

ARMC 2023-24 Strategic Overview

The Heart of a Healthy Community®



Presented to the ARMC Joint Conference
Committee – March 23, 2023



Journey Toward World Class



**Population Health,
Access & Quality**



**Clinical Excellence &
Service Line Growth**



**People, Education
& Training**



**Operational Excellence &
Financial Stewardship**



Operational Excellence &
Financial Stewardship

Regulatory Readiness

Goal: Maintain a state of regulatory readiness

Measure(s) of Success:

- a. Maintain a state of regulatory readiness at all times

Strategies:

1. Establish and complete action plans based on the March 2023 accreditation survey from The Joint Commission
2. Maintain a state of readiness through Clean Sweep Fridays and routine rounding
3. Conduct mock surveys throughout the year





Clinical Excellence &
Service Line Growth

Quality Improvement & Culture of Safety

Goal: Continued Quality and Process Improvement to ensure ARMC outcomes are World Class

Measure(s) of Success:

- a. Drive individual department owned continuous quality improvement activities to achieve desired outcomes
- b. Improve ARMC's Culture of Safety survey outcomes year-over-year

Strategies:

1. Through our quality and process improvement departments, partner with operational leaders and teams to drive department specific quality improvement initiatives that are evidence based and in line with national best practices
2. Establish workplans and initiatives based on the annual culture of safety survey in partnership with BETA health





Population Health,
Access & Quality

Leapfrog

Goal: Improve our Leapfrog Scores

Measure(s) of Success:

- a. Achieve and maintain a Leapfrog score of A

Strategies:

1. Reduce Central Line Associated Blood Stream Infections by 10%
2. Reduce Catheter Associated Urinary Tract Infections by 10%
3. Reduce Surgical Site Infections by 10%
4. Reduce avoidable Hospital Acquired Pressure Injuries by 10%
5. Implement a Patient Family Advisory Council

Quality





Operational Excellence &
Financial Stewardship

Marketing & Outreach

Goal: Grow external marketing strategies to align with ARMC service lines and clinical excellence.

Measure(s) of Success:

- a. Establish 18-month marketing strategy for ARMC critical service lines
- b. Increase number of external events and outreach activities year-over-year

Strategies:

1. In partnership with physicians and operational owners, establish an 18-month marketing plan focused on highlighting our clinical services to the community
2. Establishment of outreach opportunities with community clinics and other health providers to drive alignment for specialty services
3. Partner with the County Board of Supervisors offices to align outreach activities and community events/fairs





Operational Excellence &
Financial Stewardship

ARMC Foundation

Goal: Increase fundraising efforts within the ARMC Foundation to help support ARMC's Behavioral Health Adolescent Unit and the community.

Measure(s) of Success:

- a. Achieve fundraising goal by 2025
- b. Establishment of a Foundation Three-Year Strategic Plan

Strategies:

1. Work with Foundation leadership and ARMC leadership to establish a three-year strategic plan focused on fundraising efforts
2. Expand on outreach efforts which include the annual 5K Run/Walk and Golf Outings





Population Health,
Access & Quality

Enhanced Care Management

Goal: Through CalAIM expand Enhance Care Management (ECM) teams to better manage the care of patients who are high risk for hospitalization and high utilizers of health services.

Measure(s) of Success:

- a. Increase the number of patients enrolled in ECM program by over 1,200 patients between IEHP and Molina
- b. Meet 100% percent of quality metrics

Strategies:

1. Enhanced partnership with IEHP to align program standards and quality metrics
2. Increase number of ECM teams to allow for increased number of patients
3. Drive improvements in Social Determinants of Health (SDoH) to reduce disparities within the communities and connect residents to appropriate services
4. Enter into ECM agreement with Molina. (County-wide Contract)



Community





Operational Excellence &
Financial Stewardship

Financial Operations

Goal: Optimize revenue cycle and financial performance to maintain positive cash flow

Measure(s) of Success:

- a. Cash on Hand to be at industry appropriateness
- b. Streamlined workflow for revenue cycle

Strategies:

1. Stabilize revenue cycle operations post go-live from Epic to hardware process and maximize output
2. Improve collections with non-contracted entities
3. Hardware culture within each operational area of ARMC focused on individual ownership around revenue and expenses per day
4. Hardware operational ownership and understanding of productivity measures and Employee Equivalent per Occupied Bed (EEOB) measure





Clinical Documentation & CMI

Goal: Improve clinical documentation integrity to accurately reflect the acuity of the patients we serve

Measure(s) of Success:

- a. Improve overall CMI to be in alignment with national benchmarks, based on the types of patients we serve

Strategies:

1. Work with our clinical documentation integrity department to drive improved documentation with our physicians based on the acuity of our patients
2. Benchmark like-for-like diagnosis against CMS for gaps
3. Drive patient through-put to reduce unnecessary length of stay
4. Establish process for improved concurrent coding and enhanced utilization review





People, Education &
Training

Turn Over & Contract Labor

Goal: Stabilize the increased labor costs associated with increased contract labor

Measure(s) of Success:

- a. Reduction of Registry staff to near zero
- b. Reduce employee turn over to under 12 percent across the hospital

Strategies:

1. Proactively manage productivity by cost center with a focus on reducing contract labor
2. In partnership with County HR; focused efforts around employee wellness, stay interviews, competitive position reviews and specific strategies based on exit surveys



Clinical Excellence &
Service Line Growth

Value Analysis & Product Mgt

Goal: Realize cost savings from products evaluated by the value analysis committee and optimized supply chain management.

Measure(s) of Success:

- a. Achieve savings/cost avoidance goal of \$604,983

Strategies:

1. Enforce and utilize the value analysis program to reduce variability in medical supplies and inventory
2. Work with Medline to reduce inventory and expired supplies through their Just In Time inventory management system





Population Health,
Access & Quality

Value Based Programs

Goal: Maximize the supplemental reimbursement received through quality incentives tied to value based programs.

Measure(s) of Success:

- a. Receive 100% of the max available supplemental fund pools

Strategies:

1. Hardwire strategies with clinical informatics, our physician partners, clinics and inpatient departments focusing on Healthcare Effectiveness Data and Information Sets (HEDIS) and Managed Care Accountability Sets (MCAS) measures to maximize our supplemental revenues based on the multiple state and payor incentive programs including: DHCS Global Payment Program (GPP), DHCS Quality Incentive Pool Program (QIP), DHCS Enhanced Payment Program (EPP), and IEHP Pay-for-Performance (P4P) measures



Finance





People, Education &
Training

Employee Wellness

Goal: Establishment of a wellness program at ARMC

Measure(s) of Success:

- a. Improve utilization of wellness opportunities offered by the County to reduce stress and burnout

Strategies:

1. Implementation of wellness app for employees to understand benefits
2. Offer on-site programs and counselor for employees





People, Education &
Training

HR Relations & Process

Goal: Reduce the time for on-boarding of new hires to national benchmarks and improve overall HR processes to maximize partnership

Measure(s) of Success:

- a. Time to hire process from vacant to on-boarded in under 45 days
- b. Maximize understanding of HR benefits and educational opportunities for employees

Strategies:

1. Streamline Request to Fill process to ensure alignment and accountability
2. Continued partnership with HR on certification list notifications and hard to recruit positions
3. Streamline process for on-boarding post offer
4. Host benefit fairs to bring awareness of San Bernardino County benefits to our employees





People, Education &
Training

Employee Engagement

Goal: Improve ARMC overall employee engagement scores and become a recognized best place to work

Measure(s) of Success:

- a. Increase year-over-year employee engagement scores from 3.76 to 3.87

Strategies:

1. In partnership with ARMC's employee engagement officer, establish on-going 90-day action plans for each manager focusing on key drivers of engagement:
 - a) The organization cares about quality improvement
 - b) I get the tools and resources I need to provide the best care/service for our clients/patients



People





Operational Excellence &
Financial Stewardship

Patient Engagement

Goal: Become the provider of choice for patients.

Measure(s) of Success:

- a. Increase HCAPHS scores to be in the top 50th percentile
- b. Increase CG-CAPHS scores to be in the top 35th percentile

Strategies:

1. Initiate best practice Studer principles based on based on Top Box recommendations
2. Initiate on-going, interactive education with physicians and clinical staff related to communication with patients regarding their disease process, hospitalization and out-patient course.





Clinical Excellence &
Service Line Growth

Patient Through-Put

Goal: Improve patient through-put and continuity of care to decrease emergency department holds and increase capacity within the inpatient units

Measure(s) of Success:

- a. Reduce Average Length of Stay (ALOS) against national benchmarks
- b. Reduce the number of admissions holds in the ED
- c. Reduce re-admission rates
- d. Increase the amount of time ARMC is on “No Deceleration”

Strategies:

1. Improve coordination of ARMC departments around timeliness of discharge and discharge planning
2. Partner with IEHP and other payors to reduce barriers for post-acute admissions
3. Drive improved turn-around-time for ancillary services around diagnostics and other services for 24/7 utilization





Population Health,
Access & Quality

Clinic Standardization

Goal: Standardize the patient journey across all outpatient clinics.

Measure(s) of Success:

- a. Improve average time for next available appointment in the FHCs and the specialty care clinics
- b. Improve the patient cycle time in the FHCs and the specialty care clinics

Strategies:

1. Establishment of standardized practices across each clinic for operational efficiencies and accountability
2. Improve throughput across the clinics through alignment of key performance indicators



Service





Operational Excellence &
Financial Stewardship

Capital & Facility Improvements

Goal: Invest in the infrastructure of ARMC to meet the demands of world class healthcare

Measure(s) of Success:

- Improve on the speed of completion of projects in partnership with SBC Department of Project and Facilities Management
- Increase budget estimates on projects to a 95% confidence margin
- Continue to fund new projects based on depreciation value of existing capital

Strategies:

- Evaluate existing and future CIPs.
- Partner with PFMD on future campus plans that increase ARMC's capacity to deliver care
- Establish appropriate scope and timelines for each project under PFMD against the hospital's 10-year campus plans
- Partner with medical staff and ARMC departments to ensure ARMC is fulfilling needs of the organization





People, Education &
Training

Nursing & Ancillary Affiliations

Goal: Increase and strengthen the future workforce by developing new affiliations with nursing and allied health professional schools.

Measure(s) of Success:

- a. Increase the number of candidates from partner schools that apply for employment at ARMC

Strategies:

1. Strengthen existing relationships with key partners
2. Establish new partnerships with nursing and allied health professional schools that feed ARMC's talent pipeline
3. Develop long-term strategy and viability assessment for a School of Nursing in partnership with CUSM adjacent to the ARMC campus
4. Use nursing and ancillary affiliations as recruitment strategies





Graduate Medical Education

Goal: Continue to train and grow the future provider workforce of San Bernardino County.

Measure(s) of Success:

- a. Increase the number of residency/fellowships offered at ARMC under the rural designation from ACGME

Strategies:

1. Add a new Anesthesia residency program for FY 2024
2. Transfer an existing AOA neurosurgery residency program from Desert Regional Medical Center to ARMC for the remaining three years
3. Add a new Addiction Medicine Fellowship
4. Add a new Cardiac Fellowship





Clinical Excellence &
Service Line Growth

Service Line Expansion

Goal: Take a focused service line approach to grow market share and reduce outmigration of services.

Measure(s) of Success:

- a. Grow ARMC's critical service line market share in neurosciences, oncology, women's health, orthopedics, oncology and primary care

Strategies:

1. Expand the services offered with neurosciences critical care to create a regional hub for services
2. Establish a cardiac service line and prepare for STEMI designation
3. Grow the number of procedures performed by the orthopedic service line
4. Grow the Women and Children's service line by working on a seamless patient journey for perinatal services and marketing the quality outcomes seen by expecting mothers receiving care at ARMC through outreach and external marketing efforts
5. Obtain accreditation as an Academic Comprehensive Cancer Center





Population Health,
Access & Quality

Primary & Specialty Care Clinics

Goal: Increase the volume and utilization of outpatient services ARMC provides to the residents of San Bernardino County.

Measure(s) of Success:

- Increase initial and follow up visits at Family Health Centers and Primary Care Clinic by an average of 3 percent
- Increase specialty care visits by an average of 3 percent

Strategies:

- Increase capacity through improved utilization of clinic space and reduction of no-show rates
- Partnership with IEHP, SBC Public Health FQHCs and community-based clinics to drive enhanced/streamlined referral process for specialty clinics
- Work with physician partners to recruit key gaps in coverage to include: Rheumatology, Dermatology and Plastic Surgery
- Improve through-put of the referral process through eCRM and eConsult to ensure timely referral





Population Health,
Access & Quality

Integrated Community Health

Goal: Address health inequities and access in San Bernardino County by delivering care to patients outside of ARMC's four walls

Measure(s) of Success:

- a. Increase mobile medicine visits by 5 percent year-over-year
- b. Increase telehealth visits by 3 percent
- c. Establishment of Digital Health Platform in collaboration with IEHP

Strategies:

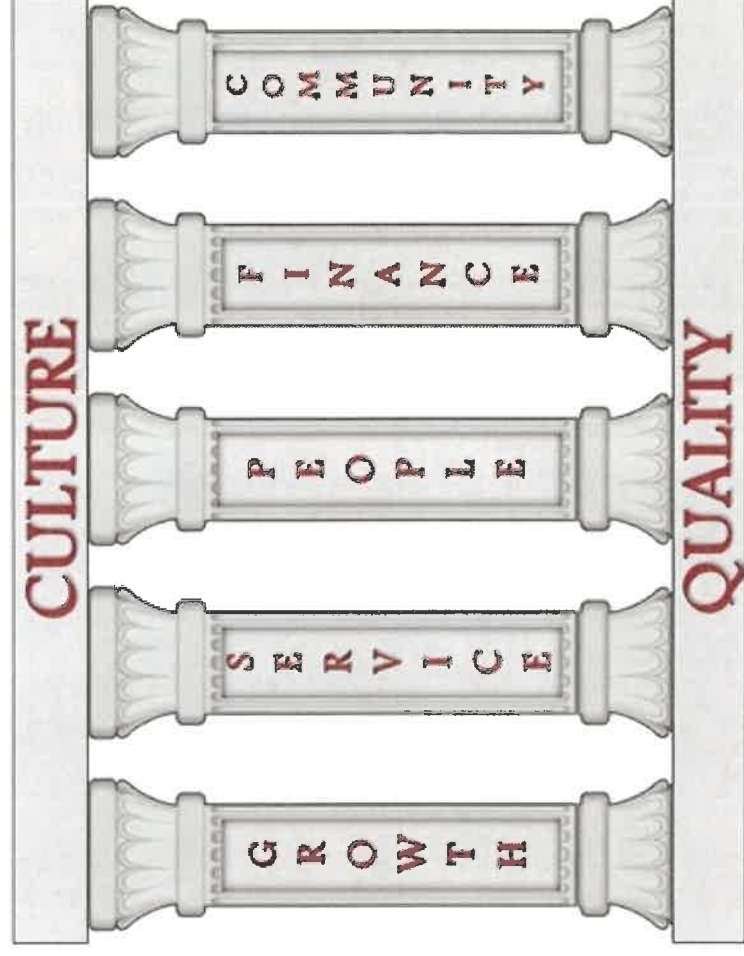
1. Establish specific strategies within each of the five supervisorial districts for increased access and outreach
2. Increase fleet of vehicles from three to four
3. Build out digital health platform via asynchronous telehealth to provide access to remote communities and community-based clinics throughout the county
4. Improve utilization of telehealth services at our FHCs and Detention Centers



Growth



Alignment ▪ Action ▪ Accountability



Journey Toward World Class



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**Operational Excellence &
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...and support of the San Bernardino Countywide Vision



Our Values



Our Mission

In an environment of learning and innovation we serve our diverse community with high quality compassionate care

Our Vision

To improve the health of the community by being the provider of choice for health care delivery and education

The Heart of a Healthy Community®

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