

Strategic Plan
Benson Hospital
2013-2014

Adopted: 6/17/13

**Strategic Plan
Benson Hospital
2013-2014**

Mission Statement

(Previously Adopted)

The mission of Benson Hospital is to strive to surpass our customers' expectations in the delivery of medical care, including their spiritual, social, and emotional needs.

Vision Statement

(Previously Adopted)

Benson Hospital's appropriate role in the community is that of a health care provider of basic services. Further, the Hospital is a facilitator of care that must be provided elsewhere, under the concept of a continuum of care.

The Hospital should be responsive to the needs of the residents of its service area, the San Pedro Valley Hospital District.

The Hospital should continually evaluate its role in the community and should constantly seek to match the health care wants and needs of the community with the abilities and resources of the facility.

The nationwide and hospital-specific long term trend of declining inpatient admissions and increasing utilization of outpatient service will continue for the foreseeable future.

The increase in the number of the elderly will continue and will place additional demands on the health care system and on Benson Hospital.

An increasing emphasis on cost containment will continue to occur and that under our current reimbursement system, the managed care model will be utilized on an increasing basis to address cost issues.

Key Strategic Objective

The five Strategic Priorities are: Physician Collaboration; Quality and Value Initiative; Marketing; Expansion or Enhance Current Services and Add New Service; and Capital Formation. Through the pursuit of the tactical objectives listed in each of our five strategic priorities the hospital expects to advance as a differentiated hospital in the view of citizens in the Cochise County and East Pima County regions. While the tactics are intended to assist in setting direction, they are not intended to be prescriptive. Should a previously unidentified opportunity present during this plan period and the opportunity is consistent with our mission and vision, the Executive Team may bring recommendations to the Board of Directors beyond the scope of the strategic plan. It is essential that bench marks be developed and in July in order to provide a foundation for measuring our success.

Strategic Plan Priorities

1. **Physician Collaboration-** It is essential that the associates of Benson Hospital recognize all physicians as both customers and partners. The Leadership Team is committed to understanding the needs of all physicians who refer patients to our system of care and/or work in the system.

Task
a. Support Marana Health Center in their initiative to seek federal funding for a new access point and identify an acceptable site.
b. Recruitment of two additional primary care physicians
c. Enhance our communications and follow up with existing specialist coming to Benson
d. From the following specialist identify a preferred list of physicians to recruit for visiting specialist <ol style="list-style-type: none"> 1. Cardiac 2. Neuro 3. G.I. 4. Pulmonology 5. General Surgery 6. OB/GYN 7. Dermatology 8. Pediatrics 9. Endocrinologist 10. Gerontologist 11. Ophthalmologist 12. Internal Medicine 13. Infectious Disease 14. Ear, Nose & Throat 15. Orthopedics
e. Enhance our telemedicine program
f. Develop a daily report on inpatients to their primary care physician.
g. Evaluate teaching affiliations
h. Enhance communications with physicians

2. **Quality and value initiatives-** The hospital, in partnership with the medical staff, shall develop initiatives which will result in the health and wellness services being recognized as exceptional in all we do.

Task
a. Re-implement the use of the Balance Score Card
b. Communicate PI success stories and our measures of performance on our website. Place report card in the hallways of the hospital
c. Develop scripting on key interactions
d. Evaluate the use of overhead music
e. Pursue stroke certification
f. Develop service recovery program
g. Further the employee recognition program
h. Wellness Partnership

3. **Marketing-** Inform and educate all people in our primary and secondary markets on the quality and extent of services we provide in the region. Assist in improving the image of the hospital in the eyes of the patients and the public.

Task
a. Evaluate the renaming of the hospital
b. Develop survey system for associates, physicians, patients and community.
c. Develop marketing plan, include media services, event calendar and speaker network
d. Develop a needs assessment on an annual basis 1. Hold community briefings
e. Community Letter from CEO
f. Update website
g. Develop plan for involvement with community agencies and service clubs
h. Hold area business/political leader briefings
i. Prepare tax campaign with direction through a PAC
j. Offer Medicare Counseling and know how to use your insurance plan
k. Support the education of the community regarding the "Market Place"
l. Explore application and use of social media sources
m. Re-evaluate "tag line", mission and vision

4. **Expand or enhance current services and add new services-** Through a structured cost/quantitative and qualitative analysis we will explore opportunities to enhance our health services to our primary and secondary markets.

Task
a. Explore the possibilities of a new full time MRI
b. Evaluate costs/benefit analysis and infrastructure in reopening an operating suite
c. Explore partnership and other opportunities for an aquatic pool therapy program.
d. Develop a community wellness program
e. Develop diabetes education program
f. Open a G.I. Lab
g. Explore creation of home health, physician visitation program, and other regional services in a home setting.
h. Explore palliative care integration
i. Evaluate the creation of a chaplaincy program

5. **Capital Formation-** Take action to improve the economic performance of the hospital. Develop strategies to develop a capital account for equipment and facility remodeling. Increase the day's cash on hand to 75 days.

Task
a. Develop a Foundation to lead the raising of friends and funds for the hospital
b. Evaluate the role of an annual fund raiser
c. Pursue opportunity for strategic partnerships to enhance the utility of the capital growth strength of the hospital.
d. Expand and enhance existing insurance contracts
e. Create partnerships with financial institutions including a line of credit.
f. Investigate how to monitor grants which would support elements of the strategic plan.
g. Develop a 36-month rolling financial forecast.
h. Develop a business plan format for all new services