

UNIVERSITY HOSPITAL

2019-2022 STRATEGIC PLAN CONCLUSION

SEPTEMBER 29, 2022

As Presented to UH Board of Directors

REVIEW OF 2019-2022 STRATEGIC PLAN



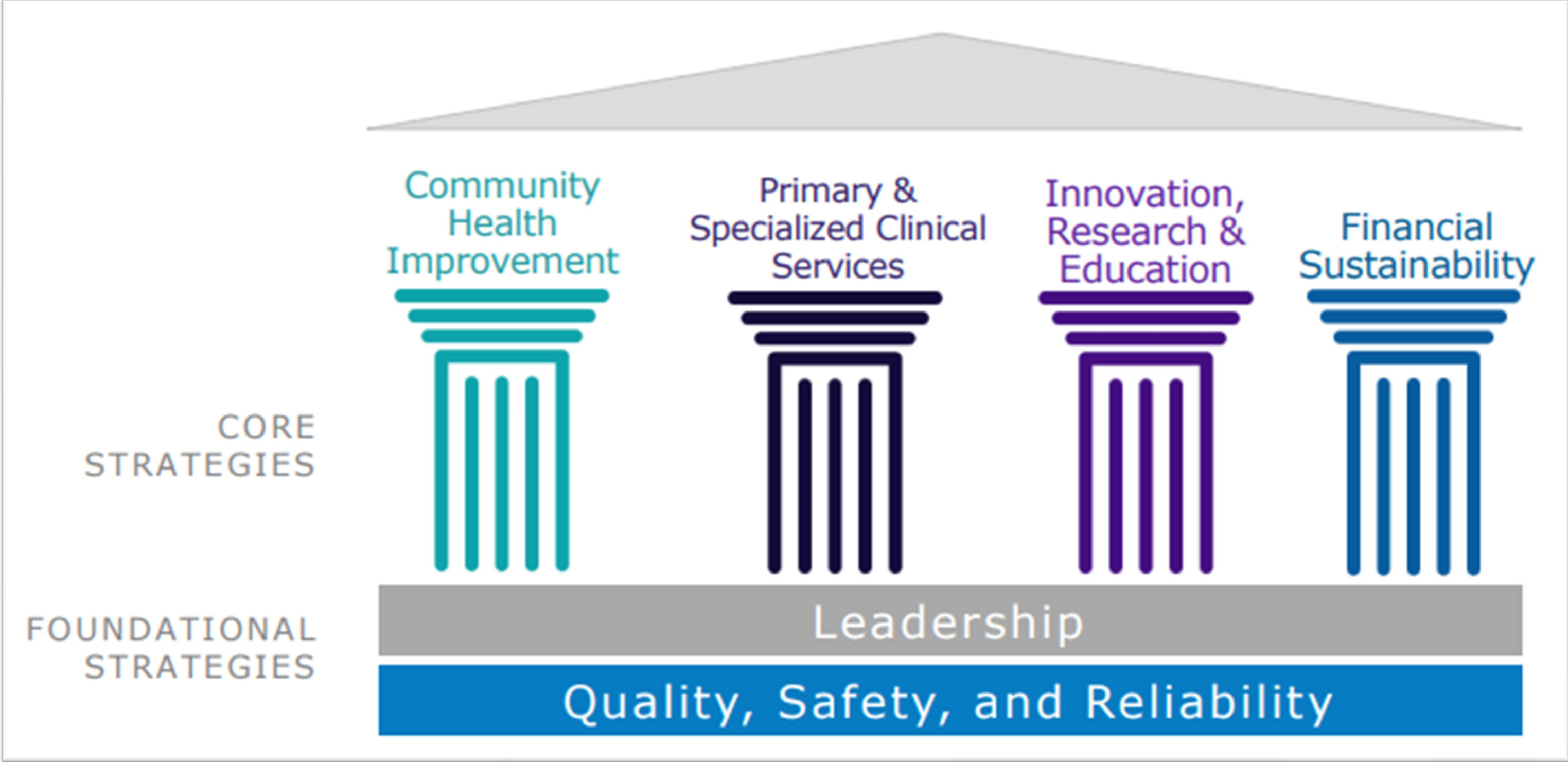
University Hospital

Strategic Plan Summary

2019-2022

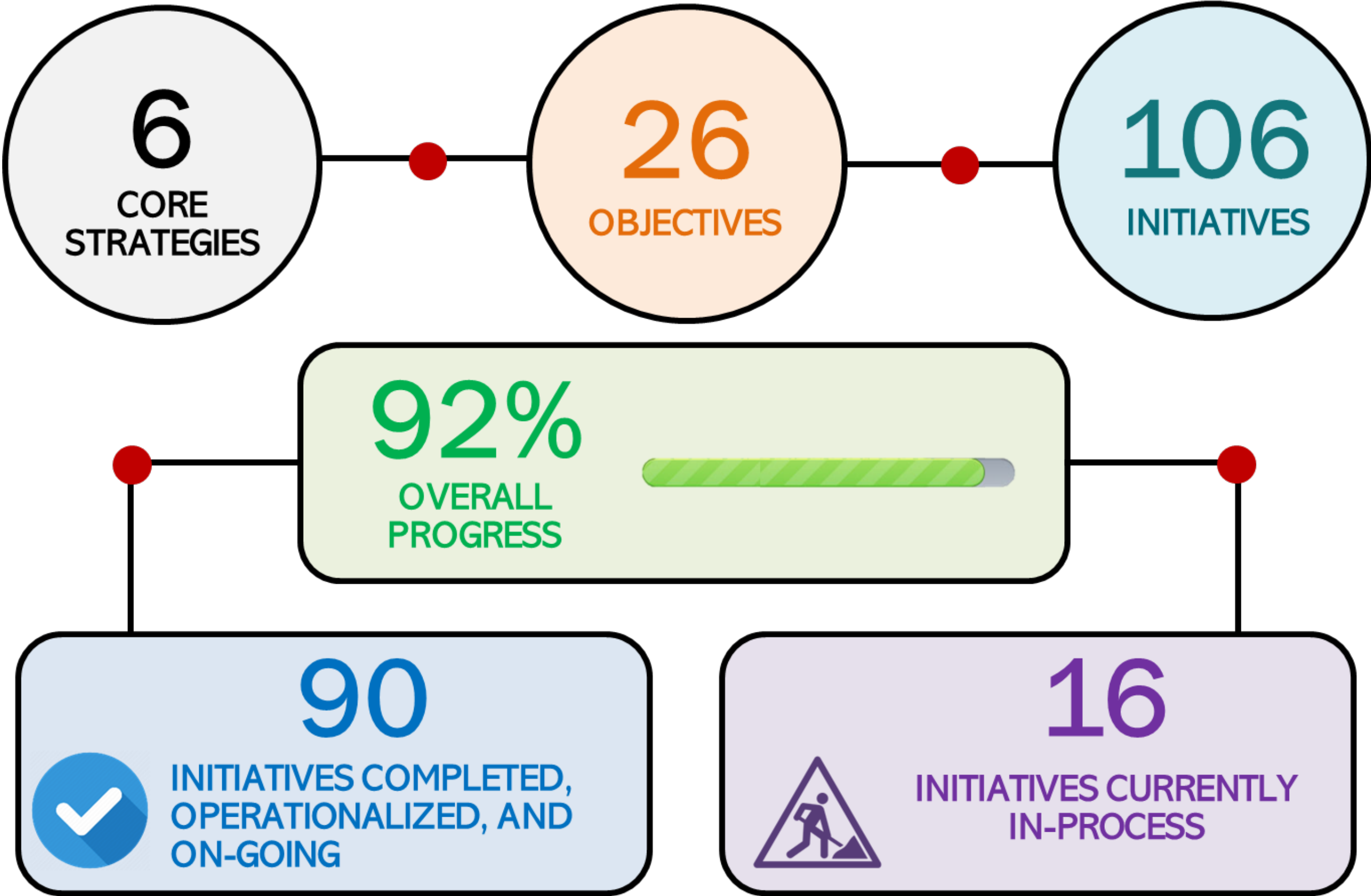


SIX PROPOSED STRATEGIES TO ACHIEVE THE VISION



STRATEGIC PLAN METRICS







GOAL

University Hospital leadership is transformational, collaborative, and responsive to the communities we serve

MAJOR INITIATIVES



Create a Culture of Accountability and Transparency



Complete & Execute Diversity & Inclusion Plan



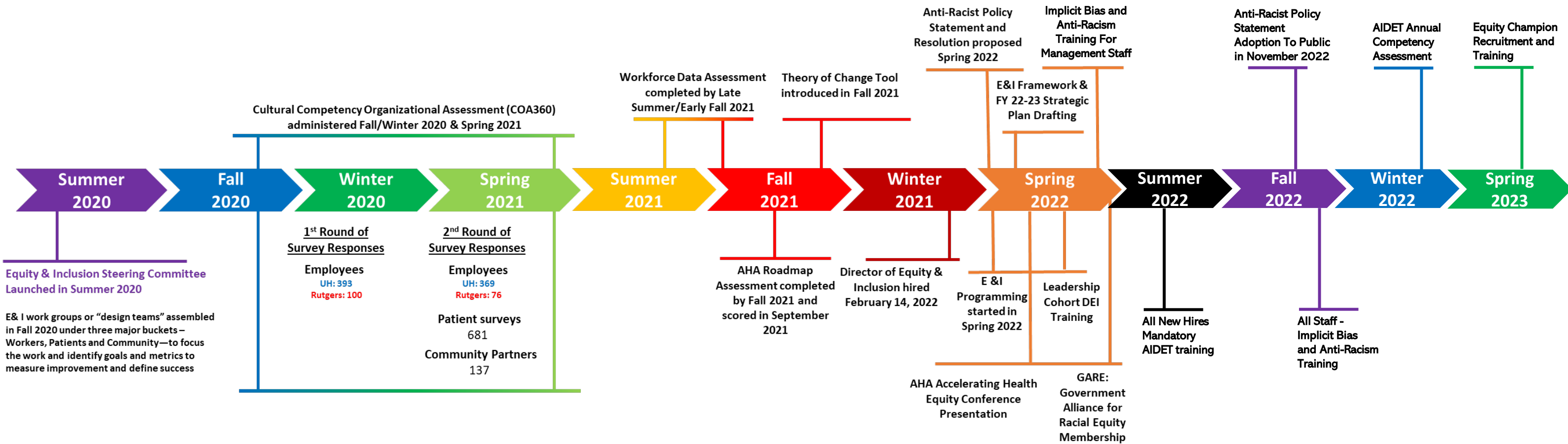
Develop/Recruit a high-performing Board of Directors



Improve Employee Engagement



From Models to Mobilizing: Implementing Health Equity Frameworks in Hospitals



A multidisciplinary Equity and Inclusion Steering Committee work group held multiple meetings to identify measurable goals across three specific areas that impact the University Hospital workforce to include on the Workers Equity & Inclusion scorecard. The goals are timebound by the current fiscal year unless otherwise indicated on the map.

3 OVERARCHING GOALS

ANTI-RACISM STRATEGIES



This section covers **four priority action areas**:

1. Provide tools to eliminate organizational bias and discriminatory behaviors;
2. Become a culturally responsive and accountable organization;
3. Develop catalysts for change in the areas of diversity, equity, accessibility, belonging, justice and inclusion; and
4. Excel on external measures of inclusivity.

OUTCOME GOALS



This section covers priorities for monitoring and tracking racial/ethnic demographic data of staff throughout the employee lifecycle and how representation trends among these data compare to the racial/ethnic demographics of the surrounding communities and patient populations from historically marginalized, excluded and stigmatized groups.

PERFORMANCE GOALS



This section focuses on the implementation of action steps to ensure accountability around workforce equity and the mobilization of organizational imperatives which create immediate pathways for success.

ANTI-RACISM GOALS

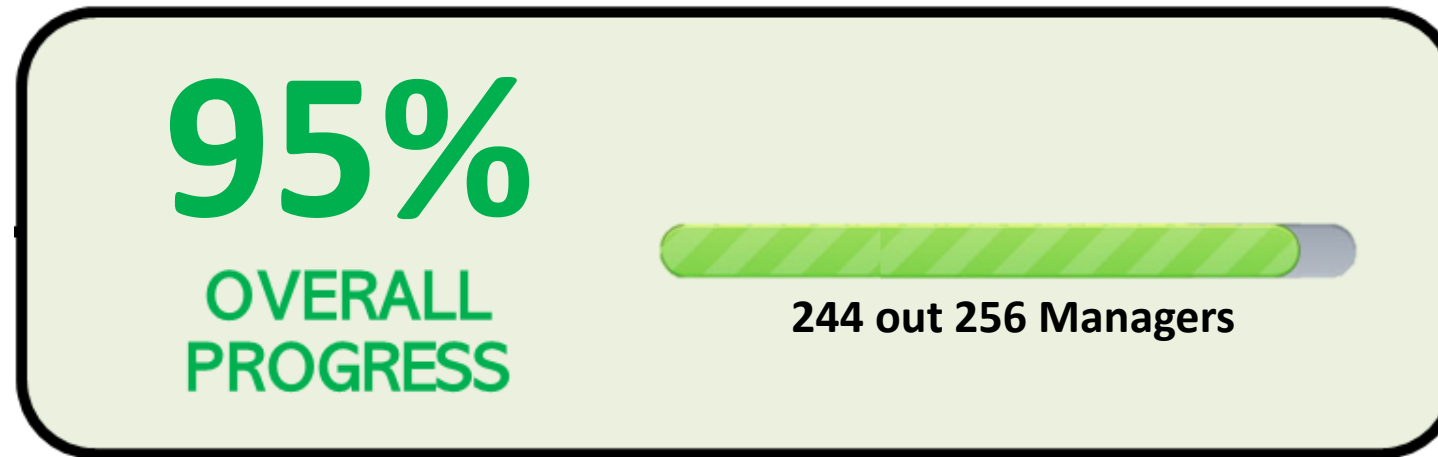

	Start Date	Baseline	Threshold	Target	Stretch
Eliminate organizational bias Mandatory Bias and Structural Racism Training (Managers and Above)	FY22	--	90%	95%	100%
Eliminate organizational bias Mandatory Bias and Structural Racism Training (All Staff)	FY23	--	90%	95%	100%
Develop catalysts for change Train a specific # of E&I Trainers	FY22	--	4	6	8

Provide resources and tools to eliminate organizational bias and discriminatory behaviors. These goals are designed to help employees understand and combat any unconscious or implicit biases and stereotypes and to build an antiracism culture across UH.



Develop catalysts for change in the areas of diversity, equity, accessibility, belonging, inclusion and justice. UH seeks to develop a cross-organizational team of employees and allies to promote equity throughout the organization.



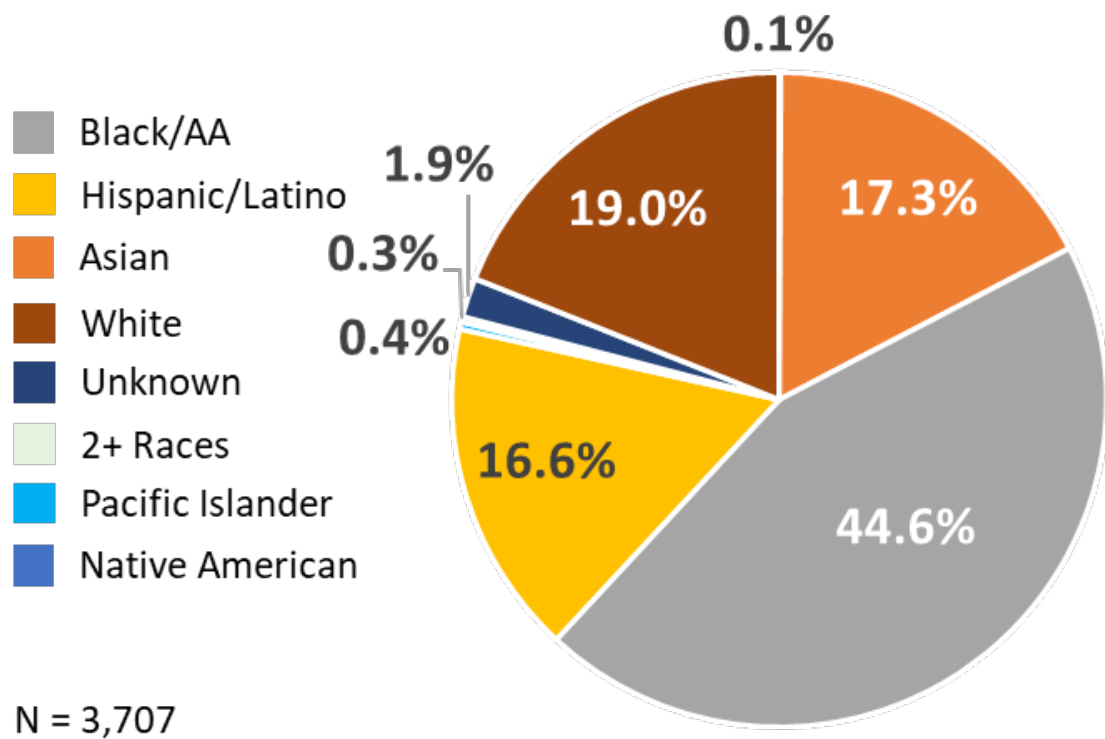
IMPLICIT BIAS AND ANTI-RACISM TRAINING

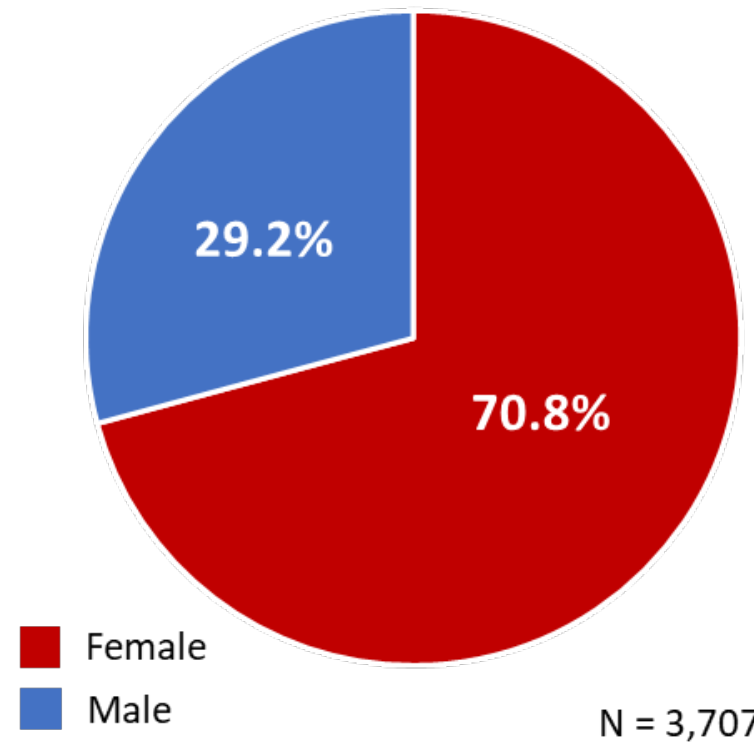
Reducing Implicit Bias in Maternal and Child Health

RACE/ETHNICITY



GENDER

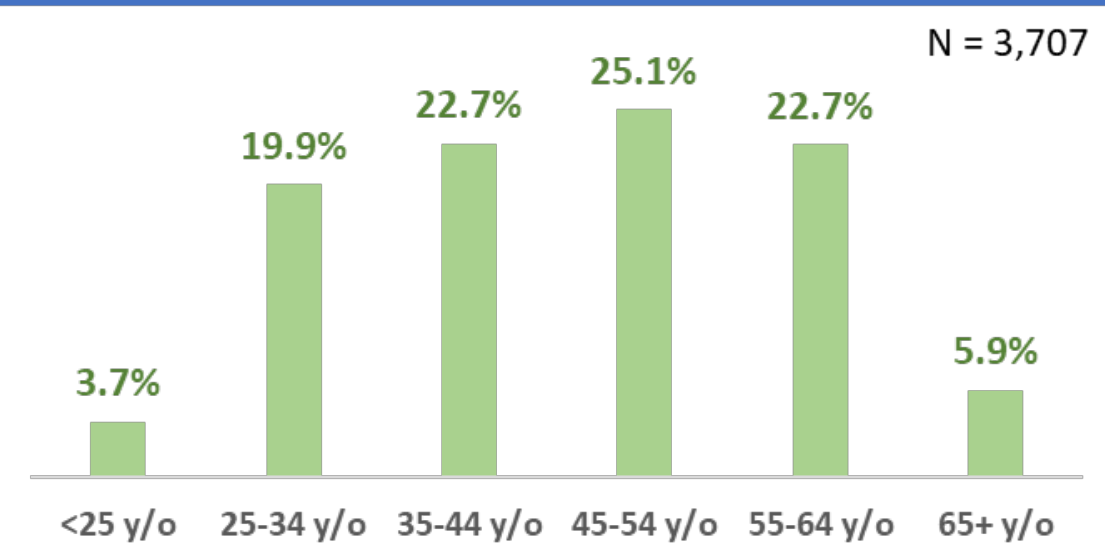


INTERSECTIONALITY

Race/Ethnicity	Female	Male
Native American	0.1%	0.0%
Asian	12.3%	5.0%
Black/African American	34.1%	10.4%
Hispanic/Latino	11.7%	4.9%
Pacific Islander	0.2%	0.1%
2+ Races	0.2%	0.1%
Unknown	1.4%	0.5%
White	10.8%	8.2%

N = 3,707

AGE GROUP



POSITION TYPE

57.2% of Employees are Clinical Workers



10.4% of Employees are in Management Positions



N = 3,707

EMPLOYEE RESIDENCE



18.3% of Employees live in Newark



29.5% of Employees live in Newark, Orange, East Orange, Irvington

N = 3,707





GOAL

University Hospital consistently provides world-class care from the perspective of patients, families, physicians, employees, and the community

MAJOR INITIATIVES



Measurably Improve Patient Health Outcomes

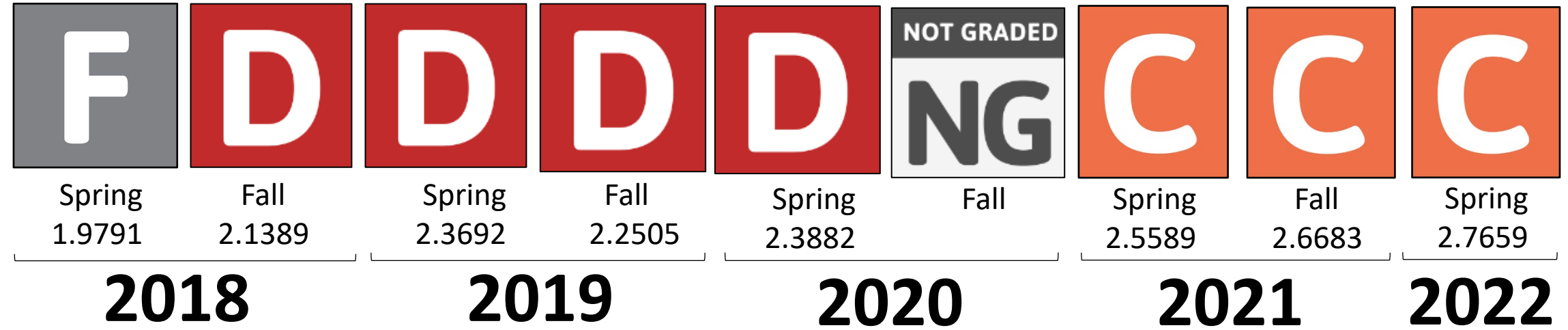


Establish High Reliability Framework



Enhance Patient Experience (PX)

LEAPFROG
HOSPITAL
SAFETY GRADE



Comprehensive Academic Medical Center
Quality and Accountability



	2020	2021	2022
Star Rating	★	★	★★★
Rank	95 of 100	93 of 101	66 of 107



Nurture a Culture of Safety

Event Reporting

Daily Hospital Safety Huddle



Lean Transformation Journey

Tiered Huddles

Standard Work

A3 thinking

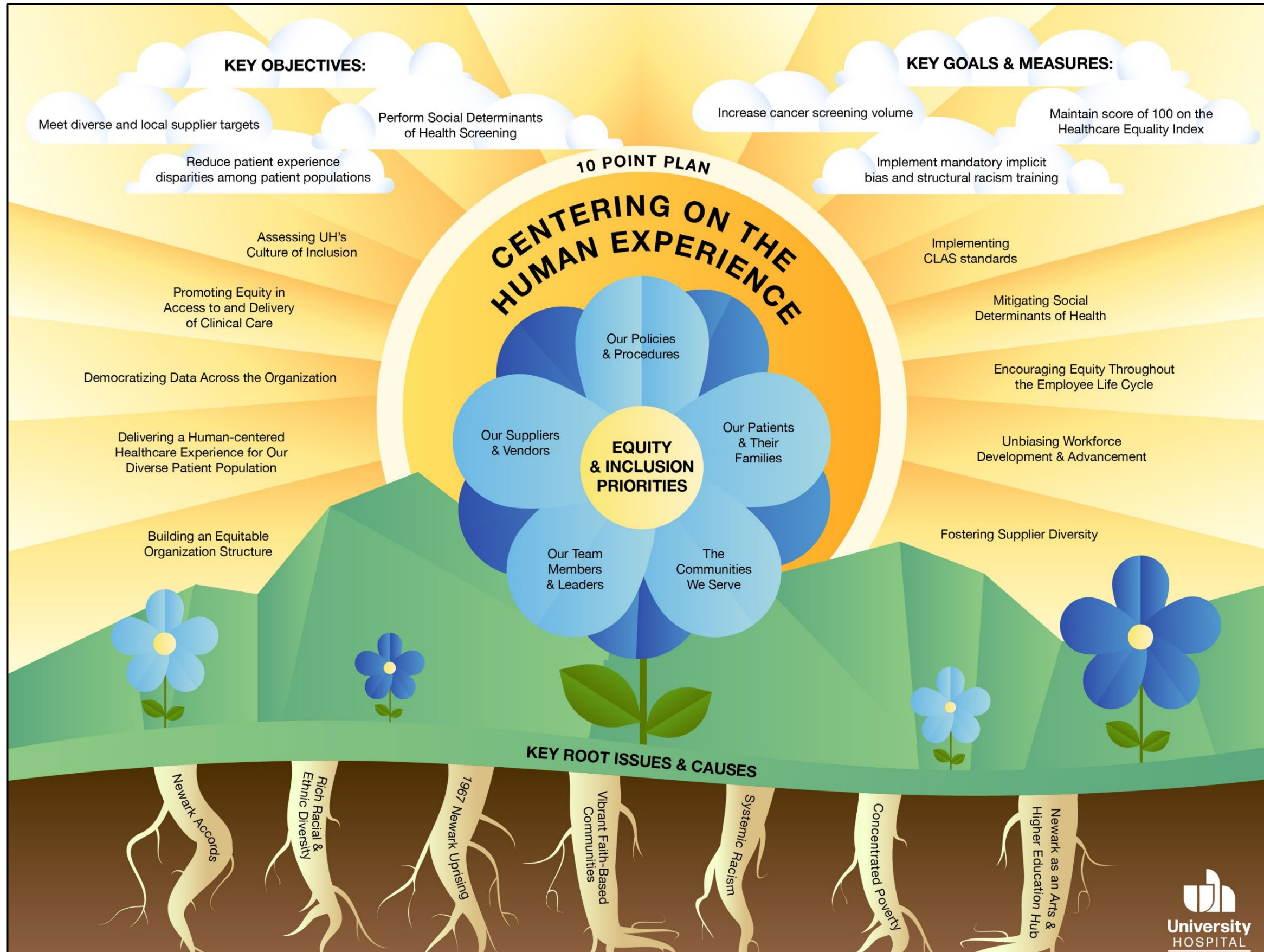
Front-line problem solvers



Recognize High Reliable Behaviors

Great Catches

Preoccupation with Failure





Healthcare Equality Index 2022

Promoting Equitable and Inclusive Care for Lesbian, Gay, Bisexual, Transgender & Queer Patients and Their Families



YEARS OF DRIVING CHANGE



HEALTHCARE EQUALITY INDEX

 **LGBTQ+ HEALTHCARE EQUALITY**
2022

LEADER

100

2022 SCORE



GOAL

University Hospital offers effective community-focused healthcare programs that improve access to primary and specialty care, enhance prevention, enable management of chronic illnesses, and partners to address the social determinants of health

MAJOR INITIATIVES



Complete Community Health Needs Assessment



Improve Access to Care



Implement Chronic Care Management Program



Address Community Public Health Issues



Enhance Community Based Prevention and Screening

Top 10 out of 41 Identified Themes

ACCESSIBILITY 1082

This theme focuses on health insurance, disjointed services, poor continuity of care, and the need for support in navigating health care and social service systems (e.g., case workers, patient navigators).

FAMILY SUPPORT 857

Participants shared that support programs for families and youth have been adversely impacted by the pandemic. Participants expressed the need for additional services and programming.

MENTAL HEALTH 845

Mental health was mentioned in almost every community conversation and key informant interview. Conditions like depression, anxiety, and PTSD that were present before the pandemic seemed to worsen during the last two years.

COVID-19 PREVENTION & IMPACTS 647

Participants talked about the challenges in encouraging some residents to take prevention measures such as not wanting to wear masks, hesitancy about getting tested and getting vaccinated, et al.

TELEHEALTH 530

The pandemic created an opportunity to increase the availability of telehealth services. While telehealth increases access for certain people in the community, it creates less access for others.

FOOD INSECURITY 581

The predominance of fast-food chains in Newark provides easy access to unhealthy foods. With minimal affordable healthy-eating options in Newark, fast-food is a low-cost convenient food option for residents.

RACISM/DISCRIMINATION 610

The discussion centered around differential treatment in community due to race, ethnicity and immigration status. Racism and discrimination is experienced in the way residents are treated by the police, fellow residents, as well as healthcare providers.

PATIENT-PROVIDER RELATIONSHIP 642

Build rapport, establish trust, communicate, and help to alleviate fear with their patients are key in getting patients to seek health care services and follow-up. Respect of cultural differences and non-discriminatory care is also essential.

SUBSTANCE USE 369

A significant barrier in addressing this health care is access to treatment programs for those battling substance abuse disorders. The excessive number of liquor stores in Greater Newark was also mentioned as an enabling factor and a gateway to other drugs.

CHRONIC DISEASE 353

The prevalence of chronic illnesses (e.g., diabetes, cancer, HIV, asthma, high blood pressure, tuberculosis), combined with high COVID-19 rates in Greater Newark, have placed stress upon a community also dealing with socioeconomic disparities.



263 VOICES



657

Employee Volunteer Hours



185

New Community Volunteers

8,550

Engaged participants through in-person, hybrid, and virtual events.

5,163

Screened people for chronic diseases and cancers.

8,325

Educated participants on health and wellness topics.

419

Coordinated in-person, hybrid, and virtual events.

Mammogram Masquerade Ball – Senior Health and Wellness – Breast Cancer Awareness Month – Hispanic Heritage Month – Diwali – Transgender Day of Remembrance – Season of Service – World AIDS Day – Red Across America – Career Day – Black History Month – Go Red Day – Donate Life Month – World Breast Feeding Week





**CARE AROUND
THE CLOCK**



University
HOSPITAL
Newark, NJ

**University Hospital
is here for you,
your families and
our community.**







GOAL

As a public academic health center, University Hospital partners to enhance clinical and research innovation to educate the next generation of clinical leaders

MAJOR INITIATIVES



Pursue Grant Funding Initiatives

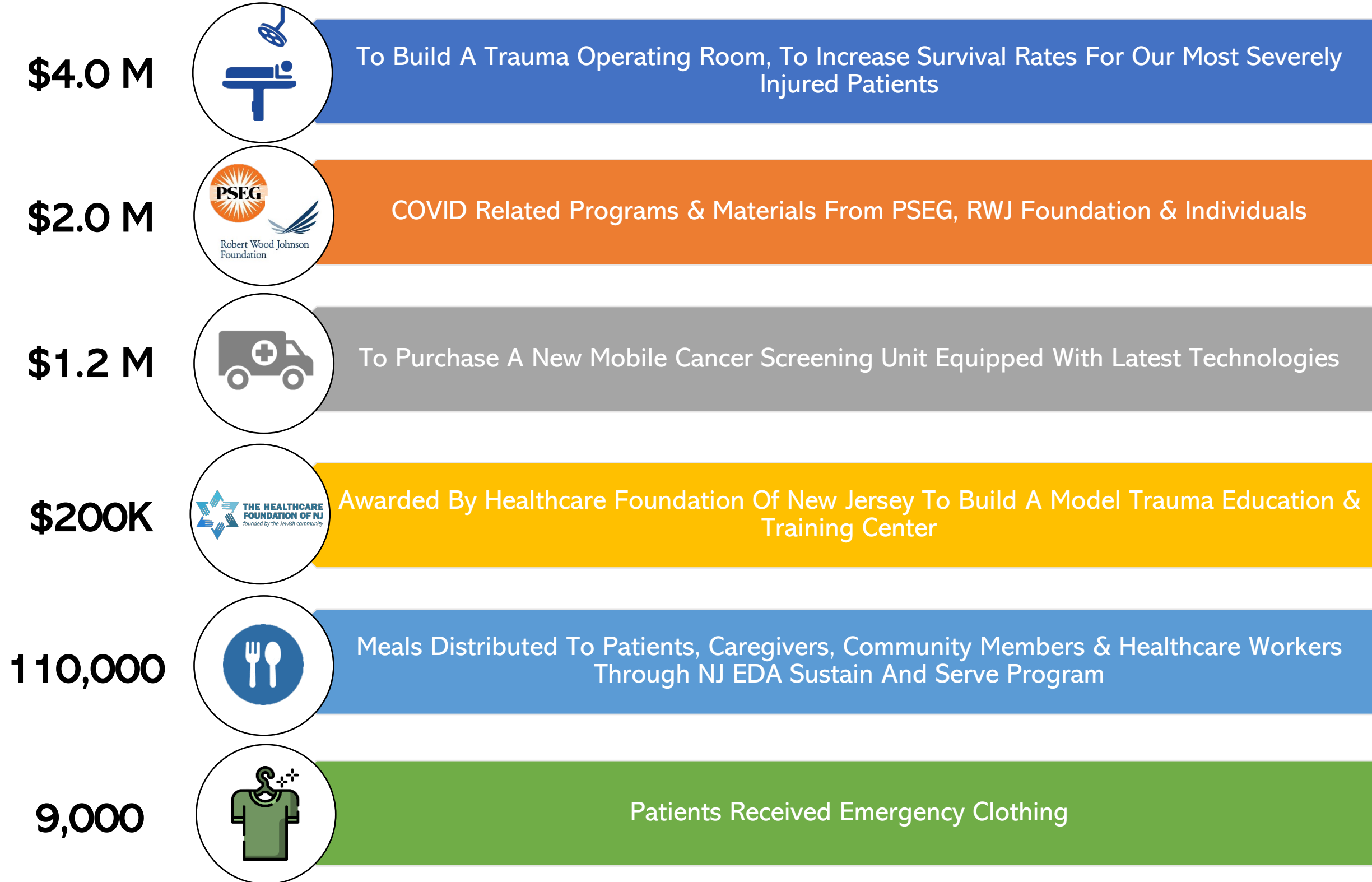


Develop Family Medicine Residency Program



Develop Long-Range Information Technology Plan

Committed to raising funds to accelerate the vision of University Hospital



Breast Feeding Awareness To Encourage Community To Support Moms and Their Babies



How To Feed The Hungry While Helping Struggling Restaurants Survive

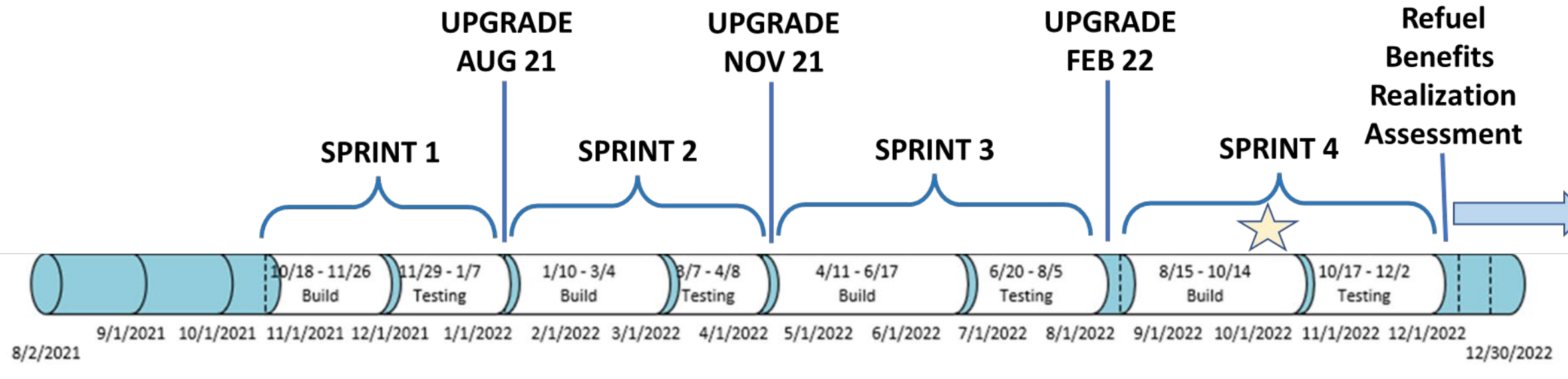


Toast To Our Heroes To Recognize Inspirational Healthcare Workers

- A comprehensive review of University Hospital’s Electronic Health Record (EHR) system, workflows, and processes to identify opportunities for optimization.
- UH implemented Epic back in 2001 and has progressively expanded its use and deployment of modules to support the breadth of clinical care operation.
- Epic has developed its ‘Foundation System’ which provides standardization and best practice workflows across the platform.
- Projects scoped into the Refuel initiative were informed by Epic’s refuel assessment, organizational goals, and operational priorities.
- **Goal:** to enhance the value and experience of the EHR for both patients and care givers and maximize our value from Epic.

REFUEL FOCUS: LEVERAGING THE EPIC FOUNDATION SYSTEM





2022 Live Dates

- Sprint 1 – January 10
- Sprint 2 – April 10
- Sprint 3 – August 7
- Sprint 4 – December 11**



SPRINT 1

- Improved chart correction workflows
- Haiku for Anesthesia
- Dashboard/Report verification
- OR Surgery admit class post-surgery



SPRINT 2

- Optimize Medication Alert BPA
- Release of Information (ROI) module
- Transport



SPRINT 3

- Secure Chat mobile app
- Increased utilization of Haiku



SPRINT 4 (In-progress)

- Stroke narrator implementation
- Wound workflow and documentation
- EVS Mobile (Live 9/22/2022)
- Pre-admission testing Lab Labels (Live 9/20/2022)
- Close the loop – improved communication with referring providers
- Improved referral authorization workflow
- Increase the departments with direct scheduling available in My Chart
- Electronic Signature
- Provider on the Fly- real time creation of referring providers in the provider master file

CONTINUOUS IMPROVEMENT AND OPTIMIZATION PROCESS

Primary and
Specialized
Clinical Services



GOAL

University Hospital expands its clinical presence and interprofessional programs as the principal teaching hospital of New Jersey Medical School, Rutgers School of Dental Medicine, and other Newark-based programs

MAJOR INITIATIVES



Redesign Emergency
Department



Develop New Clinical
Programs



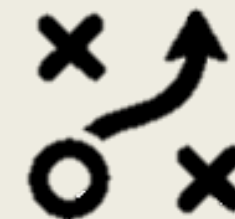
Expand Primary Care
Presence



Revise Clinical Services
Agreement



Reduce Network
Leakage



Create Service Line
Growth Strategies



Create Medical Staff
Development Plan



Introduce Patient
Centered -
Ambulatory Care

University Hospital has a talented, hardworking staff who lead statewide and nationally.



Our facility trains the future medical staff for a good portion of the State of New Jersey.



University Hospital was designated as one of Newsweek's Best Maternity Care Hospitals 2021



University Hospital Liver Transplant Program Led By New Jersey Medical School Physicians Ranked No. 1 In The Country



University Hospital Named One of America's Best Employers in New Jersey in Third Annual Ranking by Forbes



University Hospital staff are **skilled** and **experts** in patient care.



University Hospital staff **provide excellence of care** to all patients.



The medical staff is teaching faculty of New Jersey Medical School **train 324 residents and fellows** every year.



GOAL

University Hospital meets community health needs now and into the future through a combination of financial performance and public support

MAJOR INITIATIVES



Improve Operational Efficiencies
& Cost Per Unit of Service

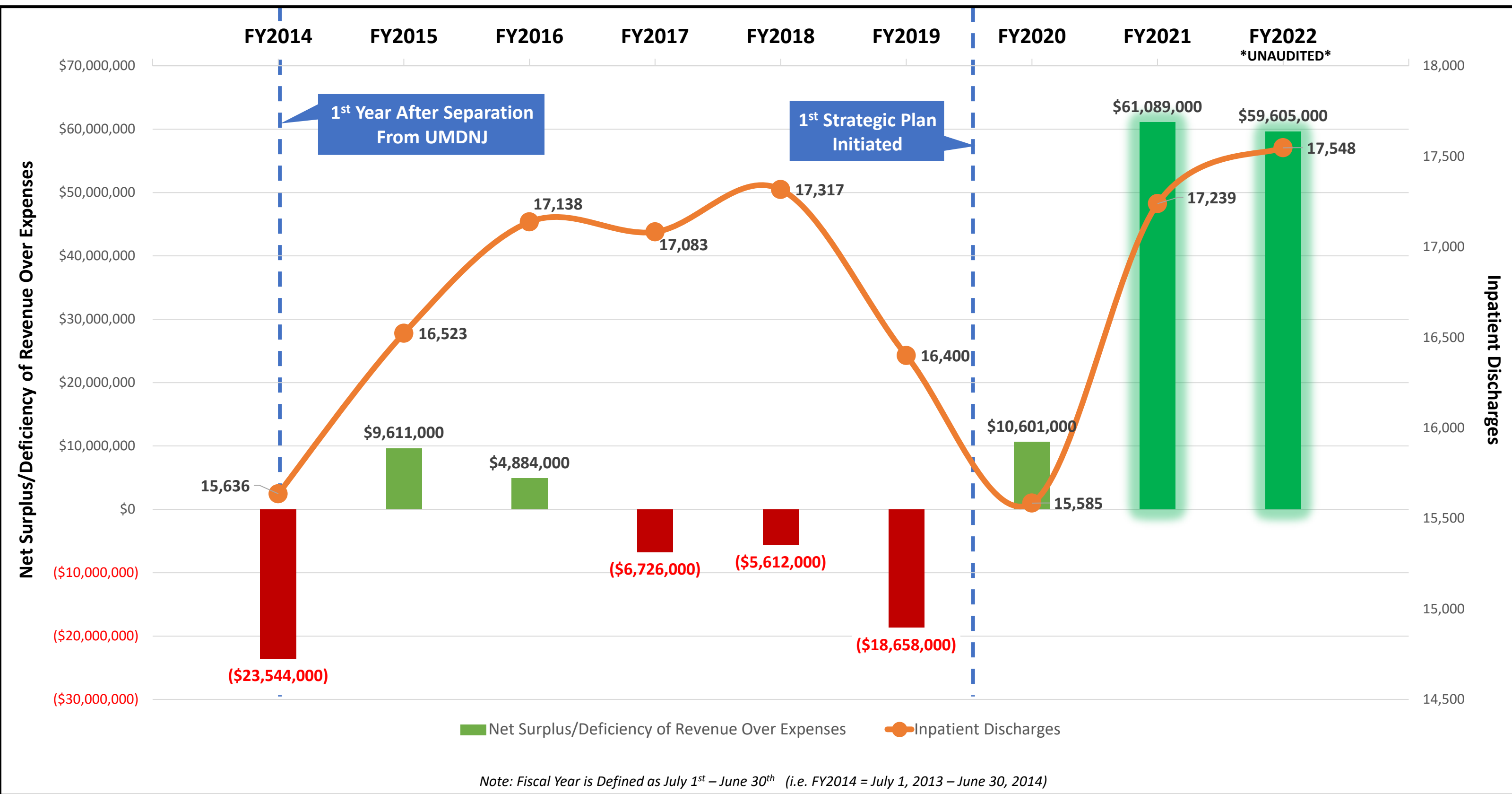


Explore Alternative Funding
Sources



Design & Execute Payer
Strategies & Tactics

UH FINANCIAL & OPERATIONAL VOLUME OVER LAST 9 YEARS



CAPITAL INVESTMENTS SPENT FOR FY2021 AND FY2022

-  Hospital Emergency Generator
-  Sprinkler (Phase I, II, & III)
-  Roof Repairs
-  HVAC Upgrades
-  UH/Rutgers Co-Generation Power Plant
-  Master Facility Plan
-  EMS Vehicles & Ambulances
-  MCC Emergency Communications Upgrades
-  Linear Accelerators (LINAC)
-  Emergency Services Equipment
-  Patient Bed Monitors
-  1.5T MRI
3T MRI
-  Pharmacy Upgrades
-  OR Equipment
-  Retail Pharmacy
-  Pain Management Center
-  Single Port Robot
Xi Robot
-  Ventilators
-  Stryker PowerLoad
Stretcher System
-  Advanced Life Support &
Basic Support Ambulances
-  Vocera Messaging
System
-  SARS-COV Hospital
Lab Testing
Equipment
-  Hospital Beds,
Mattress, & Curtains
-  IV Pumps
-  Interventional X-Ray's
X-Ray's
-  PET/CT
CT Scanners
-  Nuclear Camera
-  Ultrasound's
-  ER Nursing Stations
Acute ER Renovation
-  Molecular Lab
-  D Yellow Covid /
Flex Unit
-  ACC Center of
Excellence:
Hepatology/Liver &
Orthopedics
-  Medical Oncology
Expansion
-  Women's Health
Bus
-  IT Upgrades:
Hardware, EPIC
Refuel, and
Additional Systems

\$135 M
Total Capital Spent
FY21 & FY22

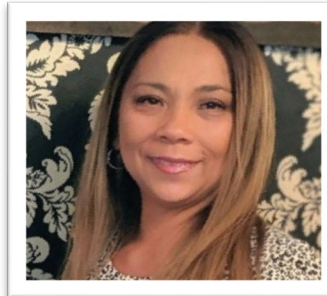
In Remembrance



Obinna Eke
Patient Care Technician



Kim King-Smith
EKG Technician



Angela "Angie" Rodriguez
Assistant Manager Admitting Services



Dr. Nagi Abraham
Medical Technologist



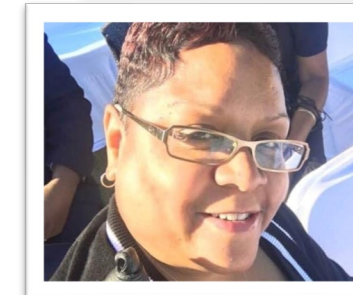
Delores Simon
Transport Customer Services Technician



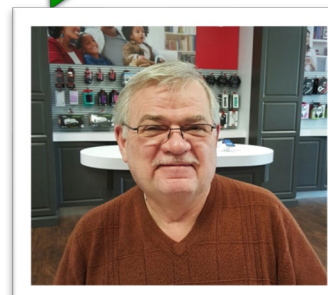
George Sisnero, RN
Staff Nurse



Arnold Plant
Environmental Services Worker



Felicia Booker
Assistant Director Patient Accounts



Albert Duncan
Supervisor



Dr. Danilo Bolima
Director of Patient Care Services
Medical Surgical



And Those In Our Community Who We Lost

We would be remiss no to mention the impact that COVID had on our hospital family. At the end of 2020, we honored the 10 employees who had died. Since that time, we lost two additional colleagues. We continue to remember them and the community members who we lost during the pandemic.