

EXCEPTIONAL CARE; WITHOUT EXCEPTION



STRATEGIC PLAN 2021

MISSION

We are the community-owned source of compassionate, high quality and integrated healthcare for residents and visitors of Whidbey Island.





VISION

To be the provider of
choice for primary and
specialty healthcare in
our community

VALUES

- I. Integrity:** We are honest with our patients, their families, and each other in all that we say and do.
- C. Compassion:** We are empathetic with our patients, their families, and each other. We practice patient-centered care as the cornerstone of our compassion.
- A. Accountability:** We are accountable to each other and to the community and patients we serve. We are responsible in our use of resources to sustain and grow WhidbeyHealth for generations to come.
- R. Respect:** We honor and value the diversity, dignity, and choices of all persons.
- E. Excellence:** We follow the highest standards of quality and safety in providing care to our patients and their families.



GOAL #1

SERVICE

We consistently deliver the safest and highest quality care to every WhidbeyHealth patient



GOAL #1: SERVICE

Consistently deliver the safest and highest quality care to every WhidbeyHealth patient

Objectives to achieve Goal #1:

1. Achieve nationally recognized benchmarks for clinical quality and safety performance
2. Optimize processes and workflows to continuously improve operating efficiencies
3. Develop a stable workforce committed to continuous improvement in all service areas

Initiatives to achieve these objectives:

1. Maintain existing accreditation and pursue additional certifications/accreditations
2. Adopt technology and infrastructure innovations which improve care delivery
3. Implement process improvement strategies to streamline work in all areas
4. Establish meaningful measurement, analysis and reporting to inform and encourage continuous improvement and achievement of industry-specific key performance indicators (KPI's) in every department
5. Create and sustain a culture of life-long learning and professional development

Achievement milestones:

- ✓ Create comprehensive skills-based education and leadership training
- ✓ Achieve & report continuous improvement in patient experience scores
- ✓ Achieve & maintain ISO-9001 Certification
- ✓ Obtain and maintain Rural Health Clinic (RHC) accreditation.
- ✓ Achieve & maintain pharmacy accreditation



GOAL #2

PEOPLE

Provide an environment where patients, employees and providers are valued partners in healthcare delivery





GOAL #2: PEOPLE

Provide an environment where patients, employees and providers are valued partners in healthcare delivery

Objectives to achieve Goal #2:

1. Attract and retain the highest-level talent
2. Deliver a consistently excellent patient experience across the continuum of care
3. Empower patient engagement in their healthcare
4. Create a high-performance culture where employees thrive, and community trust is increased
5. Enable providers to create and nurture strong relationships with their patients

Initiatives to achieve these objectives:

1. Foster a culture of continual learning, improvement, safety, and quality of care, in a supportive and fair environment
2. Improve care delivery and promote strong patient-care team relationships through the innovative use of technology
3. Promote healthy lifestyles for patients, staff and providers
4. Develop a focused approach to employee engagement
5. Create a talent development and retention program

Achievement milestones:

- ✓ Employee engagement mean > 4.00
- ✓ Increased use of patient portal
- ✓ Increased participation in employee wellness programs
- ✓ Employee retention rates exceed industry average
- ✓ Implement 360-degree evaluation process
- ✓ Implement a new performance review process



GOAL #3

SUSTAINABILITY

Drive financial
stewardship, strategic
growth, and innovation.

GOAL #3: SUSTAINABILITY

Drive financial stewardship, strategic growth, and innovation

Objectives to achieve Goal #3:

1. Develop financially astute leadership
2. Optimize service lines and strategic partnerships to support community needs and drive growth
3. Manage resources to ensure long-term financial health and agility
4. Leverage technology and facility solutions to advance clinical care and business operations

Initiatives to achieve these objectives:

1. Design and implement meaningful measurement, analysis, and continuous improvement of industry-specific, departmental financial KPIs
2. Build financial knowledge and capability in our leadership teams
3. Participate in a Community Health Needs Analysis
4. Optimize data analytics and reporting systems

Achievement milestones:

- ✓ Meet or exceed our operating margin
- ✓ Generate greater than 90 days cash reserves to assure financial stability
- ✓ Maintain insurance denials at or below 6% of claims
- ✓ Maintain public transparency and accountability by completing financial reporting timely
- ✓ Accounts Receivable of 45 days





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