



THRIVE

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WHO WE ARE

Lakeland Regional Health leads the way in healthcare in our region. After more than a century of healing generations of families in this community, Lakeland Regional Health's longevity is a profound testament to its ability to embrace progress and envision a bright future filled with hope and healing.

We are so excited about the future of Lakeland Regional Health, and this Thrive 2025 aims to capture that sense of energy, progress, innovation, hope and dedication that we have for high-quality healthcare.

At Lakeland Regional Health, 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 Mission: We deliver the best outcomes and safest care by placing people at the heart of all we do. We improve lives every day by promoting wellness, education and discovery.

Our Vision: Together, our Promise is **YOUR HEALTH.®**



Thank you for embracing our five-year strategic vision and for supporting your hometown healthcare provider. We are so privileged to care for you and your family.



OUR TEAM

As a leader in healthcare, we will foster a workplace of excellence, engaging and challenging our team members and physicians, ensuring their safety and wellbeing, and providing opportunities for feedback, diverse viewpoints, team member appreciation and professional growth.

We will reach this envisioned future by:

DELIVERING	
Nationally Recognized Healthcare	
	Team and Physician Engagement
	Talent Acquisition and Development

STRENGTHENING	
The Healthiest Community in Florida	
	Team Member Safety
	Team Wellness

ADVANCING	
The Future of Healthcare	
	Workforce Planning
	Graduate Medical Education Program



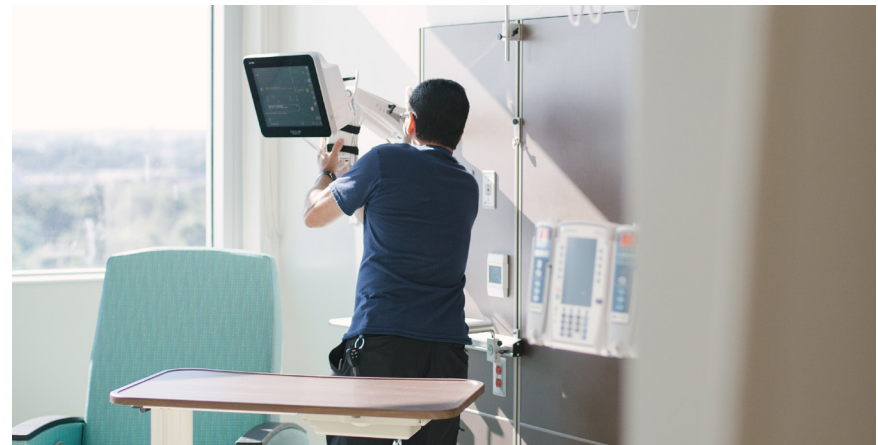
OUR TEAM

DELIVERING Nationally Recognized Healthcare...

by creating a workplace of excellence, where diverse viewpoints are encouraged, work-life balance is supported and team members and physicians are engaged and appreciated.

Team & Physician Engagement

- Promote a work environment that embodies our Promise Statements and fosters inspired and engaged team members and Medical Staff members
- Achieve top-place-to-work status and establish our position as an “employer of choice” in Polk County and Central Florida
- Develop a platform to drive top tier Medical Staff Engagement and become the preferred partner of choice for physicians and advanced practitioners in Central Florida
- Develop and enhance our Cultural Competency, Inclusion and Diversity programs to create an environment where all people feel a sense of belonging, are valued and respected, and have access to the same opportunities
- As part of the ongoing efforts of the Institute for Safety, Discovery and Standard Work, promote a culture of safety and teamwork for patient care delivery
- Through the LRH Amazing Patient Experience Learning Academy, improve our Team Member participation and empowerment in delivering the best possible patient and family experience





DELIVERING

Nationally Recognized Healthcare...

through a dedicated, knowledgeable and talented workforce.

Talent Acquisition and Development

- Attract and retain a diverse, adaptable and highly qualified candidate pool
- Further develop our talent rewards and performance management programs to support shared accountability and recognition for individual and team achievement
- Improve the creation of effective job designs, organizational structures and analytics support to deliver optimal work output and organizational outcomes
- Continue to expand and enhance our career development programs, initiatives, and outcomes through our Talent and Leadership Development Institute to include increasing the advancement and promotional opportunities for team members and leaders

OUR TEAM

STRENGTHENING the Healthiest Community in Florida...

by prioritizing the safety and wellbeing of our team members and physicians.

Team Member Safety

- Expand Team Member Safety initiatives to include industry best practices in pandemic preparedness, safe patient handling, equipment use, injury prevention programs and integrated disability management
- Achieve national recognition for promoting a healthy workplace



STRENGTHENING the Healthiest Community in Florida...

by understanding the physical and emotional demands placed on healthcare workers and creating programs to ensure team members' safety and wellbeing.



Team Wellness

- Help team members improve their physical, emotional, occupational and financial health through advanced initiatives within our Wellness Works Program
- Provide exceptional treatment, care management, population health, telehealth and disease-based programs through our Team Member Health Plan for our team members and their families
- Continue to develop and refine our sustainability plan to provide a healthy work environment while also minimizing our environmental impact, including LEED designation for new construction
- Deliver personalized wellness programs aimed at encouraging team members to achieve their desired goals
- Promote graduate medical resident wellness by implementing programs that teach resiliency and strengthen behavioral and physical health, creating processes for positive feedback, fostering positive colleague relationships and offering convenient access to health and wellness services

OUR TEAM

ADVANCING the Future of Healthcare...

through strategic collaborations and careful planning, to stand as a competitive force and a workplace of excellence in healthcare hiring.

Workforce Planning

- Construct a talent pipeline through innovative partnerships and relationships that attracts future leaders in clinical, support and business divisions, to continue to drive diversity as well as local collaboration
- Advance our Workforce Development Institute and provide high quality learning programs to foster Career Advancement and meet the specialized needs of the organization
- Advance our Workforce Planning process to analyze the labor market supply and demand, and proactively forecast and prepare for our future staffing needs



Graduate Medical Education Program

- Through our new Graduate Medical Education program, advance workforce and community learning, education and development for all those we serve. Launch new program in 2022 that will grow to support 150 to 200 medical residents by 2027
- Establish a Graduate Medical Education program that will foster health and healing, engage a diverse community and work collaboratively for positive medical and social transformation
- Provide a meaningful opportunity to learn in high patient volume care settings with diverse clinical pathology
- Provide impactful curriculum with innovative ideas, state-of-the-art technology, modern clinical facilities and effective teaching techniques inspired by contemporary evidence-based medicine, community need and collaborative team-based care
- Develop the next generation of innovative and resilient physicians as active learners who embrace inquisitive discovery, servant leadership and personal responsibility

ADVANCING

the Future of Healthcare...

by easing physician shortages through the establishment of a high-quality, enriching Graduate Medical Education Program.





OUR PATIENTS AND COMMUNITY

To best serve our patients, families and community, Lakeland Regional Health commits to upholding our current standards while discovering innovative ways to deliver high-quality, easily accessible healthcare close to home. Our focus will be enhancing patient outcomes, providing an exceptional patient experience, offering comprehensive services, strengthening our community's health, serving as good financial stewards while promoting academic activity and research.

We will reach this envisioned future by:

DELIVERING	
Nationally Recognized Healthcare	
	Best Patient Outcomes
	Comprehensive Services Close to Home
	Exceptional Patient Experience

STRENGTHENING	
The Healthiest Community in Florida	
	Population Health: Prevention, Wellness and Care Coordination
	Community Resources for Healthcare Services and Support
	Governmental and Community Advocacy

ADVANCING	
The Future of Healthcare	
	Care Delivery and Innovation
	Financial Stewardship
	Research and Education

OUR PATIENTS AND COMMUNITY

DELIVERING Nationally Recognized Healthcare...

by providing the safest care and best outcomes to all patients and their families.

Best Patient Outcomes

- Demonstrate top national performance in clinical quality and patient safety by continuous improvement towards achievement of Leapfrog A and 5 Star CMS Rating
- Identify opportunities to enhance safety measures for patients and families through our Institute for Safety, Discovery and Standard Work, including Quality Leadership Summit, Daily Safety Huddle and Gemba rounds
- Maintain our accreditation and exceptional outcomes for:
 - Chest Pain Center
 - Comprehensive Stroke Center
 - Commission on Accreditation for Rehabilitation Facilities accreditation for the Bannasch Institute
 - Cancer services: Accreditation from the Commission on Cancer, National Accreditation Program for Breast Centers, American College of Radiation Oncology Accreditation, Lung Cancer Screening Center of Excellence
- Pursue accreditation as a level 1 Trauma Center by building on our strong foundation and accomplishments as a level 2 Trauma Center
- Achieve additional disease-specific accreditations to support our efforts to deliver the best patient care and recognition as a top regional and national health system
- Incorporate and optimize the role of academic medicine education in improving health care quality and patient outcomes
- Uphold our status as a national model for timeliness, safety and quality of emergency care
- Further develop a patient logistics center to improve timeliness of care, patient experience, and quality outcomes across the health system
- Lead best practices in clinical protocol development to assure the highest of quality outcomes are delivered locally



DELIVERING Nationally Recognized Healthcare...

by expanding the scope of high-quality healthcare available to our community.

Comprehensive Services Close to Home

- Expand healthcare service offerings locally to meet the needs of patients and their families in Lakeland and neighboring communities
- Collaborate with local, regional and national partner organizations and affiliates to continue to expand and strengthen healthcare services to provide convenient access and highest quality outcomes
- Further develop Centers of Excellence in the following service areas:
 - Jack and Tina Harrell Family Institute for Advanced Cardiovascular Medicine
 - Carol Jenkins Barnett Pavilion for Women and Children
 - Hollis Cancer Center
 - Bannasch Institute for Advanced Rehabilitation Medicine
 - Orthopedics
 - Neurosciences
 - Behavioral Health
 - Metabolic and Bariatric Surgery and Medicine
- Reimagine care delivery systems to provide innovative nursing care across diverse clinical settings, including telehealth, care coordination, and navigation services

OUR PATIENTS AND COMMUNITY

DELIVERING Nationally Recognized Healthcare... by delivering safe, efficient and patient-centered care.

Exceptional Patient Experience

- Deliver individualized care that focuses on exceeding the expectations of each patient we care for, every time
- Encourage workforce participation, discovery, empowerment, and transformation of our hospitality and service experience in order to implement service innovations that align with our Promise Statements
- Anticipate and proactively address patient needs across the care continuum to optimize care protocols, improve efficiency and deliver optimized care pathways
- Develop digital systems that increase transparency and access to data for our providers, patients and their families to facilitate communication, safety and excellence in clinical outcomes, and business and operational practices
- Establish ourselves as the area's leading healthcare partner for life by offering seamless access and superior care coordination across all care locations
- Streamline and enhance the patient scheduling, registration, medical record, billing and other business office functions to be patient-centered with user-friendly processes and technology utilization
- Provide exceptional patient-centered care through coordinated, collaborative care systems grounded in the Quality-Caring Model



OUR PATIENTS AND COMMUNITY

STRENGTHENING the Healthiest Community in Florida... through targeted community outreach and strategic collaborations.

Population Health: Prevention, Wellness and Care Coordination

- Create innovative prevention and wellness initiatives and outreach efforts to improve overall population health status in our community
- Through community partnerships, expand screening options available within our community with an ultimate goal of reducing mortality rates for infants, cancer and cardiovascular disease
- Collaborate with local partners to develop meaningful wellness programs and initiatives with the goal of improving key health indicators for the residents of Lakeland and Polk County
- Expand healthcare services in the region to provide our community with improved access to primary care, pediatrics and obstetrics through the LRH Physician Group, Family Health Center, and new graduate medical education program
- Develop focused, individualized outreach and support programs to connect our patients and families with community resources to address both healthcare-specific and social support needs in the community. Collaborate with local educational institutions to offer programs to support this effort and train professionals to lead this important work in the future
- Improve care coordination by enhancing our post-acute care network through offerings such as Home Health, Skilled Nursing, and Remote Monitoring
- Partner with community organizations and our surrounding neighborhoods to implement impactful community education and outreach programs that aim to improve the overall health of our community
- Enhance the practice of nursing through a robust professional governance structure to support coordination across the patient care continuum

STRENGTHENING the Healthiest Community in Florida...

by establishing Lakeland Regional Health as the trusted healthcare leader in the region.



Community Resource for Healthcare Services and Support

- As a champion for behavioral health needs in our region, construct the new Center for Behavioral Health and Wellness by 2022. This new standalone, modern, and state-of-the-art facility will provide a healing environment through the following:
 - Increased capacity for inpatient services
 - Advanced treatment capabilities, equipment and technology
 - New and expanded outpatient services to create a more comprehensive care continuum
 - Additional providers in both inpatient and outpatient care environments
 - Dedicated space to accommodate a Psychiatry Graduate Medical Education program
- In response to our Community Health Needs Assessment, improve access to high quality, coordinated care; address disparities of health outcomes in the black community; increase cancer screening and prevention; reduce obesity rates; improve access to preconceptual and perinatal health; focus education on injury prevention; and expand behavioral health offerings
- Improve outcomes and overall patient experience by continuing to achieve best-in-class accolades in analytics and information technology, which will strengthen access to health records and the use of telehealth - while adhering to national cybersecurity frameworks to protect patient data





OUR PATIENTS AND COMMUNITY

STRENGTHENING the Healthiest Community in Florida...

by serving as good community stewards, promoting transparency in healthcare and supporting public measures that bolster our healthcare industry.

Governmental and Community Advocacy

- Prepare for the future of healthcare by fostering strong relationships between governmental and community organizations and officials
- Advocate for a productive and prospering community by improving health status, employment opportunities, economic impact and social responsibility within Lakeland and Polk County
- Support nursing advocacy efforts through participation in community efforts and professional practice organizations to optimize the role of nursing in the healthcare delivery system

OUR PATIENTS AND COMMUNITY

ADVANCING the Future of Healthcare... by innovating, embracing technology, utilizing organizational effectiveness and fostering an environment of learning and growing.

Care Delivery and Innovation

- Advance our digital platform and technology capabilities to continue transforming care delivery across the care continuum to optimize efficiency, quality, safety, transparency and ease of access to those we serve
- Expand personalized medicine offerings to improve treatment effectiveness and the ability to make early diagnoses
- Further develop our corporate and consumer health services to bring value to individuals, organizations and employers in Lakeland and the surrounding community
- Enhance post-acute services and ambulatory integration to provide greater access, affordability, coordination, safety and quality across the care continuum
- Establish new locations and optimize existing sites of service to provide clinical services in convenient, easily accessible locations
- Invest in capital facility expansion and enhancements, as well as leading technology and equipment, to provide state-of-the-art facilities and equipment capabilities for our care delivery environment



OUR PATIENTS AND COMMUNITY

ADVANCING the Future of Healthcare... by accounting for the current and future fiscal health of our organization.

Financial Stewardship

- Sustain financial metrics consistent with an A2-stable rated organization as rated by Moody's to assure long-term viability
- Operate the Lakeland Regional Health Medical Center with a cost structure equal to the Medicare reimbursement structure
- Advance business and consumer payer strategies such as bundled payments, value-based contracting and other partnerships
- Create a fundraising strategy that increases philanthropic funding for health system infrastructure and programs, specifically targeting key service lines









OUR PATIENTS AND COMMUNITY

ADVANCING the Future of Healthcare...

through the pursuit of ongoing academic research, medical discovery and professional development.

Research and Education

- In alignment with our graduate medical education program, expand research capabilities so that patients, physicians, students, team members and the overall community can mutually benefit from an increase in scholarly activity. These efforts will aim to advance the practice of medicine both locally and nationally
- Maximize multidisciplinary discovery across the organization by emphasizing performance improvement, value, analytics and cross-departmental collaboration
- Embrace opportunities to participate in clinical trials, particularly through our relationships with regional and national partners, that will bring added benefits to our patients and community as well as provide opportunities for professional growth to our team members and physicians
- Support continued growth of the nursing research infrastructure to enhance contributions of Lakeland Regional Health nursing on a local and national scale



Lakeland Regional **Health**[®]

Together, our Promise is **YOUR HEALTH.**[®]

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