



2015
STRATEGIC
PLAN

vision, mission and core values

Our Vision

To be the leader in improving child health

Our Mission

Cincinnati Children's will improve child health and transform delivery of care through fully integrated, globally recognized research, education and innovation.

For patients from our community, the nation and the world, the care we provide will achieve the best:

- Medical and quality of life outcomes
- Patient and family experience and
- Value

today and in the future.

Our Core Values

Respect everyone

- Celebrate the unique strengths of each person
- Learn from the traditions of others
- Honor the boundaries set by families
- Be kind

Tell the truth

- Communicate openly, honestly and clearly
- Champion and sustain accuracy and integrity
- Learn from mistakes
- Act ethically

Work as a team

- Listen to others
- Deliver on commitments
- Work with colleagues and families to improve outcomes and performance

Make a difference

- Embrace new ideas; innovate
- Anticipate future needs; work to meet them now
- Engage and encourage scientific inquiry; affirm academic freedom
- Create, apply and share knowledge; teach others to do the same

2015 strategic plan

Strategic Focus

We will deliver demonstrably superior outcomes and experience at the lowest possible cost and discover and apply better ways to improve the health of more children, here and around the world.

Objectives

- To increase the satisfaction of our patients and families, we will achieve excellence in our delivery system.
- To extend our impact, we will grow targeted programs, deliver integrated care and apply superior research.
- To improve the health of more children, we will harness the power of research from basic to outcomes and pursue game-changing discoveries, partnerships and business ventures.

Goals

- **Safety:** Be the safest hospital. Implement systems that reliably deliver safe care to our patients and protect the safety of our employees.
- **Outcomes:** Develop and embed tools for measuring and improving outcomes for 100 diseases and complex disorders and achieve at least 20% improvement for at least 50% of them and best-in-class outcomes for 20 high impact diseases and complex disorders.
- **Care Integration:** Develop integrated, well-coordinated delivery systems across the continuum of care to improve quality and cost-effectiveness.
- **Community Health:** Lead, advocate and collaborate to measurably improve the health of local children and reduce disparities in targeted populations.
- **Productivity:** Optimize use of facilities and staff and improve patient flow to achieve 20% greater utilization of existing assets.
- **Cost:** Be a model for lowering health-care costs. Reduce inflation-adjusted and severity-adjusted cost per patient encounter by at least 5%.
- **Clinical Expansion:** Improve services for children with targeted diseases and complex disorders by strengthening existing programs and developing new ones.
- **Expand Reach:** Leverage our resources to improve the health of more children beyond our community.
- **Research:** Expand the research pipeline. Create the infrastructure and environment to support the spectrum of research and accelerate its impact on child health.
- **Innovation:** Drive innovation in everything we do.



“I’ve worked in community-based programs at Cincinnati Children’s for 11 years, most recently focusing on building a city-county collaboration to decrease prematurity and infant death. I’m delighted that improving community health is now a prominent goal in our 2015 strategic plan. What a great opportunity we have to work side-by-side with community groups and agencies to make lives better for children outside the walls of the hospital.”

Barbara Rose, RN, MPH

Child Policy Research Center

Initiatives Supporting our Goals (Short-form Summary)

1. Eliminate all preventable serious harm
2. Achieve the lowest rate of employee injury
3. For 100 diseases and disorders:
 - Implement self-management programs
 - Embed standardized measures
 - Use improvement science outcomes research
4. For 20 high priority diseases and disorders:
 - Integrate research, improvement science and information systems
 - Initiate multi-site improvement/research networks
5. Support team-based relationships for integrative care
6. Develop care management teams for complex patients
7. Leverage work to the appropriate level of staffing
8. Reduce infant mortality rate
9. Reverse the trend of increasing childhood obesity
10. Reduce hospital use by children with asthma
11. Reduce unintentional injuries rate
12. Reduce system delays
13. Increase RVU per clinical FTE
14. Increase nurse presence for inpatients
15. Increase billed hours per operating room
16. Reduce ED length of stay
17. Increase outpatient clinic utilization
18. Reduce supply and drug costs
19. Eliminate unnecessary diagnostic tests
20. Reduce cost of shared services functions
21. Develop at least two new interdisciplinary programs per year
22. Expand at least one significant existing program per year
23. Develop transitional care capability
24. Develop long-term care capability
25. Enhance and develop new services at geographically distant sites



“ I see the new strategic plan as an evolution of the previous plan and a confirmation that we’ve been headed in the right direction. I particularly like the focus on patient safety. ”

Jack Horn, RPh
Assistant Vice President, Patient Services

26. Develop a leading capability for tele-health
27. Increase lives impacted outside our community
28. Identify key thematic areas of research emphasis and an ideal portfolio balance
29. Pursue external research partnerships and collaborations
30. Expand the scope of clinical and translational research through robust infrastructure support
31. Annually assess the future potential of under-funded research
32. Create an enterprise-wide innovation center
33. Assign leadership accountability for innovation
34. Establish and grow core technologies to support innovation
35. Promote rapid implementation of innovative pilot projects

Critical Requirements (What must be strengthened)

Leadership and Education Excellence: Deliver leadership development, professional education and talent management programs that enhance leadership and management capabilities and superior decision making.

Infrastructure Investment: Develop superior capabilities in cores and services that are critical to support and advance cutting-edge research, education and care, including biomedical informatics, human and integrated genomics, health services research and data management services.

Expanded Revenue Streams: Strengthen programs that generate significant clinical revenue and diversify revenue streams by pursuing domestic and international business relationships, developing new ventures, commercializing innovation and establishing a world-class development culture and capability.



“ We are using the strategic plan to prioritize our clinical and research initiatives in the GI division. It sets a clear and transparent vision for the next five years, especially with respect to patient care, improved outcomes and efficiency. ”

Mitchell Cohen, MD
Director, Gastroenterology, Hepatology and Nutrition



“ Our strategic plan is centered on the child. Whether you are coming from around the corner or from the other side of the world, it is gratifying to take your child to a hospital that is so deliberately focused on carefully defined improved medical outcomes — and is holding people accountable for delivering those improved outcomes. We just want our kids to get better. ”

Kay Fricke

Parent Coordinator, Family Advisory Council

