

strategic goals

achieve operational excellence and financial performance

key strategies

- Reduce variation and inefficiency
- Improve managed care contracting
- Increase philanthropy
- Create capital capacity and improve financial position

outcomes

- Increased ability to reinvest in the Mission:
- Reduce operating expenses ≥ 1.5 percent
- Increase managed care net revenue by $\geq \$15$ million
- Increase giving by \$15 million
- Improve Days Cash to 150 and Indebtedness to 0.5

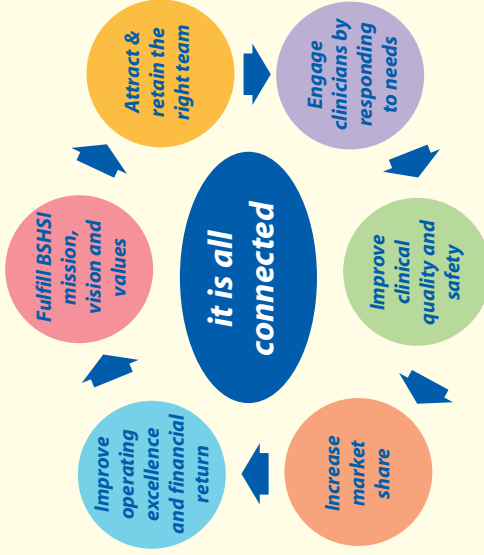
build healthier communities

key strategies

- Build community capacity/coalitions to improve Quality of Life
- Advocate for improved access
- Develop preventive health services

outcomes

- Improve community quality of life and health:
- Demonstrate improvement on at least one key indicator
- Increase number of children enrolled in health care plans
- Reduce BSHSI health care costs and unnecessary utilization



pursue focused growth

key strategies

- Complete "pipeline" projects
- Continue growth of targeted Service Lines
- Implement initiatives for ambulatory care (creating capacity)
- Expand comprehensive community-based services for the elderly in selected markets

outcomes

- Become essential provider:
- Achieve volume and market share targets
- Achieve revenue and ROI targets
- Double home care revenues

liberate the potential of people

key strategies

- Create BSHSI ministry and leadership model
- Transform nursing care and practice
- Significantly invest in training and development
- Attract, retain and develop exceptional workforce

outcomes

- Culture of engagement and energy:
- ≥ 75 percent of promotions filled from within
- Nursing engagement ≥ 75 th percentile
- Employee engagement ≥ 75 th percentile

align with premier practitioners

key strategies

- Engage physicians as partners
- Implement physician-hospital relationship models
- Attract and retain premier practitioners

outcomes

- High physician alignment and engagement:
- Physician preference score ≥ 90 th percentile
- Meet recruitment and retention objectives
- Volume targets achieved

deliver clinical excellence

key strategies

- Superior knowledge of "customer" requirements
- Care redesign
- Implement CIS and integrated IT systems
- Expand/enrich wholistic, palliative care

outcomes

- Achieve high reliability:
- Preventable deaths reduced to "0"
- 100 percent compliance with evidence-based medicine
- Patient/Resident overall quality and spiritual care satisfaction ≥ 90 th percentile
- Palliative care consults for 2.5 percent of discharges



priorities 2007-2009

our mission

The Mission of the Bon Secours Health System is to bring compassion to health care and to be good help to those in need, especially those who are poor and dying.

As a System of caregivers, we commit ourselves to help bring people and communities to health and wholeness as a part of the healing ministry of Jesus Christ and the Catholic Church.



long-range vision

Inspired by the healing ministry of Jesus Christ and the charism of Bon Secours, BSHSI will be recognized for its leadership in justice, transforming the communities in which we serve and work into places of health and hope, and being a prophetic voice for systemic U.S. health reform and a more humane world.

three-year vision

We will redesign our care processes to provide health care that is compassionate, safe, and high quality. Consistent with the needs of our communities, we will grow our ambulatory services and community-based services for the elderly.

strategic goals

- ❖ Build Healthier Communities
- ❖ Liberate the Potential of People
- ❖ Deliver Clinical Excellence
- ❖ Align with Premier Practitioners
- ❖ Pursue Focused Growth
- ❖ Achieve Operational Excellence and Strengthen Financial Position