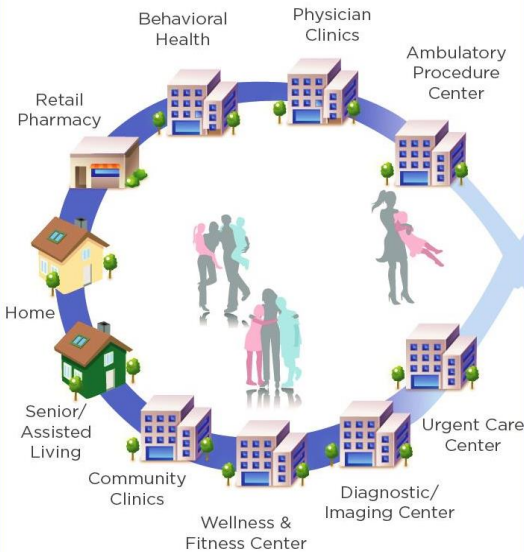
FY14-18

FY15 Strategic Plan

St. Joseph Hoag Health

What is St. Joseph Hoag Health?
An innovative, integrated community health network.

Community-Based Care



Graphic adopted from Sg2

Acute Care



Recovery & Rehab Care



Why do we exist?

To serve the missions of St. Joseph Health and Hoag.

St. Joseph Health:

To extend the healing ministry of Jesus in the tradition of the Sisters of St. Joseph of Orange by continually improving the health and quality of life of people in the communities we serve.

Hoag:

Our mission as a not-for-profit, faith-based hospital is to provide the highest quality health care services to the communities we serve.

Values

St. Joseph Health:
Excellence
Dignity
Service
Justice

Hoag:
Excellence
Respect
Integrity
Patient Centeredness
Community Benefit

What is our vision?

We are the trusted partner transforming care to create healthiest communities.

What are our areas of focus to accomplish our vision?
FY14-18 Dimensions of Performance



Population Health Management



Network of Care



Physician Partnership



Engaged People



Value



Information Sophistication



Essentiality

FY14 -18 Dimensions of Performance and Goals

Dimension of Performance	FY2014-2018 Goal
Population Health Management	We embrace population health management and take accountability for our communities' health and healing, while promoting wellness and caring for each individual's needs.
Physician Partnership	Our physician relationships are mutually-beneficial partnerships , founded on shared Mission and Values, as well as aligned goals and incentives, in the management and promotion of quality health services.
Network of Care	We provide an integrated, accessible and comprehensive network of care that benefits the health and well being of all those we serve in our regions.
Value	We excel in quality/safety, efficiency and the patient experience , demonstrating what can be achieved when we focus on stewarding our communities' health resources.
Engaged People	The community of St. Joseph Hoag Health employees and physicians are highly engaged and thriving, integrated with Mission, Values and expectations in the delivery of quality health services.
Information Sophistication	We apply technology to empower the communities we serve to manage their health and wellness and St. Joseph Hoag Health to deliver the highest efficiency, reliability and value.
Essentiality	St. Joseph Hoag Health will be an indispensable partner to those who use, provide and purchase health services. We will use our influence to be a voice for the voiceless in responding to the needs of our communities.

Key Performance Metrics and Targets

Strategic Dimensions of Performance

(Targets to be finalized by June 30, 2014)

Dimension of Performance	Key Performance Metric	FY14 Baseline ¹	FY15 Target
Essentiality	Total members (The number of risk members attributed to St. Joseph Hoag Health & St. Joseph Heritage Healthcare plus any fee for service member who has visited a Heritage medical group provider within the last 18 months.)	419,115	437,176
	EBIDA	\$264,820 ²	\$291,445
Population Health Management	Number of members for whom St. Joseph Hoag Health is at full risk	75,237	123,212
	Percent of Press Ganey CG-CAHPS survey respondents who rate their overall health as Excellent or Very Good ^{Pilot}	Two pilots being tested in FY15. Baselines and targets to come in FY16.	
	Admits/1,000 for full risk members ³	Commercial	TBD
Senior		206.7	TBD
Physician Partnership	Number of new strategic physician partnership agreements	0	2
	Number of new preferred affiliated primary care physician agreements	0	10
Network of Care	Percent of expenses related to full risk members care that is paid to St. Joseph Hoag Health and its preferred providers	TBD	Analyze FY14 baseline data and identify targets for FY16-18.

^{Pilot}=Pilot metric for FY15 to test measurement methodology and set baseline. ¹FY14 baselines are based on the most appropriate time periods ending March 31, 2014. ²March 31, 2014 annualized. ³Baseline=calendar year 2013.

Key Performance Metrics and Targets

Enabling Dimensions of Performance

(Targets to be finalized by June 30, 2014)

Dimension of Performance	Key Performance Metric	FY14 Baseline ¹	FY15 Target
Engaged People	Percent of actively engaged employees	Survey results to be received July 1.	
	Number of new and ongoing St. Joseph Health participants in Sacred Encounter formation experiences	685	731
Information Sophistication	Provider Adoption: Number of physicians who use, download or share health information using the St. Joseph Health Clinical Hub	0	TBD
	Member Adoption: Number of members that read, write or download information in the Personal Hub	0	TBD
	Health Information Exchange (HIE) connectivity across network ^{Pilot}	Assessment of key providers underway.	
Value	St. Joseph Hoag Health weighted overall score on Value Based Purchasing ²	38	46
	IHA Pay for Performance (P4P) Clinical Quality Measures composite score ²	68%	72%
	CG-CAHPS composite score from Press Ganey ²	77%	79%
	Cost per adjusted discharge	\$7,929	TBD
	Medicare margin	(39%)	TBD
	Total cost per member per month ^{Pilot,3}	Commercial	\$180.91
	Senior	\$906.05	TBD



Population Health Management

FY15 St. Joseph Hoag Health Strategic Plan

FY14-18 Goal	Key Performance Metric	FY14 Baseline	FY15 Target	
We embrace population health management and take accountability for our communities' health and healing, promoting wellness and caring for each individual's needs.	Number of members for whom St. Joseph Hoag Health is at full risk ¹	75,237	123,212	
	Percent of Press Ganey CG-CAHPS survey respondents who rate their overall health as Excellent or Very Good ^{Pilot}	Two pilots being tested in FY15, one for total survey respondents and the other for the intensive outpatient care program patients.		
	Admits/1,000 for full risk members	Commercial	TBD	TBD
		Senior	206.7	TBD

Strategies	Tactics
Provide affordable access through full risk arrangements	<ul style="list-style-type: none"> Implement direct to employer agreements, including worksite wellness programs Promote narrow network products Implement infrastructure for Medi-Cal and Medi-Medi full risk arrangements Expand regional employer and broker outreach strategy
Introduce St. Joseph Hoag Health identity and build awareness	<ul style="list-style-type: none"> Implement identity and open enrollment campaigns
Connect members with programs/services appropriate for their health status	<ul style="list-style-type: none"> Redesign ambulatory case management, including adding elements of body, mind and spirit and expand CARE Connect program (intensive outpatient care program for high risk patients) Implement regional palliative care and hospice program in coordination with St. Joseph Home Health Onboard new St. Joseph Heritage Healthcare members, including risk stratification and engage in appropriate programs/services Assess feasibility of collecting data on health status using reliable tools such as SF-8, SF-12 and SF-36 Implement tactics identified by hospitals' community benefit plans
Engage members in managing their health and wellness	<ul style="list-style-type: none"> Pilot outcome-based health insurance wellness incentives for employees Expansion of current wellness offerings (e.g.: St. Joseph Hospital Center for Health Promotion)

¹Arrangements for which St. Joseph Hoag Health has upside and downside risk for hospital and ambulatory care services.



Physician Partnership

FY15 St. Joseph Hoag Health Strategic Plan

FY14-18 Goal	Key Performance Metric	FY14 Baseline	FY15 Target
Our physician relationships are strong partnerships, founded on shared Mission and values, as well as aligned goals and incentives, in the management and promotion of quality health services.	Number of new strategic physician partnership agreements ¹	0	2
	Number of new preferred affiliated primary care physician agreements ²	0	10

Strategies	Tactics
<p>Collaborate with physicians to optimize work flow</p>	<ul style="list-style-type: none"> ▪ Evaluate new primary care models within St. Joseph Heritage Healthcare ▪ Please refer to local hospital and St. Joseph Heritage Healthcare strategic plans for detailed tactics
<p>Develop strategic physician partnerships that align with strategic direction</p>	<ul style="list-style-type: none"> ▪ Assess regional co-management agreement for orthopedics ▪ Assess regional co-management agreement for cardiothoracic surgery ▪ Assess other opportunities as identified

¹New co-management, joint venture agreements and other physician arrangements that support population health initiatives and align with the preferred provider criteria (see appendix) . ²See preferred affiliated primary care physician criteria in appendix.



Network of Care

FY15 St. Joseph Hoag Health Strategic Plan

FY14-18 Goal	Key Performance Metric	FY14 Baseline	FY15 Target
We foster an integrated, accessible and comprehensive network of care that benefits the health and wellbeing of all those we serve in our regions.	Percent of expenses related to full risk members care that is paid to St. Joseph Hoag Health and its preferred providers ¹	TBD	Analyze FY14 baseline data and identify targets for FY16-18.

Strategies	Tactics
<p>Develop programs and services that improve integration, access and value</p>	<ul style="list-style-type: none"> ▪ Integrate service line programs across the region (e.g.: Behavioral Health) ▪ Expand Transition of Care programs—Post-Discharge Clinics & Post Discharge Follow-up Calls ▪ Expand Heritage nurse advice line and customer service line ▪ Establish Wellness Centers in strategic locations throughout the service area ▪ Improve access for the uninsured and underinsured through integration with regional network and offer programs/services as part of community benefit efforts
<p>Develop preferred provider relationships across the network</p>	<ul style="list-style-type: none"> ▪ Integrate community clinics into network of care ▪ Improve access for specialty care services for uninsured/underinsured ▪ Further integrate St. Joseph Home Health into network of care ▪ Implement post-acute care partnerships ▪ Prioritize FY16 -18 opportunities
<p>Expand Heritage/St. Joseph Hoag Health access throughout the region</p>	<ul style="list-style-type: none"> ▪ Design and begin development of innovative care delivery model at Rancho Mission Viejo and Shady Creek ▪ Design and begin development of High Desert outpatient imaging center ▪ Prioritize medical group expansion sites based on completed market assessment

¹See appendix for preferred provider criteria, as well as preferred provider and contracted provider current state.



Engaged People

FY15 St. Joseph Hoag Health Strategic Plan

FY14-18 Goal	Key Performance Metric	FY14 Baseline	FY15 Target
<p>The community of St. Joseph Health co-ministers are highly engaged and thriving, aligned with Mission, values and expectations in the delivery of quality health services.</p>	Percent of actively engaged employees	Survey results to be received July 1.	
	Number of new and ongoing participants in Sacred Encounter formation experiences ¹	685	731
Strategies	Tactics		
<p>Increase formation of employees and physicians</p>	<ul style="list-style-type: none"> ▪ Expand Sacred Moments activities within St. Joseph Health ▪ Participation of St. Joseph Health leadership in Mission & Mentoring (100% of VPs registered within 18 months of hire date/75% of directors registered within 24 months of hire) ▪ Engage physicians in formation programs, including piloting medical group provider formation 		
<p>Enhance employee and physician engagement</p>	<ul style="list-style-type: none"> ▪ Implement strategies for improving engagement based on areas of needed focus (developed and driven by hospitals and St. Joseph Heritage Healthcare) ▪ Deploy v1.0 of Staff Hub (a content rich, social platform for staff) ▪ Phase 2 education – adoption of Just Culture in each ministry in response to systems/behaviors and launching of Champion teams ▪ Pilot new physician engagement survey 		
<p>Engage employees in the organization’s transformation and strategic direction to achieve it’s mission</p>	<ul style="list-style-type: none"> ▪ Develop a regional approach, including strategic communications and programs/services to support employees ▪ Implement Leadership Behavioral Culture (in support of culture assessment completed as a result of affiliation) ▪ Align leadership development efforts across the system/each region as appropriate 		

¹Measured by Sacred Moments participation in FY14 and FY15. FY16-18 measurement will expand to include formation experiences identified and agreed upon by system-wide Sacred Encounter Committee.



Information Sophistication

FY15 St. Joseph Hoag Health Strategic Plan

FY14-18 Goal	Key Performance Metric	FY14 Baseline	FY15 Target
<p>We apply technology to empower the communities we serve to manage their health and wellness and SJH to deliver the highest efficiency, reliability and value.</p>	<p>Provider adoption: Number of physicians who use, download or share health information using the St. Joseph Health Clinical hub</p>	<p>0</p>	<p>TBD</p>
	<p>Member adoption: Number of members that read, write or download information in the Personal Hub</p>	<p>0</p>	<p>TBD</p>
	<p>Health information Exchange (HIE) connectivity across network^{Pilot}</p>	<p>Assessment of key providers underway.</p>	

Strategies	Tactics
<p>Data Driven Initiative – Connect data across the network to allow for seamless care across the continuum</p>	<ul style="list-style-type: none"> ▪ Optimize Meditech for St. Joseph Health hospitals ▪ Connect high priority source systems to the St. Joseph Health HIE ▪ Integrate Hoag, home health and community clinics into the electronic master patient index (EMPI) ▪ Transition from “Follow My Health” (current St. Joseph Health physician and member portal) to “Personal Hub” 1.2 (new physician and member portal) ▪ Develop and deploy wellness, pregnancy and diabetes management programs on the Personal/Clinical Hub
<p>IT Utility – Secure data in a centralized cloud-based structure to improve performance and reduce risk</p>	<ul style="list-style-type: none"> ▪ Eliminate need for dedicated data centers at the St. Joseph Health hospitals

FY14 baselines are based on the most appropriate time periods ending March 31, 2014. ^{Pilot}Pilot metric for FY15 to test measurement methodology and set baseline.



Value

FY15 St. Joseph Hoag Health Strategic Plan

FY14-18 Goal	Key Performance Metric	FY14 Baseline	FY15 Target				
We excel in quality, efficiency and the patient experience, demonstrating what can be achieved when we focus on stewarding our communities' health resources.	St. Joseph Hoag Health weighted overall score on Value Based Purchasing	38	46				
	IHA Pay for Performance (P4P) Clinical Quality Measures composite score	68%	72%				
	CG-CAHPS composite score from Press Ganey	77%	79%				
	Cost per adjusted discharge	\$7,929	TBD				
	Medicare margin	(39%)	TBD				
	Total cost per member per month ^{Pilot}	<table border="1"> <tr> <td data-bbox="1412 682 1649 748">Commercial</td> <td data-bbox="1649 682 1792 748">\$180.91</td> <td data-bbox="1792 682 1932 748">TBD</td> </tr> <tr> <td data-bbox="1412 748 1649 748">Senior</td> <td data-bbox="1649 748 1792 748">\$906.05</td> <td data-bbox="1792 748 1932 748">TBD</td> </tr> </table>	Commercial	\$180.91	TBD	Senior	\$906.05
Commercial	\$180.91	TBD					
Senior	\$906.05	TBD					

Strategies	Tactics
<p>Align clinical quality, patient safety and patient experience efforts across all hospitals and St. Joseph Heritage Healthcare to significantly improve performance</p>	<ul style="list-style-type: none"> Please refer to local hospital and St. Joseph Heritage Healthcare strategic plans for detailed tactics
<p>Make cost of providing services viable with prevailing reimbursement rates</p>	

FY14 baselines are based on the most appropriate time periods ending March 31, 2014. ^{Pilot}Pilot metric for FY15 to test measurement methodology and set baseline.