VANDERBILT UNIVERSITY MEDICAL CENTER

2013 PILLAR GOALS: CLINICAL ENTERPRISE

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

**Service**
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.

**Growth & Finance**
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.

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**2013 GOALS:**

**People**
- Improve retention rate
  - VUMC new hires: At 18 months to 71.5%
- Improve VUMC employee turnover
  - Medical Center – 12%
  - Nursing – 13.7%

**Service**
- Improvement in access:
  - 62.7% new patients seen within 15 days
- Improve patient satisfaction:
  - Overall quality of care – 76%
  - Overall teamwork between doctors, providers, nurses and staff – 69.4%
  - Cleanliness – 6 of 9 divisions at 75th percentile
- Timely completion of clinical summary: 60%

**Quality**
- Improve O/E mortality: 0.93
- Reduce hospital acquired infections: .84
- Advance reliable systems
  - Improve clinical performance in core measures: 90%
- Reduce readmissions in:
  - AMI – 10.2%
  - Heart Failure – 15.6%
  - Pneumonia – 13.83%

**Growth & Finance**
- Volumes meet or exceed budget for:
  - Hospital discharges – 56,868
  - Ambulatory visits – 1,760,454
  - Surgical operations – 59,333
- Achieve Medical Center Financial Targets
  - Improve Margin per Adjusted Discharge over budget by 5%
  - Decrease Cost per Adjusted Discharge over budget by 5%

**Innovation**
- Demonstrate results from innovation projects:
  - VU health plan cost per employee per month – 1.5%
  - Length of stay O/E index – .85
- Expand Diagnostic Management Teams
- Expand MyHealthTeam@Vanderbilt
- Expand use of genetic data (PREDICT)