Recommended Actions:

Review the VUMC strategy, the overview of the FY14 goals for each Pillar and the accompanying action steps. Remember, these communication points are provided as a resource for you, the leader, to be used in discussion with your team. A major theme of this Leadership Assembly was staying focused on our values and culture, our mission & strategy. We are all tasked to work with our teams to reduce expenses while increasing quality and value for our patients. The importance of valuing each other should be stressed and actively pursued.

Leadership Update

Dr. Jeff Balser, Vice Chancellor for Health Affairs, opened this assembly with an overview of the multiple pressing challenges and trends for healthcare in America as well as the impacts on VUMC.

- Consolidation of the healthcare market into regional systems
- Reduced federal support for education of all kinds (PhD students, nursing and medical students, residents, others)
- Absolute reductions in NIH support for discovery science
- Falling reimbursements for clinical care

Dr. Balser reviewed recent actions to reprioritize how VUMC will go forward to manage the challenges and risks as we evolve new ways to continue to meet our mission and goals.

Quarterly Pillar Update

Dr. Wright Pinson, Deputy Vice Chancellor for Health Affairs, opened this quarter’s pillar update with a reminder of our strategy, the importance of the VUMC Credo, culture & values, and the role of the Patient Promise in our operational focus. For each pillar, an overview of FY 2014 goals was included. The action steps are summarized below by Pillar.

People

Leaders will continue to focus on practices which reduce turnover and increase retention – hiring for fit, more communication, more celebration of successes, listening to staff needs and making improvements to address workplace stressors such as schedules, inefficiencies and unresolved problems. Retention will improve as leaders are intentional about hiring and onboarding.

Service

In addition to engaging the entire care team in the overall quality of care patients experience, action steps for this pillar include actions to improve access for new patients, to increase cleanliness and reduce clutter in patient areas, improve patient flow and hand-offs and constructive team communication to enhance morale and teamwork.
Quality
Looking ahead at FY14 quality pillar goals, we will continue to strive for an improved O/E mortality rate, maintaining a culture of safety for patients and ourselves, working towards consistent performance to our standards such as hand hygiene and readmissions. A new action step to adopt the Baldrige Criteria for FY14 is also planned.

Growth & Finance
As leaders work to increase the cash flow in the Clinical Enterprise meeting target volumes for discharges and ambulatory visits, direct your team’s attention and understanding to the FY14 volume overview presented by Dr. Pinson.

Innovation
Innovation Pillar goals overviewed for FY 2014 will focus on tracking the value of all Innovation projects for payors, patients, and VUMC as well as collaborating to improve performance the Health Benefit plan and reduce costs.

Elevate Awards
The latest winners of the Credo Award and the Five Pillar Leader Award can be found on the Elevate website. These committed individuals and the many people like them, sustain not only our quality but also the spirit of our Credo with their daily contributions to our mission. Look for those individuals in your own area who inspire the team through their behaviors.

New nominations are now being accepted for the next quarter. It is a great way to recognize excellent leaders and those who make VUMC a culture of caring, and an excellent workplace. Nomination forms are on the Elevate website.

Slides and video from the Summer 2013 Leadership Assembly are available on the Elevate Website.