People

We nurture a caring, culturally sensitive, and professional atmosphere as we continuously invest in the individual and collective aspirations of our people.

Collegiality is a central characteristic of our culture and defines how we serve our patients, those we teach, and the local and worldwide community.

Quality

We relentlessly pursue and measure ourselves against the highest quality performance in all areas, from patient care to scholarship.

We invest our resources in a manner that supports our long-term obligation to society; to achieve local, national and worldwide impact in improving health.

Innovation

We seek excellence and leadership as we advance our systems of care, educational practices and our commitment to discovery.

2016 GOALS

- Improve time to fill vacancies
  - From 55.2 days to 52.0 days
- Improve employee survey participation
  - From 69% to 70%
- Improve employee engagement
  - By 1% from Press Ganey baseline
- Improve new hire retention rate at 18 months
  - From 70% to 72%
- Improve annual retention rate
  - From 84.3% to 86%

Service

2016 GOALS

- Improve access
  - Increase new patients seen within 15 days by 1% from FY15 baseline of 55.9%
- Increase the number of all patients seen within 2 days by 1% from FY15 baseline of 85,892
- Increase new patients seen within 5 business days (select service areas) by 1% from FY15 baseline of 41%
- Improve patient perception
  - From 4/8 @ 50th percentile to 5/8 @ 50th percentile
- Improve HCAHPS results over 50th Percentile
  - From 6/9 @ 50th percentile and 1/9 at 75th percentile to 7/9 @ 50th & 1/9@75th

2016 GOALS

- Patient Harm Index: Associated Infections
  - Reduce from 480 to 458
- Patient Harm Index: Acquired Conditions
  - Reduce from 770 to 737
- Improve O/E Mortality (UHC Adult and Pediatric)
  - Reduce from 0.96 to 0.95
- Reduce Readmissions
  - Achieve re-admission rate targets for 5 out of 9 of the selected areas

Growth & Finance

2016 GOALS

- Volumes meet or exceed budget for
  - Hospital Patient Days - 319,562
  - Surgical operations - 55,990
  - Key outpatient procedures - 136,111
- Achieve Medical Center Financial Targets
  - Improve VUMC results of operation over budget
  - Increase days cash on hand
  - Improve Net revenue per FTE

2016 GOALS

- Demonstrate results from innovation projects
  - VU health plan cost per member per year — $4,646
  - Reduce CMI Adjusted Resource Length of stay from prior year by 0.75%
  - Increase the number of Value Based Episodes of Care by 3 from a baseline of 4