



Strategic Line of Sight

สถาบันรับรองคุณภาพสถานพยาบาล (องค์การมหาชน)

We also have strengthened the line of sight from **strategic challenges and advantages to core competencies**, to **strategy**, and then to **work systems and work processes**. This clear set of linkages should move an organization from the strategic environment in which it functions to the execution of its operations in a logical sequence. While each of these concepts is complex, the line of sight should simplify the execution.





Strategic Line-of-Sight

Core Competency
เรื่องที่องค์กรมีความ
ชำนาญที่สุด

Vision

- สิ่งที่องค์กรต้องการจะเป็น
- ภาพลักษณ์ที่ต้องการให้
ผู้อื่นรับรู้ในอนาคต

Work
Process

Work
System

Strategy

Core
Competency

Challenges
Advantages

Vision

Strategy

การเตรียมการสำหรับอนาคต:

- บริการใหม่
- ลูกค้าใหม่
- core competency ใหม่
- นวัตกรรม

Challenges

แรงกดดันที่มีผลต่อความสำเร็จใน
อนาคตขององค์กร

Advantages

ปัจจัยที่ช่วยให้องค์กรประสบ
ความสำเร็จ (core competency,
ความสัมพันธ์กับองค์กรภายนอก)



BHAG: Big, Hairy, & Audacious Goals

A **Big Hairy Audacious Goal (BHAG)** is a strategic business statement similar to a vision statement which is created to focus an organization on a single medium-long term organization-wide goal which is audacious, likely to be externally questionable, but not internally regarded as impossible.



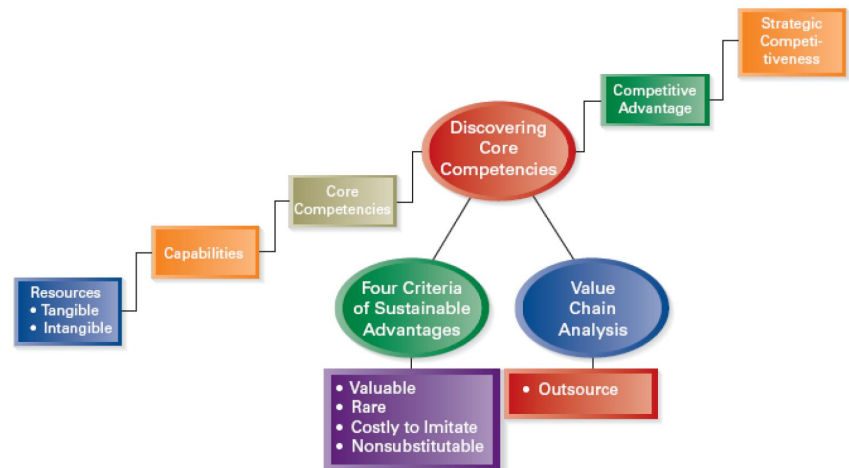
Vision as BHAG Example

- [Facebook](#): To make the world more open and connected.
- [Google](#): Organize the world's information and make it universally accessible and useful.
- [JFK's Moon Challenge](#): This nation should commit itself to achieving the goal, before this decade is out, of landing a man on the moon and returning him safely to the earth.
- [Microsoft](#): Empower every person and every organization on the planet to achieve more.
- [SolarAid](#): To eradicate the kerosene lamp from Africa by 2020
- [Amazon.com](#): To be Earth's most customer-centric company.

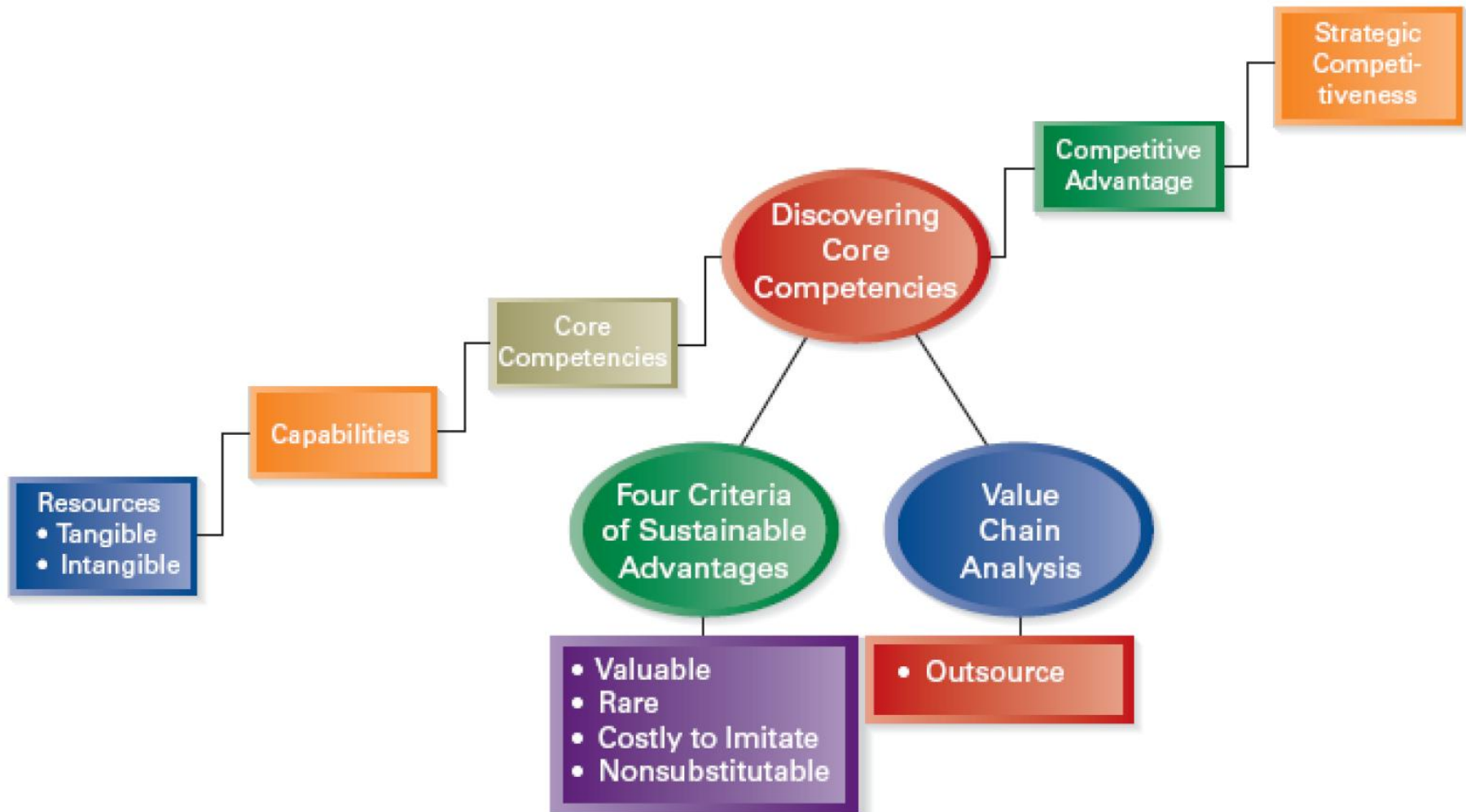
Resource-based View (RBV)



Ability of a firm to deliver **sustainable competitive advantage**, by application of a bundle of valuable tangible or intangible resources at the firm's disposal, resulted in **above average return (AAR)**.



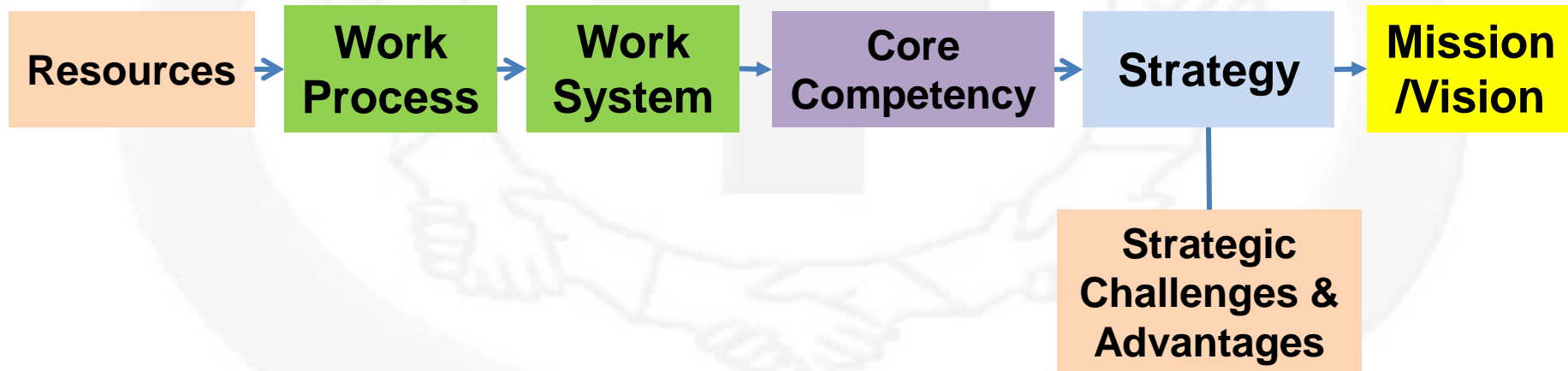
Resource-based View (RBV)



Strategic Line Of Sight: Plan



Strategic Line Of Sight: Action



2 Mission & Core Competency



Core Competency ขององค์กร
มีความสัมพันธ์กับ Mission อย่างไร



Core Competency ของรพ.ของเรา
มีส่วนทำให้บรรลุพันธกิจอย่างไร?





Core Competency

ความสามารถขององค์กรที่มีความสำคัญเชิงกลยุทธ์ที่จะทำ
ให้บรรลุพันธกิจขององค์กร

อาจเป็นความสามารถพิเศษทางเทคโนโลยี การให้บริการที่เป็น
เอกลักษณ์ การให้บริการเฉพาะกลุ่ม การตอบโต้ภัยเฉพาะ

The term “mission” refers to the overall function of an organization. The mission answers the question, “What is this organization attempting to accomplish?” The mission might define customers or markets served, distinctive or core competencies, or technologies used.



ตัวอย่าง Core Competency

Org	Mission	Core Competency
CAMC (2015)	Striving to provide the best health care to every patient, every day.	<ul style="list-style-type: none">Improving the health and economics of our community
St Davids (2014)	To provide exceptional care to every patient, every day with a spirit of warmth, friendliness and personal pride.	<ul style="list-style-type: none">Providing clinical expertiseEnsuring a culture of excellenceCollaborating with physiciansStrong operating discipline
Sutter Davis (2013)	To enhance the well-being of people in the communities we serve, through a not-for-profit commitment to compassion and excellence in health care services.	<ul style="list-style-type: none">The Sutter Davis Difference (A CULTURE OF CARING)



ตัวอย่าง Core Competency

Org	Mission	Core Competency
North Mississippi (2012)	To continuously improve the health of the people in our region	<ul style="list-style-type: none">• “PEOPLE WHO PROVIDE A CARING CULTURE.”
Henry Ford Health System (2011)	To improve human life through excellence in the science and art of health care and healing.	<ul style="list-style-type: none">• INNOVATION• CARE COORDINATION• COLLABORATION/PARTNERING
Advocate Good Samaritan (2010)	Serve the health needs of individuals, families, and communities through a wholistic approach.	<ul style="list-style-type: none">• Building Loyal Relationships (with patients & families)



กิจกรรม 1

1. ทบทวน **Mission & Core Competency** ของ รพ.
2. พิจารณาว่า **Core Competency** ของ รพ. มีส่วนในการทำให้บรรลุ **Mission** อย่างไร?



Org Core Competency ทำให้
Strategic Advantage เพิ่มขึ้น
และยั่งยืนอย่างไร

SC/SA & Core Competency





กิจกรรม 2

1. **Core Competency** ของ รพ.มีส่วนในการเสริม **Strategic Advantage** ของ รพ.อย่างไร?
2. อะไรคือส่วนที่ขาดไปของ **Core Competency** ที่ควรมี ถือเป็น **strategic challenge** หรือไม่ มีแผนการพัฒนา และเรียนรู้ได้อย่างไร?



Financial

Physical

Land, Building, Plant
Equipment, Supplies

Organizational

Technology
Knowledge
Brand Equity
Reputation
Intellectual property
Culture

Human

Knowledge
Skills
Motivation
Innovation
Communication abilities

Relational

Customer
Suppliers
Stakeholder
Competitors
Other partners

Tangible Resources

Intangible Resources

Resources

Core Competency

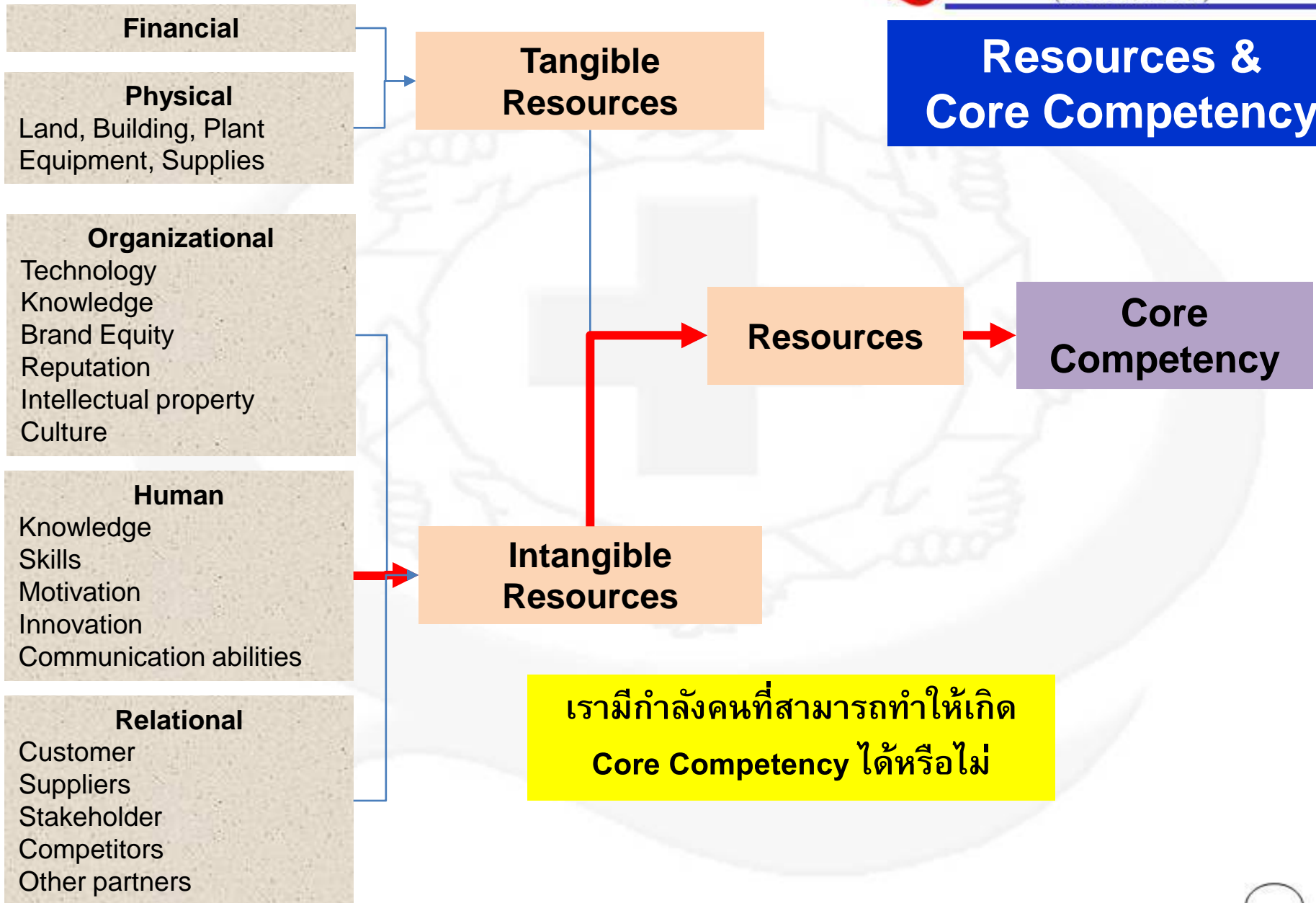
4

Resources & Core Competency

รพ.ของเรามีทรัพยากรอะไรที่ได้นำ/จะนำมาใช้
เป็นประโยชน์ในการสร้างความสามารถขององค์กร



Resources & Core Competency



กิจกรรม 3

1. ทบทวน รพ.มีทรัพยากรอะไรที่เป็นข้อได้เปรียบของ รพ.
2. พิจารณาว่า รพ.ได้นำทรัพยากรเหล่านั้นมาใช้ประโยชน์ในการสร้างความสามารถขององค์กรอย่างไร ?
3. จากทรัพยากรที่มีอยู่ ควรปรับปรุง Core Competency ของ รพ.หรือไม่ อย่างไร?
4. กำลังคนที่มีอยู่ สามารถทำให้เกิด Core Competency ที่กำหนดไว้ได้หรือไม่? จะต้องมีการพัฒนาอย่างไร?

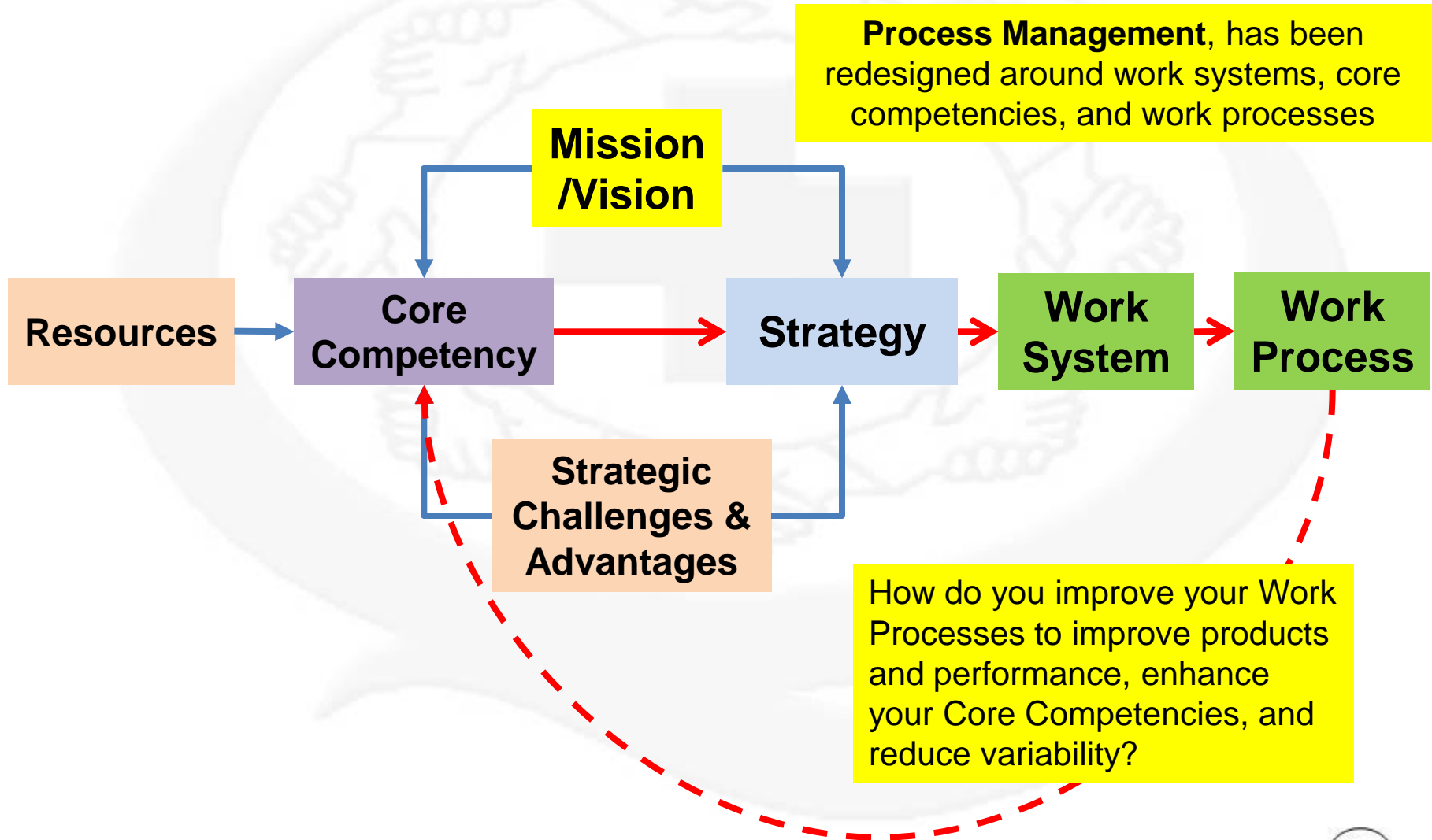


Decisions about work systems are strategic. These decisions involve protecting and capitalizing on core competencies and deciding what should be procured or produced outside your organization in order to be efficient and sustainable in your marketplace.

How do you make work system decisions that facilitate the accomplishment of your strategic objectives?
 How do those decisions consider your Core Competencies and the Core Competencies of potential suppliers and partners?



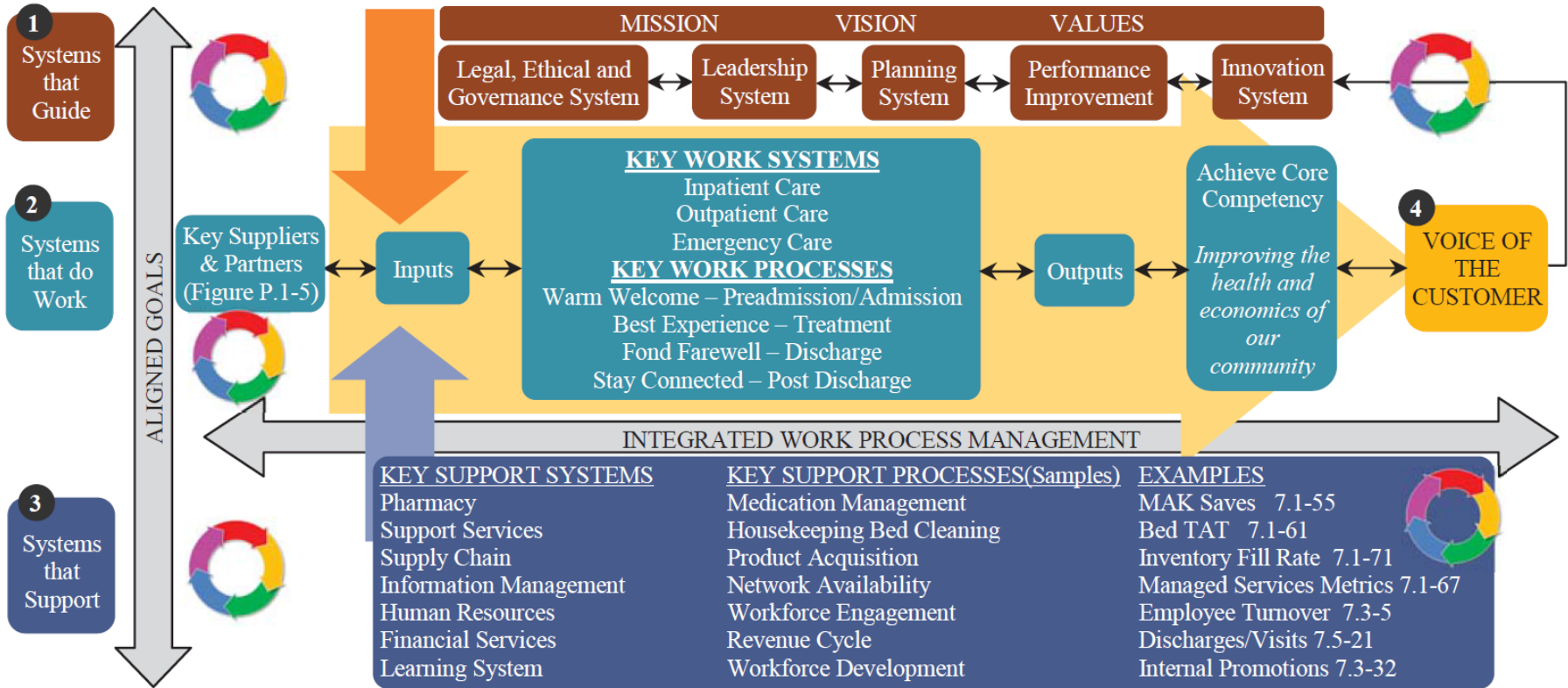
Work System



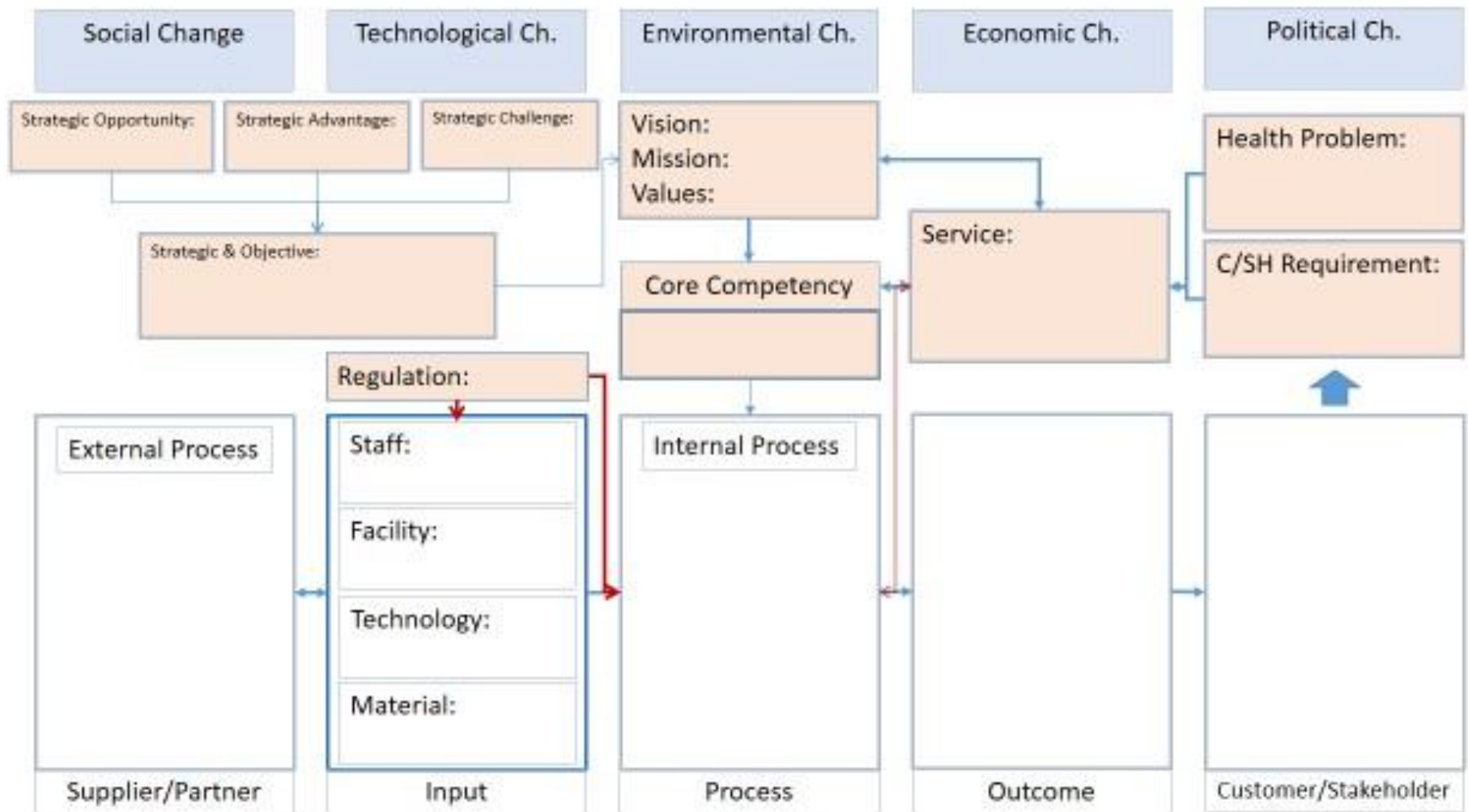
Work System Example



Figure 6.1-1 Enterprise Systems Model



Hospital Profile

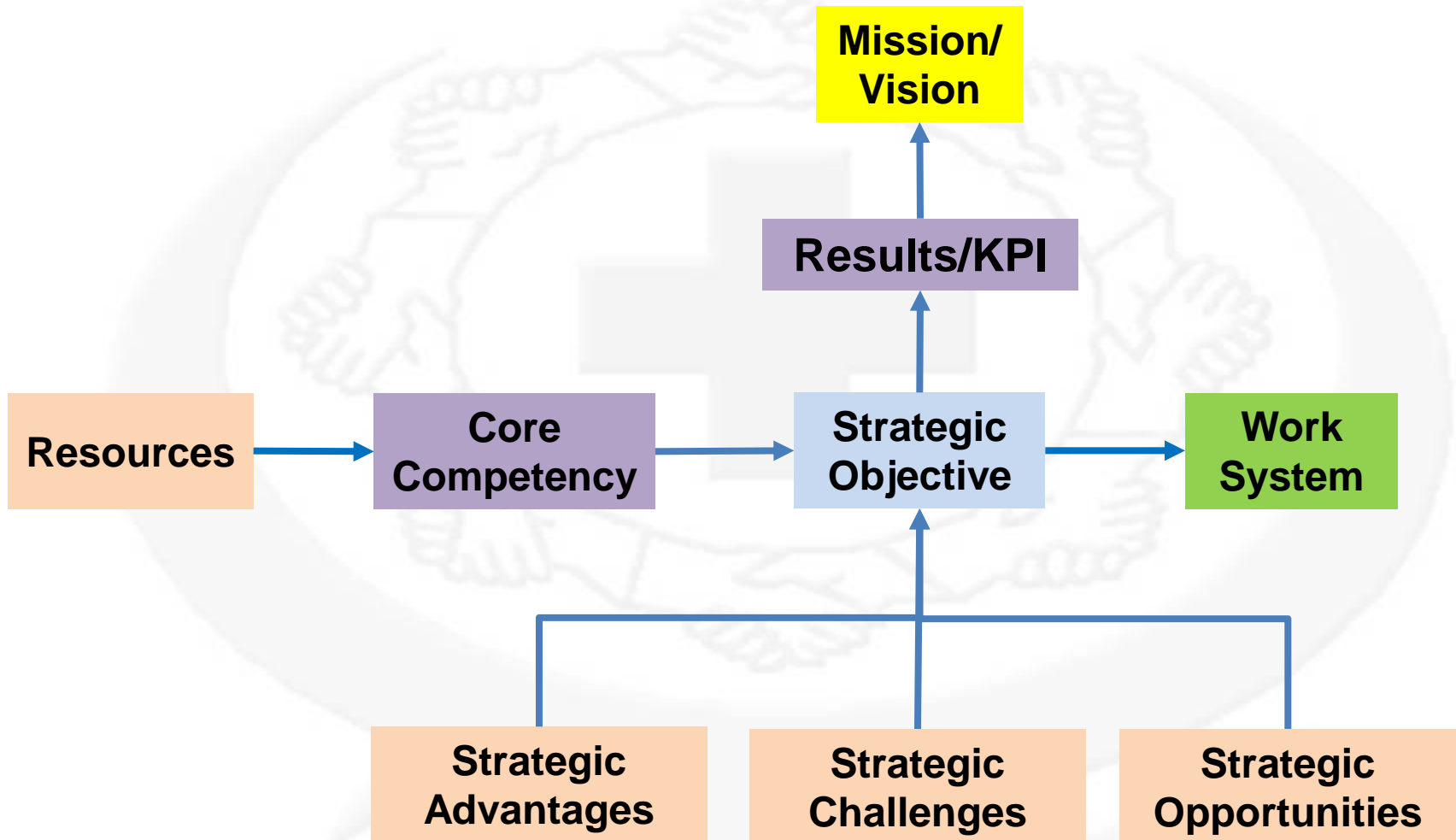


กิจกรรม 4

1. ทบทวนระบบงานของ รพ. มีอะไรที่ทำเอง อะไรที่ให้ผู้อื่นทำ
2. รพ.มีวิธีการ/เกณฑ์ในการตัดสินใจว่ากระบวนการใดเป็นกระบวนการภายในองค์กร กระบวนการใดจะใช้ทรัพยากรจากแหล่งภายนอก มีการนำ Core Competency ของ รพ. และของคู่ความร่วมมือมาพิจารณาอย่างไร?

I-6.1ก(2) องค์กรออกแบบระบบงานโดยรวม และสร้างนวัตกรรมให้กับระบบงาน โดยใช้ทรัพยากรจากภายนอก (และภายใน) อย่างเหมาะสม.

N	P	M	Extended Evaluation Criteria
			6.1ก(21) แนวคิดการออกแบบระบบงาน⁴³ (design concepts)
			211 องค์กรใช้วิธีการที่เป็นระบบในการออกแบบระบบงานและสร้างนวัตกรรมด้านระบบงานโดยรวม ⁴⁴ เพื่อส่งมอบคุณค่าแก่ผู้ป่วย/ผู้มีส่วนได้ส่วนเสีย ทำให้องค์กรประสบความสำเร็จและยั่งยืน
			212 องค์กรใช้ประโยชน์จาก core competency ขององค์กรในการออกแบบระบบงาน
			213 องค์กรใช้วิธีการที่เป็นระบบในการตัดสินใจว่ากระบวนการใดเป็นกระบวนการภายในองค์กร กระบวนการใดจะใช้ทรัพยากรจากแหล่งภายนอก ⁴⁵





MISSION: Striving to provide the best health care to every patient, every day.

VISION: CAMC, the best health care provider and teaching hospital in WV, is recognized as the:

- BEST place to receive patient-centered care
- BEST place to work
- BEST place to practice medicine
- BEST place to learn x BEST place to refer patients



STRATEGIC OBJECTIVES

Best Place to Receive Patient Centered Care

Improve HCAHPS patient experience results to top decile
Achieve top decile clinical care outcome

Best Place to Work

Improve employee satisfaction and engagement to “Employer of Choice”

Best Place to Practice Medicine

Ensure medical resources to meet service delivery needs/reimbursement model, and create the capability to respond agilely to healthcare reform

Best Place to Learn

Ensure accredited education and research program
Create and sustain a clinical learning environment that promote innovation, patient safety, and performance improvement

Best Place to Refer Patients/Market Share

Grow market share in primary and secondary service areas
Establish competencies for success in the health care reform environment

CORE COMPETENCY:
Improving the health and economics of our community.





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Strategic Advantage

- (SA1) Scope of services
- (SA2) Performance improvement culture & infrastructure
- (SA3) Learning culture
- (SA4) Grown Our Own

Strategic Challenges

- (SC1) Government pressure in cont. increasing quality & decreasing cost
- (SC2) Recruiting & retaining competent staff
- (SC3) Medical staff alignment & integration

Strategic Opportunities

- (SOp1) Increasing affiliation with hospitals, other providers & payors
- (SOp2) Formalizing physician alignment
- (SOp3) Strengthening primary care

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Strategic Advantage

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Strategic Challenges

(SC1) Government pressure in cont. increasing quality & decreasing cost

Strategic Opportunities

(SOp2) Formalizing physician alignment
(SOp3) Strengthening primary care

Pillar: Best Place to Receive Patient Centered Care

Improve patient experience to top decile

Achieve top decile performance in clinical outcome

Pillar: Best Place to Receive Patient Centered Care

Strategic Objectives

Improve patient experience to top decile
Achieve top decile performance in clinical outcome

1. Improve processes that support our customer service vision and timeliness of responding to key customer needs.
2. Deploy standardized processes for communication with patients/families.
3. Improve use of Soarian and workflows.
NEW GOAL: Replace Siemens/Soarian with Cerner IT system (See 2.2b).
4. Accelerate coding and clinical documentation improvements.
5. Improve appropriate use.
6. Improve evidence-based care reliability.
7. Improve effectiveness of transitions of care to reduce readmissions. SOP(C).
8. Deploy TCT to all nursing and selected ancillary departments. Value Stream Map key processes in ED, OR, CDL and Ambulatory areas.
9. Improve safety systems to reduce harm. SOP(B)

BIG DOTs (4-year long-term) Results Figure # KEY MEASURES	2014 Baseline	Performance Target 2015	Stretch Target 2016	Stretch Target 2017	Key Benchmark & 2018 Target	Comparison to Projection of Competitor Performance
		TIMETABLE FOR ACHIEVEMENT				
•HCAHPS Pt. Experience Composite (7.2-2)	68%	73%	76% (QUEST Top Quartile)	77%	79% (QUEST Top Decile)	Local + Regional =
•HCAHPS Discharge Information Composite (7.2-7)	85%	88%	89% (QUEST Top Quartile)	90%	91% (QUEST Top Decile)	Local + Regional =
•O/E Mortality (7.1-10)	0.76	0.74	0.73	0.72	0.67 (QUEST Top Decile)	Local + Regional +
•TCT Implementation – Value Streams (7.4-27)		3	6	9	10 5S 30 depts.	N/A
•Patient Safety Composite (7.1-5)	0.52	0.50	0.49	0.48	0.45 (Premier Top 5%)	Local + Regional +

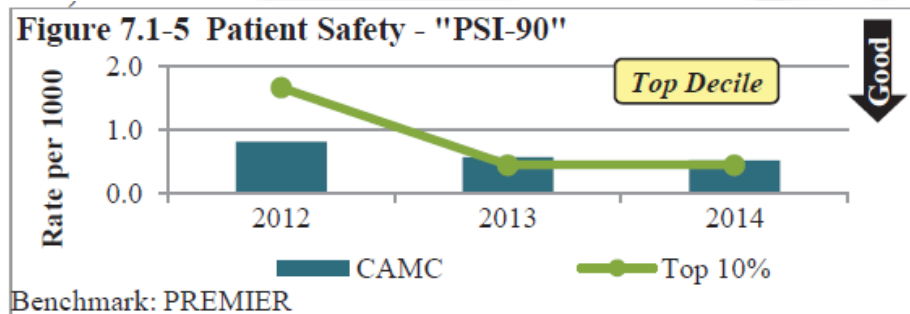
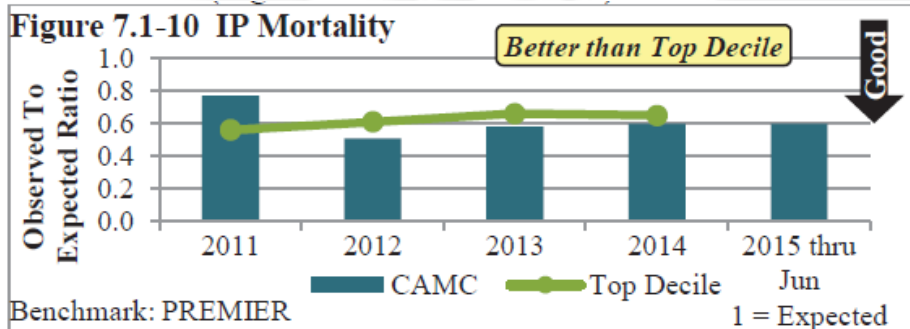
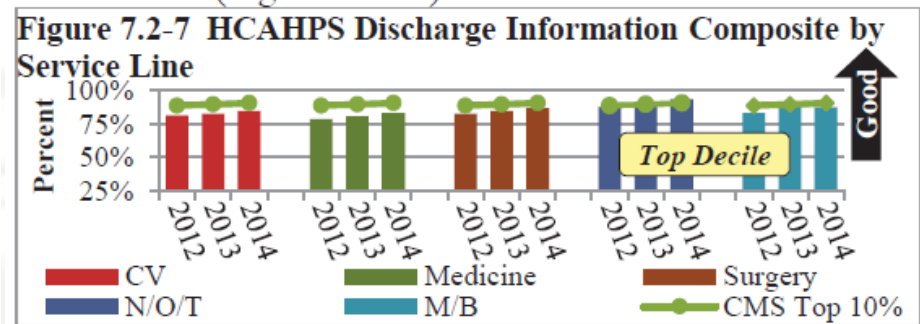
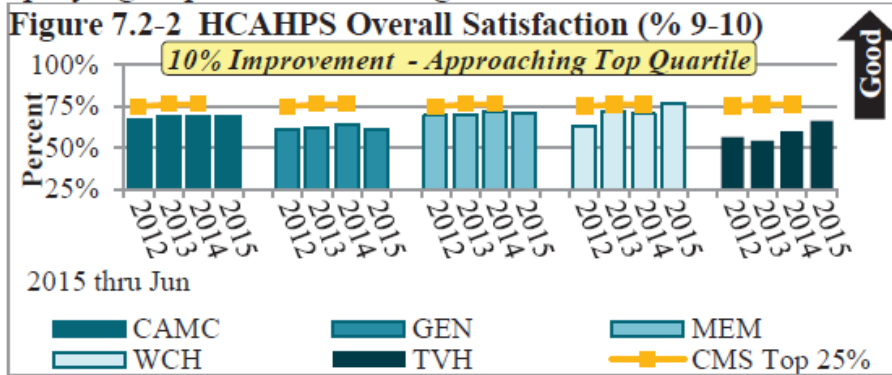


Figure 7.4-27 Implementation of Strategy & Action Plans Results

Strategy and Action Plans (Figure 2.1-6)			
Pillar	BIG DOT	Figure	3 or 4 Year Improvement
Best Place to Receive Patient Centered Care	HCAHPS Patient Experience	7.2-2	7.9%
	HCAHPS Discharge Instructions	7.2-7	7.9%
	Mortality	7.1-10	22%
Patient Safety Composite	TCT I	46 units (All planned)	
	TCT II	32 units	
Best Place to Work	Employee Engagement	7.1-5	36.6%
Best Place to Practice Medicine	HCAHPS Physician Communication	7.3-20	7.9%
	High Priority Recruitments	7.2-5	3.6%
Best Place to Learn	Accreditation status of all CAMC sponsored GME programs (15)	83 recruitments	
Best Place to Refer Patients/Market Growth	IP and OP Volume for Ortho, Cardio, Neuro and CAMC Teays	7.5-24	24%
	Expense per Adjusted Admission	7.5-2	5% (1 year)
Expense Reduction	Excess of Revenue over Expense	7.5-9	17%
	Expense Reduction	7.5-11	34%

All BIG DOTs Show Improvement

Pillar: Best Place to Receive Patient Centered Care



Strategic Challenges
(SC2) Recruiting & retaining
competent staff

**Strategic
Objectives**

Pillar: Best Place to Work

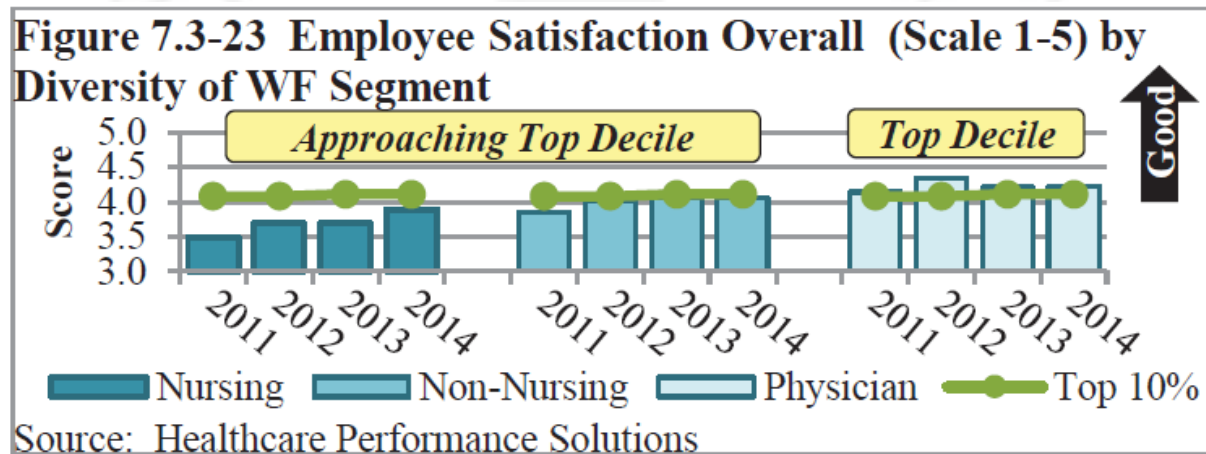
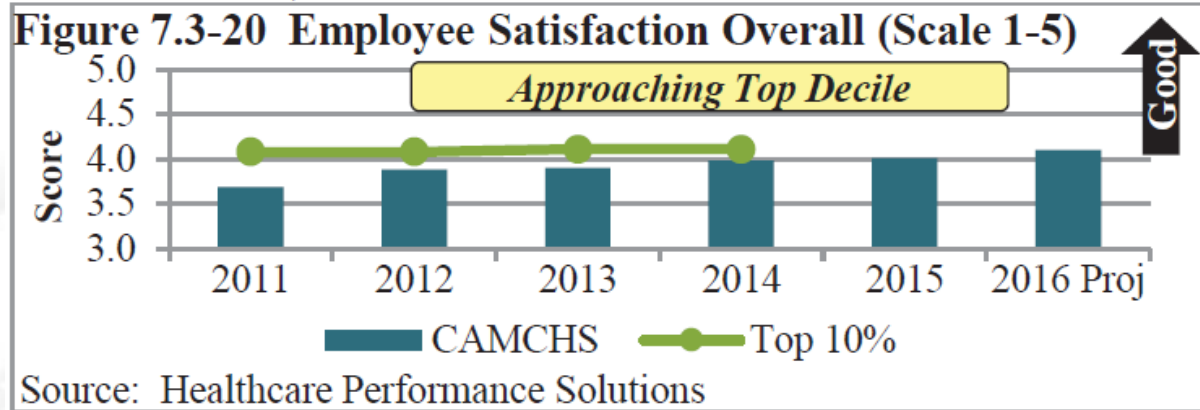
Improve employee satisfaction and engagement to “Employer of Choice”

Identify at least one opportunity in each department from the 2014 Employee Survey and develop an action plan for improvement

BIG DOTs (4-year long-term) Results Figure # KEY MEASURES	2014 Baseline	Performance Target 2015	Stretch Target 2016	Stretch Target 2017	Key Benchmark & 2018 Target	Comparison to Projection of Competitor Performance
		TIMETABLE FOR ACHIEVEMENT				
•Employee Engagement Composite Score (7.3-20-7.3-23)	3.98	3.99	4.00	4.10	4.11 (EOC)	N/A

Goals

Measures



Pillar: Best Place to Work Workforce-focused Results



Strategic Challenges

- (SC2) Recruiting & retaining competent staff
- (SC3) Medical staff alignment & integration

Strategic Opportunities

- (SOp1) Increasing affiliation with hospitals, other providers & payors
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Strategic Objectives

Pillar: Best Place to Practice Medicine

Ensure medical resources to meet service delivery needs/reimbursement models, and create the capability and capacity to respond agilely to healthcare reform

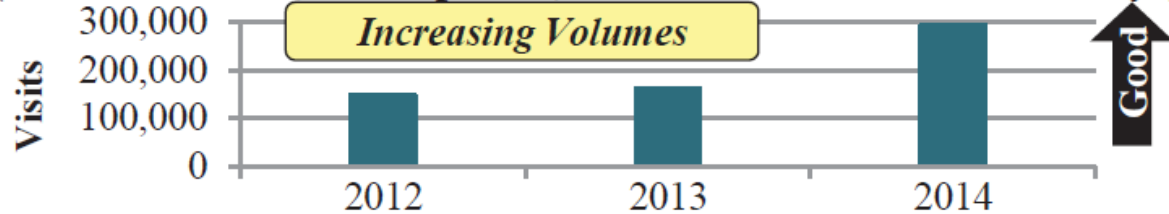
- Fill gaps in identified critical medical staff recruitment needs
- Implement a Medical Staff Leadership program
- Define our Physician Enterprise Model

Goals

BIG DOTs (4-year long-term) Results Figure # KEY MEASURES	2014 Baseline	Performance Target 2015	Stretch Target 2016	Stretch Target 2017	Key Benchmark & 2018 Target	Comparison to Projection of Competitor Performance
•High Priority Recruitments (7.5-24)	67%	80%	90%	100%	100%	N/A
•HCAHPS Physician Communication Score (7.2-5)	79%	80%	81%	83%	87% (QUEST Top Decile)	Local + Regional =

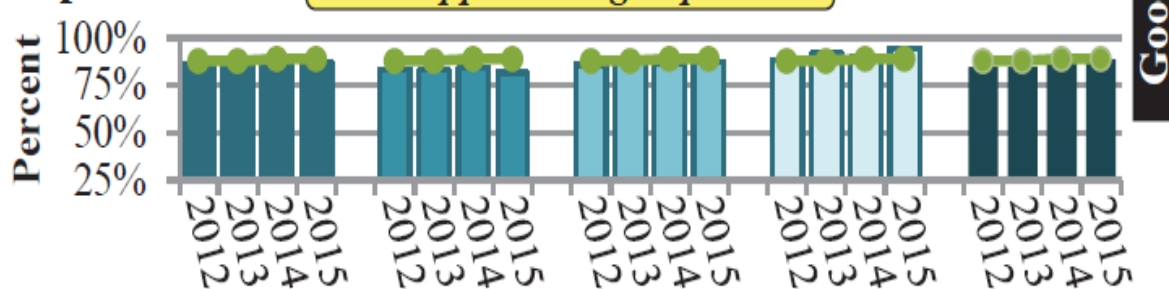


**Figure 7.5-24 IP and OP Total Visits for BIG DOT Priorities
(Cardiovascular, Orthopedics, Neurosciences & CAMC Teays)**



Source: Siemens DSS Soarian Warehouse
■ IP and OP Visits Big Dot Services

Figure 7.2-5 HCAHPS Doctors Treat You with Courtesy and Respect



2015 thru Jun

■ CAMC
■ WCH

■ GEN
■ TVH

■ MEM

● CMS Top 10%

Pillar: Best Place to Practice Medicine



Strategic Advantage
(SA3) Learning culture
(SA4) Grown Our Own

Strategic Objectives

Pillar: Best Place to Learn

- Ensure accredited education and research programs
- Create and sustain a clinical learning environment that promotes innovation, patient safety & PI

- Improve integration of research and academic program and learners to Quality and Patient Safety structure process, QIPS and research
- Incorporate Individual Leadership Learning Plans in all Leadership Performance Planners (front line leaders up)

BIG DOTs (4-year long-term) Results Figure # KEY MEASURES	2014 Baseline	Performance Target 2015	Stretch Target 2016	Stretch Target 2017	Key Benchmark & 2018 Target	Comparison to Projection of Competitor Performance
		TIMETABLE FOR ACHIEVEMENT				
• Accreditation status of all GME programs (7.4-15)	15/15	All programs achieve continued accreditation status (15/15)	15/15 and no warnings or adverse actions	Citations removed	15/15 ACGME	N/A

Goals

Measures



Figure 7.4-15 Awards and Recognitions (Full List AOS)

Award and Recognition	Year(s)	Stakeholder
Distinguished Hospital Award for Clinical Excellence from Healthgrades for ranking in the nation's top 5% of hospitals for mortality and complication rates. CAMC is the only hospital in WV and one of only 311 hospitals nationwide.	2015, 2014	Patients
Women's Choice Award America's Best Hospitals for Patient Safety and Best Hospital for Heart Care	2015	
Outstanding Achievement Award by the Commission on Cancer for perfect scoring for all 3 years of the survey period. One of 75 nationwide.	2014	
The Center for Organ Recovery and Education (CORE) "medal of honor" and WV "Governor's Award for Life" for increasing donations.	2014	
WV Kids Count "Business on board with Childcare" and Navigator	2009-2011	Employees
Accreditation Council for Graduate Medical Education/American Osteopathic Association – Institutional accreditation and full accreditation status for all graduate medical education programs	2009-2021	Physicians Community
American Heart Association and American Stroke Association Gold Plus Award	2014	
National Research Corporation Consumer Choice Award	2009-2015	
Blue Distinction Center for Bariatric Surgery by Blue Cross and Blue Shield Association	2014	Payors

Pillar: Best Place to Learn Leadership & Governance Results



Strategic Advantage
(SA1) Scope of services

Strategic Challenges
(SC1) Government pressure in cont. increasing quality & decreasing cost

Strategic Opportunities
(SOp1) Increasing affiliation with hospitals, other providers & payors
(SOp3) Strengthening primary care

Pillar: Best Place to Refer Patients/Market Share

Strategic Objectives

- Grow market share in primary and secondary service areas
- Establish competencies for success in the health care reform environment

- Grow identified service lines
- Achieve budgeted bottom-line
- Improve cost, efficiency and productivity
- Implement plan to improve the health of our communities
- Identify affiliation opportunities

Goals

BIG DOTs (4-year long-term) Results Figure #	2014 Baseline	Performance Target 2015	Stretch Target 2016	Stretch Target 2017	Key Benchmark & 2018 Target	Comparison to Projection of Competitor Performance
KEY MEASURES						
•Service Line Volume (7.5-23)	Proprietary					Local +
•Expense/AA (7.5-2)	Proprietary					
•Reduction of Operating Expense (7.5-11)	\$17.3M	\$20M	\$22.5M	\$25M		N/A
•Excess of Revenue over Expense (7.5-9)	Proprietary					Local +

Measures



Figure 7.5-23 Inpatient Discharges Segmented by Service Line

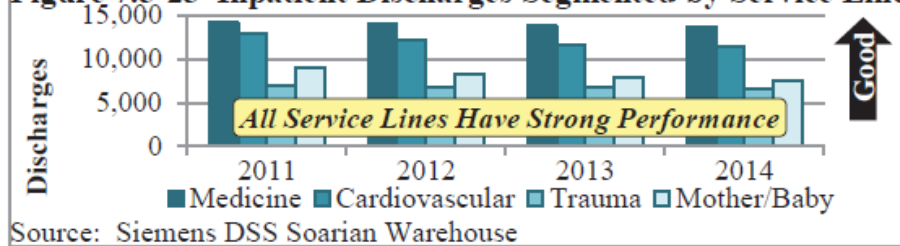


Figure 7.5-2 CMI Adjusted Expense per Adjusted Discharge

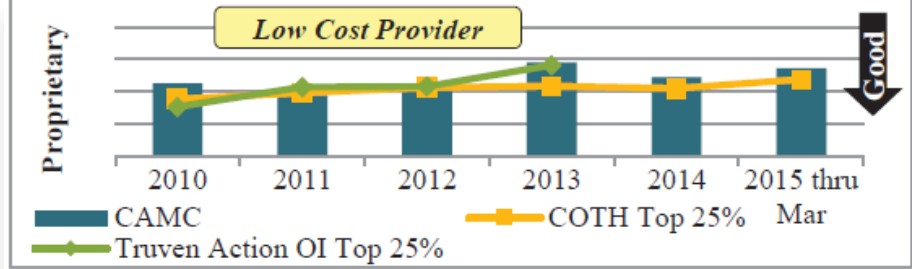


Figure 7.5-11 Cost Reductions

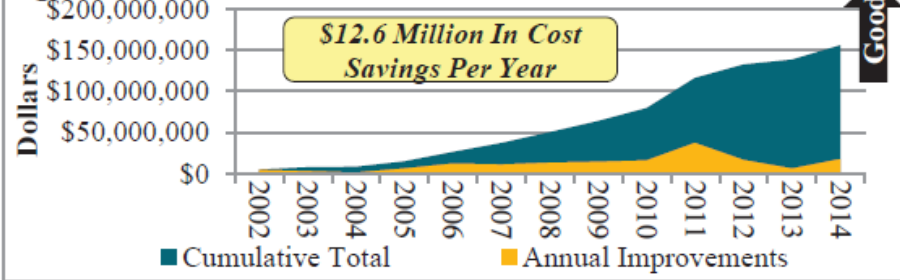
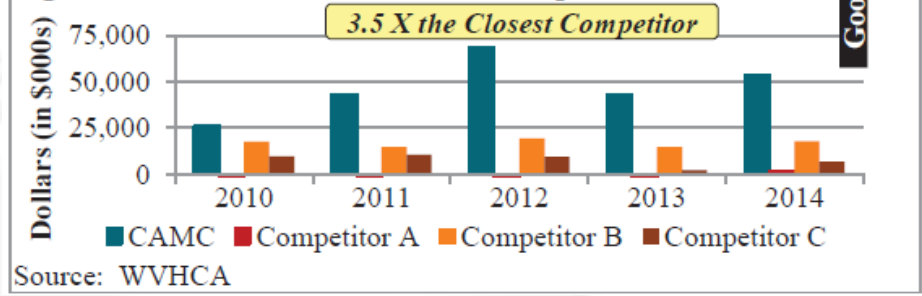


Figure 7.5-9 Excess Revenue Over Expenses



Pillar: Best Place to Refer Patients/Market Share Financial & Market Results

กิจกรรม 5

1. ศึกษาตัวอย่างของ **Baldrige Recipient** ในเรื่องความสัมพันธ์ของ **Strategic Advantage/Challenges – Strategic Objectives – KPI**
2. ทบทวนความเหมาะสมชัดเจนของความสัมพันธ์ดังกล่าวในข้อมูลของ รพ.
3. ศึกษา **KPI** เพื่อประเมินความสำเร็จของ รพ.
4. ทบทวนความเหมาะสมของ **KPI** ที่ใช้ติดตามความสำเร็จตามวัตถุประสงค์เชิงกลยุทธ์