



Building community — Your hospital — Our future Salem Hospital's strategic plan

To help us carry out our mission — to improve the health and well being of the people and community we serve — we recently developed a strategic plan. This plan serves as a road map, to guide us in meeting the needs of the community well into the future.

The plan integrates many efforts across our system, used a collaborative approach for development and calls on continued collaboration for success, emphasizes our regional coverage, focuses on healthcare areas in which we can best impact the health and well being of our community, and draws attention to our five long-term Core Commitments of quality, performance, service, people and community.

Why we needed a plan

Salem had fewer than 4,000 residents when the hospital opened with five beds in 1896. Today, Salem Hospital is licensed for 454 acute-care beds and draws people for services in the Marion and Polk area. During our 108 years of service, we have grown and changed alongside the community.

The reason for the plan was to ensure our ability to meet the changing needs of our community today and over the long-term. Our community is growing and changing, with a larger Hispanic population and an older population, along with the sheer increase in the number of people in the area.

Other drivers for the plan included a hospital facility that doesn't meet current seismic code, changes in technology, an aging physician population, and increased competition from other healthcare organizations.

How we developed the plan

Beginning in Oct. 2003, we first assessed current and future market conditions of Salem Hospital, West Valley Hospital in Dallas, and the surrounding areas. We also conducted interviews and held meetings with stakeholders to explore options and to develop the plan.

When completed, more than 100 physicians, Board members, managers, administrators and community leaders had been interviewed. Several day-long planning retreats with the Board, Medical Staff, Cabinet and hospital managers ironed out details. The hospital's volunteer Board of Trustees gave final approval to the plan at its May 6, 2004 meeting.

The plan

The plan will help the organization achieve its mission and vision.

Mission: We strive to improve the health and well being of the people and community we serve.

Vision: Salem Hospital and West Valley Hospital will:

- Be a top performing healthcare leader
- Be the first choice for people seeking healthcare
- Be the first choice for physicians, employees and volunteers
- Be a safe environment with a culture of continuous quality improvement

Our “Core Commitments”

While carrying out the plan, we will hold ourselves accountable to these five Core Commitments:

Quality: Clinical quality second to none.

Achieving the highest level of healthcare quality is essential to the vitality of our communities. We can accept nothing less than creating a culture of clinical excellence where quality is integrated into everything we do.

Our initiatives include:

- Strengthen Medical Staff governance, quality, and credentialing processes.
 - Streamline governance and evaluation processes to enable physicians to focus on improving care delivered in the hospital.
- Pursue Magnet Hospital status to enhance the quality of patient care at Salem Hospital.
 - Magnet Hospital status is enjoyed by only one other hospital in Oregon (St. Vincent's) and 102 hospitals nationally.
- Acquire and implement information technology to enhance quality of care and improve patient safety.

- Systems can assist in decision-making at the bedside.
- Comparative and benchmarking systems support medicine rooted in data, with demonstrated outcomes.
- Use of information technology can limit mistakes and allows providers to focus more on patients instead of paperwork.
- Identify opportunities to improve our trauma system.
 - A collaborative effort between the Board, medical staff, and administration will identify how we can best meet the community's needs for trauma services.

Service: Service excellence that exceeds expectations.

People who are committed to first-class medical care and excellent service give better care to patients and their families. We will provide the resources to ensure that every healthcare service we offer is focused on meeting and exceeding the expectations of patients and their families.

Our initiatives include:

- Enhance community access to primary care and specialist physicians through recruitment of more than 100 physicians.
 - More than 20% of our current Medical Staff will be 55 years of age or older in five years, the age at which many choose to reduce their practice. More physicians of all types are necessary to meet this need and the population growth of the community.
 - During the research phase of our plan, physicians told us that their patients are having to wait to see certain specialties and are electing to go elsewhere for their care. They reported to us that there is a two or more month wait to see specialties in cardiology, rheumatology, gastroenterology and dermatology. They also noted a one to two month wait for pulmonology, otolaryngology, oncology, primary care, neurology, orthopedics and allergy.
- Reduce the wait times in the ER.
 - Our ER is one of the state's busiest, with 65,000 visits per year, about 178 per day. Our recent remodel and addition of staff are our first steps in improving the experience of people who come to the ER. We will continue to identify ways we can make the ER better and then take action.
 - Further develop capabilities in cancer, cardiac, digestive, neuromusculoskeletal, and women and children's services, which represent more than 70% of the patients we see in our service area.

- Our plan includes increasing the availability of specialists outside of Salem, throughout our service area.
- Develop an upgrade and replacement plan for the hospital's aging facilities, particularly the main hospital.
 - The center wing of the hospital, through which major support systems flow, such as water and electricity, doesn't meet current seismic code requirements. In the event of a moderate earthquake, not uncommon in Oregon, it would likely sustain substantial damage, causing it to be shutdown until major issues could be resolved.
 - Construction costs average \$1 million per bed.
 - Replacing the facility today would cost \$450 million, exceeding our operating budget and borrowing capacity.

People: The health system of choice for physicians, employees and volunteers.

While we need good facilities and technology, ultimately healthcare is about one person caring for and about another. People who bring their talent, insight and knowledge to delivering exceptional healthcare must be valued, supported and appreciated. We are building a staff that will go the extra mile to work with each other in a cooperative spirit to provide outstanding service and top-notch medical care.

Our initiatives include:

- Develop an environment which supports excellence among all staff members.
- Gain Magnet Hospital status, which recognizes organizations that create environments that attract and retain the best staff.
- Improve the continuity and quality of care delivered, by building full and stable staffing, and eliminating reliance on outside staffing agencies.
 - Nationwide shortages are particularly acute in nurses, pharmacists, and radiology technologists.
- Cultivate interest in healthcare careers through outreach to area schools.

Performance: Performance that sustains our mission.

Delivering value to patients is our obligation to the community. To continue to meet the community's healthcare needs, we must guarantee a safe, efficient and financially responsible hospital, with faster access to critical information and greater depth in key services.

Our initiatives include:

- Deliver more cost-effective quality care through utilization of technology and data-based approaches to care.
- Optimize capabilities of current facilities.
- Ensure profitability so adequate funds are available for the ever-increasing capital and technology needs in healthcare.
 - As the largest private employer in the community, the hospital is an integral part of the local economy — its long-term viability is important to the community.
 - The U.S. leads the world in development of new, safer, more effective drugs and therapies, which Americans increasingly expect to receive. Hospital's need to provide these newer services in order to meet those expectations.
 - It is essential that we have the ability to sustain any services we continue and any new efforts we undertake. In essence, we need to make sure there are enough people who need a service, enough physicians and other staff to support it, and the programs are financially viable. While we will continue to provide care regardless of the ability to pay, we need to ensure a solid financial footing to continue to provide the services the community expects and to be a safety net for those without resources.

Community: Be a valued and integral part of the communities we serve.

We all aspire to live and work in a healthier community. As the region's largest healthcare provider we recognize and embrace our role in improving the health and well being of everyone in the community we serve.

Our initiatives include:

- Build strong and productive relationships with our community through regular communication.
 - Our healthcare Summit on June 1 is a first step in demonstrating the ownership we have undertaken to help the community meet its needs.
- Collaborate with providers and organizations in the region to improve the health and well being of each community member.
 - We intend to move beyond the traditional hospital approach of partnering with healthcare providers in delivering medical care.

- We intend to collaborate with—and work alongside—community organizations, to create a healthier community.
- Develop information technology systems which enable hospitals, providers, and patients to access pertinent health information via the Internet.

Governance and responsibilities

Salem Hospital will continue to be an independent, locally controlled organization and will remain a regional health system.

Being a regional health system means we will continue to serve the Marion and Polk areas, not just Salem and Dallas. It means that we will continue to focus on providing quality services that are sustainable with the current physician resources available, while recruiting physicians to enable us to expand those services over time.