

Brookings Health System Strategic Plan 2023 - 2026

	PILLAR / GOAL	STRATEGIC OBJECTIVES	KEY ACTIVITIES
 <p>Brookings HEALTH SYSTEM</p> <p>Mission To provide High Quality, Compassionate, Personalized Healthcare</p> <p>Vision To be a trusted source of health care for our regional community through Committing to improve the well-being of our citizens; Fostering physician & customer relations; Investing in tomorrow's workforce; Delivering operational and service excellence; Campus development and master planning; and utilizing innovative technology.</p> <p>Values Trust Integrity Respect Accountability Compassion Teamwork Excellence</p>	<p>PEOPLE: Be the partner of choice for employees, physicians and communities by maintaining positive and respectful relationships and being responsive to their needs.</p>	<ol style="list-style-type: none"> 1. Improve turnover and retention rates within BHS 2. Labor cost to net revenue <52% 3. Impact continuous culture improvement through workplace initiatives, employee engagement and communication efforts 4. Staff productivity metrics and leader accountability 5. Impact workforce development and recruitment priorities 6. Promotion and education on the BHS compensation plan and competitive benefits 	<ul style="list-style-type: none"> • Implementation of a Workforce Development Plan assessing risks/barriers/trends/demographics/etc. • Creation and implementation of the BHS Inspiring Health Sponsorship Program, clinical enrichment program and other internship/shadowing opportunities • Evaluate pre/post offer applicant and new hire process during onboarding of new employees • Develop department specific employee orientation processes to include competency checklists and check-ins for new staff • Promote a continuous learning environment with staff/leadership educational and training opportunities • Offer workplace training initiatives and education focused on supporting employee health and wellness, reducing burnout and violence and improving safety • Engagement with students at universities, technical colleges, and high schools while promoting careers and opportunities at BHS • Evaluate labor market trends and adjust historical recruitment and talent acquisition processes • Encourage appropriate use of flexible scheduling and remote work policies while ensuring productivity standards are met • Conduct a Culture Assessment Plan/Employee Opinion Survey • Market evaluation of BHS compensation plan and benefits
	<p>QUALITY: Lead the industry in clinical performance and the community in overall improvement of health status.</p>	<ol style="list-style-type: none"> 1. Prevent and reduce healthcare acquired infections ≤ state and national benchmarks 2. Clinical Quality measures perform better than or equal to state and national benchmarks 3. Deficiency-free surveys across health system 4. Attain/maintain 5-star status at NBV and Hospital 5. Promote health equity by fostering health improvement and disease prevention strategies across populations and communities regardless of race, ethnicity, disability, sexual orientation, gender identity, socioeconomic status 	<ul style="list-style-type: none"> • Continued robust infection control program • Conduct quarterly clinical quality meetings to monitor and address areas of opportunities • Develop multidisciplinary taskforce to formulate a team approach quality measurement improvement plan • Evaluate and enhance CDI program to capture opportunities to improve health outcomes • Continued compliance with regulatory requirements through a comprehensive, active survey readiness program • Continuous quality improvement across health system through formalized quality improvement program • Research and coordinate opportunities to market the quality of services provided at BHS • Regular investigation and surveillance of new and changing regulations • Enhance Community Health Worker program to focus on health care access, quality, and outcomes for underserved populations • Expand community outreach through involvement and engagement with community behavioral health improvement efforts • Update Community Health Needs Assessment
	<p>SERVICE: Exceed the expectations of our customers by supporting and modeling initiatives of BHS's values and standards of behavior.</p>	<ol style="list-style-type: none"> 1. Achieve overall positive response rating >80% 2. Achieve top quartile patient satisfaction scores for all service lines 3. Attain and maintain HCAHPS patient survey 5-Star rating 4. Continue to develop current program and processes to hardwire service excellence 	<ul style="list-style-type: none"> • Involve hospital-based physicians in overall patient satisfaction efforts through education, input and engagement • Continuous culture improvement across health system through promotion of BHS Standards of Behavior • Celebrate successes and promote transparency within BHS • Review, analyze and establish goals and initiate action plans for each service team • Identify, implement and hardwire patient experience efforts throughout the health system in coordination with patient experience partner (NRC)
	<p>FINANCE: Maintain and strengthen the financial position of Brookings Health System.</p>	<ol style="list-style-type: none"> 1. Operating Margin > 4.0% 2. Days Cash on hand > 180 days 3. Current Ratio > 2.0 4. Net Days in A/R ≤ 57 days (step down at least 2 days each year) 5. Debt Service Coverage Ratio > 2.5 6. Investment Authority Rate of Return ≥ similar balanced aggregate composite index 7. Corporate Compliance/Risk Management/Clean Audit 	<ul style="list-style-type: none"> • Research and implement best-practice billing and collection strategies and tools • Develop, or enhance, existing tools and processes to review all insurance/third-party payments for inappropriate denials and/or payments for less than contracted rates • Research, analyze and prepare for potential legislative changes that would result in large impacts to the financial strength of the health system. (CAH & 340b) • Rural Community Hospital Demonstration program is set to expire October 1, 2025. Analyze and report the financial impact to BHS to include both historical before and after any rebasing years as well as advocating for potential renewal of program moving forward • Further solidify BHS' cash and investment position by developing cash management practices ensuring highest available returns based on short- and long-term strategies developed from a cash flow needs assessment while continuing to invest in both services and community enhancement opportunities • Research and analyze various funding and/or financing options of a potential new medical office building at Yorkshire • Continue assurance of BHS' compliance with all relative laws, regulations, and conditions of participation by reviewing and strengthening our corporate compliance program • Assist patients and community members with navigating the finances of their personal healthcare by offering education, publishing local articles, and direct targeted communication to ensure the overall patient experience is positive (price transparency)
	<p>GROWTH: Be the health system of choice for the regional service area while enhancing the overall footprint, service lines and market presence of Brookings Health System.</p>	<ol style="list-style-type: none"> 1. Drive market share and yearly revenue increases through service line development and enhancement 2. Focus on efficiency, market essentiality and optimization within health system operations 3. Medical Staff Recruitment 4. Northern Plains Health Network (NPHN) 5. Economic Impact & Community Perception Survey 6. Master Campus Planning 	<ul style="list-style-type: none"> • Continued development of community-based and service area supported physician specialties, service lines and programs • Investigate and analyze the feasibility of a community, on/off campus hospice house • Investigate and analyze critical access hospital designation for Brookings Hospital • Investigate and analyze the 340(b) program and BHS's ability to participate in such program along with expected savings to health system • Further development on master campus planning with focused efforts on an outpatient medical plaza replacement of Yorkshire Medical Building • Evaluate care model redesign opportunities and bed capacity challenges for future deployment of staff and service lines • Evaluate information technology hosting strategy and platforms for further optimization of the electronic health record to include artificial intelligence (AI) • Enhance partnerships and relationships with other entities to improve relations, operations and regional presence of Brookings Health System • Investigate and analyze alternative revenue sources and diversified growth opportunities