

VISION 2020

LAKELAND REGIONAL HEALTH STRATEGIC PLAN



Lakeland Regional **Health**[®]

INTRODUCTION

Together, our Promise is
YOUR HEALTH.

Who We Are

Lakeland Regional Health is centered on a culture of relationships and caring that emphasizes:

- Caring for Self
- Caring for Each Other
- Caring for Patients and Families
- Caring for Community

Our Commitment

We are embracing our culture by committing ourselves to three promises that we refer to as Promise Statements.

We Promise:

- To treasure all people as uniquely created
- To nurture, educate and guide with integrity
- To inspire each and every one of us to do our very best

Our Future

By embracing our culture and living our Promise Statements, we shall reach our envisioned future by:

- Delivering nationally recognized healthcare
- Strengthening the healthiest community in Florida
- Advancing the future of healthcare



OUR PROMISE IS YOUR HEALTH



NATIONALLY RECOGNIZED HEALTHCARE

Patient Care Model: Ensure thoughtful, effective and efficient care and collaboration among the highest quality providers in both ambulatory and inpatient settings.

Patient Experience: Treasure, nurture and inspire each individual we are privileged to serve through patient-centered care based on relationships, clinical evidence and advanced technology.

Outcomes: Be nationally recognized for our patient care outcomes by providing effective, safe, timely, efficient and equitable care to our patients and their families.

THE HEALTHIEST COMMUNITY IN FLORIDA

Prevention and Wellness: Act as a catalyst with community partners to educate and empower individuals to make positive, long-term changes in their health choices and behavior.

Safety Net: Ensure all residents of our community have ready access to primary and specialty care to eliminate disparities in care due to income, race or gender.

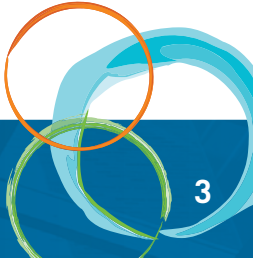
Global Health Records: Build a portable and secure digital “medical chart” that is easily accessible for our patients and their healthcare partners in order to foster transparent, affordable and evidence-based care.

THE FUTURE OF HEALTHCARE

Corporate and Consumer Health Services: Become the health partner of choice for individuals and businesses by creating new, innovative and affordable healthcare services and solutions.

Education: Invest in education and training with our academic partners to ensure our future by promoting a strong, smart and compassionate healthcare workforce.

Clinical and Transformational Research: Make discoveries and translate them into personalized approaches for prevention, diagnosis and treatment of disease.



STRATEGY



Strategic Plan

DELIVERING

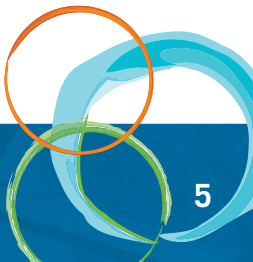
STRENGTHENING

ADVANCING

WE PROMISE	OUR PROMISE
Team	Healthcare
Workplace	Community
Talent	Future

Strategic Imperative

To develop as a nationally recognized, fiscally strong and growing collaborative regional health system that improves lives by offering safe, high quality, equitable and affordable healthcare, while demonstrating an equal commitment to the promotion of individual and community health, wellness and disease prevention.



DELIVERING

WE PROMISE - Nationally Recognized Team

Engagement

- Create a work environment that fosters an inspired and engaged workforce.
- Achieve national recognition as a “Best Place to Work.”
- Advance workforce and community learning, education and development for all those we serve.

Branding & Communication

- Implement a world-class talent, branding and attraction strategy to promote our organization, our people and our community.
- Execute a state-of-the-art communication strategy that aligns our Promise Statements, talent experience and organizational priorities.

Talent Management & Acquisition

- Revolutionize the talent acquisition, development, performance and reward system.
- Attract and retain a diverse, adaptable and highly-skilled candidate pool.

Talent Development

- Onboard/orient new team members with an intense focus on personal, team and patient health, safety and well-being.
- Open an Education Institute that provides core and elective development and learning programs, career

enrichment services, as well as personal consultation and coaching services for staff, management, physicians and emerging Lakeland Regional Health leaders.

Talent Performance

- Implement an effective shared accountability, performance, engagement and workforce communication system.
- Invest in career advancement services and programs for our workforce.
- Nurture a culture of relationships and caring by fostering integrity and shared accountability.
- Pioneer a system-wide diversity and inclusion immersion that espouses our culture of relationships and caring.

Talent Rewards & Operating Systems

- Develop meaningful talent rewards and performance management programs, services and systems.
- Implement a sophisticated, “real-time” personalized talent analytics system that transforms how we measure team results.

OUR PROMISE - Nationally Recognized Healthcare

Lakeland Regional Health Medical Center

- Conduct multi-phased safety and clinical quality process improvement efforts utilizing sophisticated information technology and industrial engineering practices to achieve Truven Top 100 national ranking in safety, patient and family experience, clinical outcomes and preventive measures.
- Apply the Quality–Caring Model concept to support decision making, shared accountability and partnerships among the entire healthcare team to deliver exceptional patient care and family experience, while improving the quality of care and improving the engagement and experience of healthcare professionals.
- Obtain zero (0) direct Joint Commission Hospital Accreditation Survey findings by maintaining constant survey readiness.
- Continue to serve as a national model for timeliness, safety and quality of emergency care.
- Continue national, state and regional accreditations for trauma, stroke, chest pain and cancer services.
- Obtain additional disease specific accreditations to support service line development efforts as warranted to improve quality and efficiency.
- Develop an Orthopedics and Neurosciences Center of Excellence.

- Develop Centers of Excellence in pediatric, obstetrical and geriatric emergency medicine.
- Explore additional external partnerships and/or affiliations in the areas of cancer, pediatrics and the overall healthcare network.
- Establish the Institute for Safety Research and Best Practice at Lakeland Regional Health to ensure the safest and most reliable environment for care delivery for every patient and every team member.
- Achieve “A” grade in Leapfrog Safety Scoring by inspiring a system-wide passion that even one life-changing injury is one too many.

Physicians of Lakeland Regional Health

- Further the integration of the physicians of Lakeland Regional Health by obtaining ambulatory quality accreditations through talent and process optimization.
- Continue to optimize our delivery model to provide easy, timely, accessible and coordinated care across the entire continuum of healthcare services.

STRENGTHENING

WE PROMISE - The Healthiest Workplace

Health & Safety

- Foster standardized work across all levels of the health system through the implementation of the Institute for Safety Research and Best Practice at Lakeland Regional Health.
- Transform each team member into a health ambassador by investing in career and benefit offerings that promote a healthy lifestyle and compel personal accountability for individual health outcomes.

- Ensure each workplace environment is respectful and safe for patients and families, visitors, partners, physicians and team members.
- Inspire a system-wide passion that even one life-changing injury is one too many.
- Achieve national recognition for promoting a healthy workforce.

Well Workplace Initiatives

- Redesign our employee benefit plans to include population health models that establish medical homes for each plan participant.
- Offer personalized case management approaches to care that improve the health of our highest risk employees and dependents.
- Promote healthy living, personalized care and convenience through an employee health model that enhances access to services.
- Create an innovative partnership with the YMCA, offering medical fitness as part of a Lakeland Regional Health well-being service line designed to promote a healthy, safe, engaged and high-performing workforce culture.



OUR PROMISE - The Healthiest Community in Florida

Access & Prevention

- Increase access to primary care for underserved patients by continuing to support and develop the Lakeland Regional Health Family Health Center for our Lakeland primary service area.
- Develop comprehensive cancer prevention and screening programs at the Lakeland Regional Health Cancer Center.
- Continue to improve the coordination of care for patients, including implementation of a care transitions pilot.
- Add and expand healthcare services in the region to provide the community with improved access to providers, diagnostics, testing and treatment options.
- Continue to improve access to personal health information through the Patient Portal and overall community integration of IT systems.

Community Health

- Prepare for the future of healthcare by fostering relationships between governmental and community organizations and officials.
- Work with governmental and community organizations

and officials and our surrounding neighborhoods to implement meaningful community health improvement in the following areas of need:

- Access to high quality, coordinated care
- Disparities of health outcomes in the black community
- Cancer Screening and Prevention
- Obesity
- Pre-conceptual and Perinatal Health
- Injury Prevention



ADVANCING

WE PROMISE - The Future of Talent

Workforce Planning

- Develop a destination workforce plan in collaboration with academic institutions and community partners that ensures an adequate talent supply chain for today and our future.
- Build a talent pipeline through innovative partnerships and relationships that attracts high-quality primary and specialty physicians and advanced practitioners to address our community's health needs.

- Attain CMS approval for a new Graduate Medical Education program that provides funding to support 200 to 250 clinical residents.
- Implement a comprehensive succession planning program that includes job role redesign for future needs and early identification of and investment in high-potential team members and leaders.

Hospitality / Service Experience

- Promote workforce participation, discovery, empowerment, transformation and evaluation of the patient/people service experience from a hospitality perspective in order to implement service innovations that align with our Promise Statements.
- Develop external partnerships and alliances that work in collaboration with our workforce to innovate and transform the human experience for all those we serve.



OUR PROMISE - The Future of Healthcare

Mission

- Develop a comprehensive communication effort to promote knowledge of our mission and reinvention of our brand to Lakeland Regional Health.

Care

- Complete an analysis for post-acute and ambulatory integration activities including mergers, affiliations and/or start-ups that would provide greater access, affordability, safety and/or quality.
- Build a 32-bed adult acute inpatient rehabilitation institute at Lakeland Regional Health Medical Center in 2015 that incorporates a national model of care and a center of excellence in neuro-recovery.

Infrastructure

- Continue to prioritize the development of a clinical, business and operational digital framework that increases transparency and access to data for our providers, patients and their families, and facilitates communication, safety and excellence in clinical outcomes, and business and operational practices.
- Complete a comprehensive, patient-centered regional Master Facility Plan that promotes safety, access, growth, stewardship and partnerships by 2015.

- Open two additional Hybrid ORs by 2015 as part of a new four-room operating suite.
- Provide regionally based, state-of-the-art emergency and trauma care facilities to meet patient demand and care requirements, including opening 22 additional emergency care beds at Lakeland Regional Health Medical Center by 2015.
- Build additional chemotherapy, pharmacy and educational space at the Lakeland Regional Health Cancer Center by 2016.
- Open a dedicated Pavilion for Women & Children by 2018 with additional services and programs for obstetrical high risk, NICU and pediatrics.
- Increase the percentage of private rooms at Lakeland Regional Health Medical Center to 70% by 2019.
- Continually evaluate the clinical need and opportunities for building, joint venturing or acquiring procedural and diagnostic facilities. Develop a timeline for completion of additional Master Facility Plan components at the Cancer Center.
- Establish new and/or expand existing ambulatory sites to provide clinical services in convenient, easily accessible locations.

OUR PROMISE - The Future of Healthcare (continued)

- Make improvements to existing clinical and support space as required, providing appropriate patient care and workspace across all Lakeland Regional Health locations and departments.
- Continue to develop a sustainability plan that includes LEED design techniques and certification as possible on new construction, for efficient waste stream management, energy efficiencies, decreases in our carbon footprint, and employee and community education.
- Operate the Lakeland Regional Health Medical Center with a cost structure equal to the Medicare reimbursement structure.
- Develop a proactive business and consumer payer strategy including risk models such as bundled payments and shared accountability systems.
- Remodel our fundraising program to increase philanthropic funding for infrastructure and programs.

Stewardship

- Maintain the financial metrics consistent with an A2-stable rated organization as rated by Moody's to assure long-term viability.
- Prepare for the future of healthcare by fostering relationships with governmental and community organizations and officials.





Lakeland Regional **Health**[®]

1324 LAKELAND HILLS BLVD / LAKELAND, FL 33805