



# **Health System Strategic Plan Fiscal 2023- 2027**

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# Introduction

As Beebe Healthcare looks ahead to the next five years and beyond, Beebe stands as a local leader in clinical excellence. To retain our position as a thriving independent health system and advance our mission and vision, we will build on our recent momentum of growth and expansion and further strengthen our culture of excellent care for our patients and community by pursuing the clear strategic and organizational imperatives outlined in this plan.

Both 2020 and 2021 have proven to be a time like no other. The global coronavirus (COVID-19) pandemic had unprecedented public health, social, and economic impacts in all communities we serve. Yet, this once-in-a-lifetime crisis has taught us lessons, the most important being: *When we act with collaborative purpose, there is nothing we cannot accomplish.*

It is with that spirit of collaborative purpose that we embark on the next chapter as “One Beebe,” which encompasses the clinical missions of the Beebe Medical Center, Beebe Medical Group, Margaret H. Rollins School of Nursing, and the Beebe Medical Foundation. This new strategic plan crystalizes our shared organizational priorities for the coming years.

# Values, Strategic Objectives and Opportunities

Beebe Healthcare is the health system of choice in Sussex County, and this is the unifying principle for this strategic plan. As our community engages with Beebe, they will have the kind of excellent experience that will prompt them to return to us throughout their health journey. It is our goal to ensure that their encounters reflect the values that we live by, include superior outcomes, compassionate teams, and convenient, patient-centered services. The experience will be consistent across all of Beebe Healthcare, regardless of program, site, service (in-person or virtual), or physician / provider. We will continuously improve how we work together to deliver the next generation of healthcare, today. By providing a truly differentiated experience, we will also be well positioned to engage with healthcare consumers and payers on next-generation reimbursement structures designed to keep populations healthy.

## Values

We recognize that what we believe—what we hold true and what we value—informs our decisions and our actions every day. As a team, when we share the same sets of beliefs and values, we are more likely to act in unison, creating consistently excellent experiences and reliable and safe care for our patients. Beebe Healthcare team members have pledged to live these values every day.

- Do what it takes to keep everyone safe
- Do it right the first time, every time
- Treat each individual with respect and dignity
- Build trusting relationships with compassion and kindness
- Achieve amazing accomplishments through exceptional teamwork
- Act with passion and love for others to make a difference
- Listen carefully
- Have the courage to communicate honestly and effectively
- Dedicate yourself to being an expert in your field, always learning, always growing

# Objectives

Among leaders and community stakeholders of Beebe Healthcare, there is agreement that the need for a clear and actionable strategic plan has never been more necessary. This Strategic Plan is framed by these overarching imperatives:

- Our patients are at the center of everything we do
- Our plan is characterized by action and effective execution
- Our plan is flexible to respond to and proactively execute in an accelerated pace of change and the increasing importance of patient needs and demands
- It will address the importance of access and improve the health of the Sussex County community
- It will address the importance of diversity and equal access to healthcare services
- It is aligned with Beebe's values and will provide the highest quality care and experience for our patients
- We will have workforce, physician / provider, and leadership engagement in and commitment to the strategic plan across Beebe Healthcare
- Our actions and behaviors will reflect our mission and vision of Beebe Healthcare and be grounded in our core values

# Drivers of Change

The historic drivers of change are accelerating and expressing themselves in new ways. These drivers create opportunities for us to establish a unified vision for Beebe Healthcare’s mission to encourage healthy living, prevent illness, and restore optimal health with the people residing, working, or visiting the communities we serve.

## Drivers of Change

- Accelerated pace of change** and continued consolidation across the healthcare industry
- Consumerism and advances in digitally enabled care** disrupting traditional patient engagement and care delivery models
- Advances in healthcare delivery models** for non-hospital sites of care and new applications of technology and data science that increase the speed of diagnoses and treatment efficacy
- Healthcare reimbursement and purchaser demands** place pressure on our capacity to invest in all our missions
- A **lucrative local market** that is drawing attention from both **traditional and non-traditional competitors**
- Heightened need to address **physician / provider and employee stress**, exacerbated during the pandemic, and to promote wellness

## Beebe Opportunities

- Creative, patient-centric growth** to achieve new levels of patient service and engagement
- Alignment and collaboration across Beebe Healthcare are more critical than ever** and we need to connect our breadth of expertise and tools to advances in health excellence and patient experience
- Our **deep commitment to our communities** is a focus of our plan
- Renewed commitment to our people and teams** (and their wellness) as our most critical asset
- More agile and dynamic decision-making** and implementation with **effective execution**
- Local differentiation based on **quality and safety**

# Strategic Opportunities

A focus on consumerism has accelerated the disruption of healthcare. Also, powerful new entrants from outside the healthcare field — such as Amazon and Walmart — raise the potential for profound disruptions.

Consumers continue to demand that healthcare offer the same degree of convenience as other industries. These industries provide digitally enabled access, and high-touch and personalized services located closer to and in the home. Digitally enabled care has become widely available during COVID-19 and has proven its value as a new model of care.

We recommit to our most critical asset — our people. The success of our strategic plan and the success of Beebe Healthcare rests solely on our people. However, physician / provider shortages and team burnout and turnover rates are on the rise, especially in community hospitals where resources are limited, and recruitment is challenging in a highly competitive employment market. Beebe Healthcare team members are deeply proud of and committed to our work and mission. We will continue to promote a culture focused on our core values, where all team members feel valued and supported.

Our resources and assets must be strategically aligned and coordinated if we are to continue to grow our brand, our services and clinical excellence. Organizational silos and misalignments across Beebe cannot prevent us from delivering our full scope of expertise and capabilities to patients, partners, and payers. Silos between clinical programs, and between the sites and services must be systematically addressed to unleash the full potential of Beebe Healthcare. We will find ways to sustain and improve our historically strong financial performance to enable the continued investment necessary in the community and to expand on our differentiation. Moving forward, we will focus on value improvement, revenue diversification, growth, and new payer strategies to provide excellent care to our patients, support our ability to invest, and succeed in a value-based environment.

We need to expand and grow in new ways. Continued clinical growth is important for us to achieve size and reach to support all of Sussex County and to grow as a specialty services leader. Growth enables us to continue to expand our subspecialties, improve recruitment, invest in education and development, and partner for change in the communities we serve. The competitive spirit of the local healthcare economy will require Beebe to grow beyond our primary service area. This growth will require a new way of looking at expansion options, including new partner models, revenue streams, and collaborations across geographies. Beebe's future digital capabilities will create paths and enable connections previously unrealized.

## Strategic Opportunities Continued

More than ever, a clear, widely shared sense of purpose across Beebe Healthcare is critical to our success. A successful future will require Beebe Healthcare to have persistent organizational focus, clear prioritization of effort and investment, and accountability for execution of strategic initiatives.

Our mission to support our communities' health is a central focus. New evidence emerges daily about the importance of social and behavioral drivers of health. Beebe must fulfill our mission and leadership role by addressing these issues by partnering with other organizations.

Our strategic planning and implementation process will evolve to be more dynamic and agile. The healthcare environment evolves faster than a five-year strategic planning cycle can foresee and address. The next step for the Strategic Planning Committee will provide a framework for real-time assessment, course correction, and prioritization of initiatives, informing our financial and operational processes to achieve our goals.

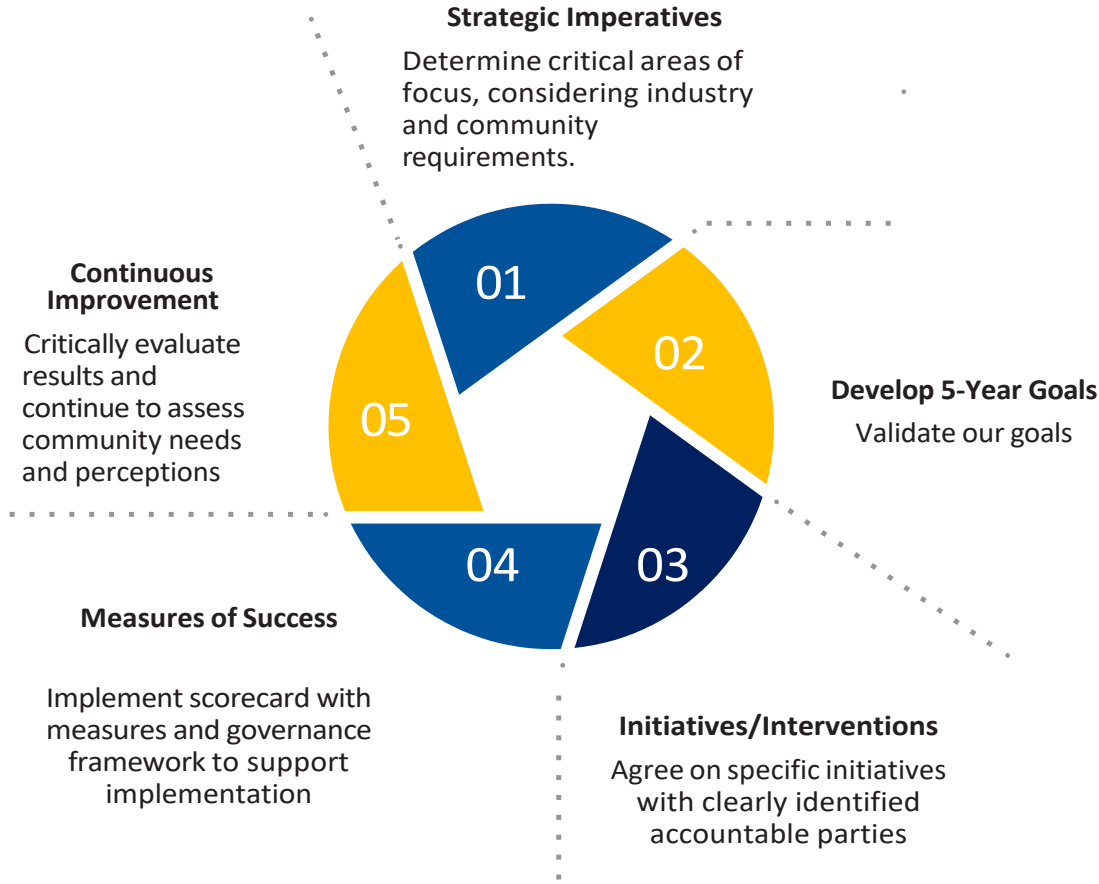


# Strategic Planning Process

The strategic planning process was commissioned by the Beebe Healthcare Board of Directors and was completed over four months beginning in January 2022. The Beebe Strategic Planning Committee (BSPC), consisting of members of the Board and the Executive leadership team, engaged in a broad and intense collaboration across the enterprise and community, incorporating feedback from over 200 people via various channels.

## New Process

The plan represents the first step in a new strategy formation and execution process for Beebe Healthcare that will be increasingly dynamic, agile, and iterative. This approach promotes a more continuous assessment of the internal and external challenges and opportunities we face, improved tracking and measurement of success for the initiatives we undertake, and an ability to pivot more rapidly to take advantage of developments and opportunities we cannot anticipate today.



# Strategic Planning Process Continued

## Playbook for Strategy

The plan has been developed using an integrated framework that provided us with a comprehensive view not only of Beebe’s current capabilities but also, the future capabilities that will be needed to compete in specific geographic areas and services. This same framework facilitated a dialogue helping us to clearly define the purpose and vision of the health system, and where and how we will compete.

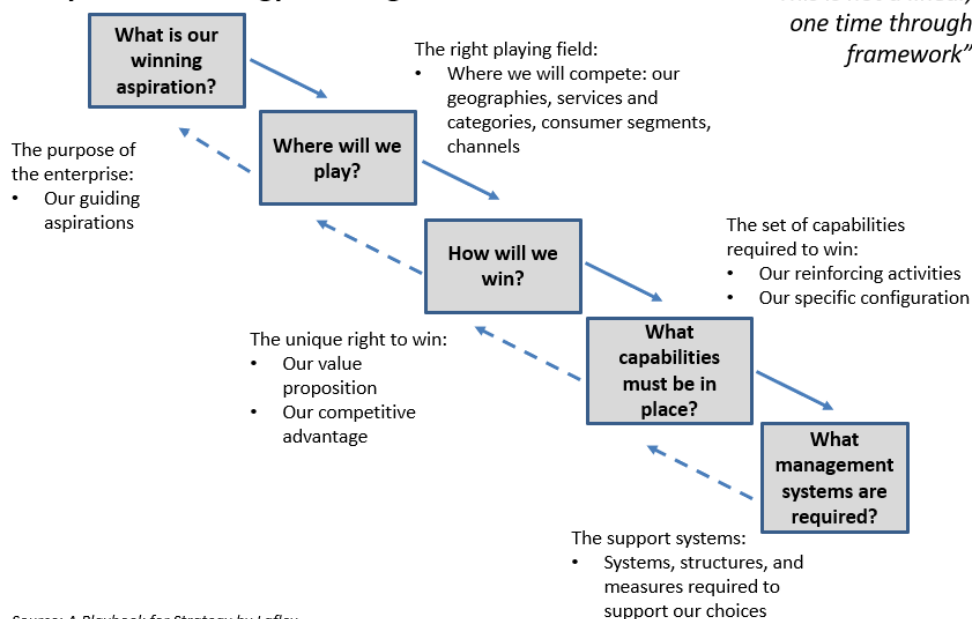
The work started with a tremendous amount of information sharing including:

- Competitive intelligence that included analysis of traditional local competitors as well as non-traditional market disruptors
- Market share data highlighting areas of strength, areas for improvement and gaps that must be filled to bring the most needed services to our growing community
- Demographic profiling across all market segments to better understand how to reach and communicate with our community members
- Profitability analysis at a service and procedure level to provide insight needed to assess value creators and value destroyers

### Strategy Framework:

**A Playbook for Strategy: An integrated cascade of choices**

*“This is not a linear, one time through framework”*



Source: A Playbook for Strategy by Lafley, Martin and Riel

# Mission, Vision and Goals

## Mission

Beebe's charitable mission is to encourage healthy living, prevent illness, and restore optimal health with the people residing, working, or visiting the communities we serve.

## Vision

Our vision is that Beebe Healthcare will be the health system of choice for all people in Sussex County.

## Goals

We will achieve our vision through five goals that are purposeful, aspirational, and representative of our community's needs and our values:

- **Deliver Superior Access to Care and Superior Patient Experience.** Provide access to patients however, wherever, and whenever they need it, utilizing technology to create a customized path specific to the unique needs of our patients, and through a network of strongly aligned and supported physicians.
- **Become the Employer & Partner of Choice in Sussex County.** Develop recruitment, retention, education and wellness practices that sustain a highly skilled and healthy workforce. Promote a nurturing environment that is diverse and inclusive where everyone is deeply connected to purpose and committed to providing remarkable, compassionate care.
- **Enhance and Expand Core Clinical Services to Better Serve the Community.** Our culture is focused on high quality care while expanding and growing to meet the needs of the community through the expansion of acute and non-acute services and building strategic alliances, when necessary to provide the full path to care.
- **Develop Programs Based on Patient Centricity and that are Inclusive for All People.** Establish programs that are based on community need. These programs and services will have quality as the foundation and promote the health and well-being of our communities, making wellness and prevention a top priority.
- **Steward Resources and Promote an Agile Business Model to Ensure Beebe's Sustainability and Success.** Manage our financial and human capital in support of our strategic goals, ensuring Beebe's long-term success and ability to continue to bring the best of ourselves to the patients and communities we serve.

Beebe Healthcare's Strategic Plan is built on a strong framework, focusing on those elements that are foundational and essential. This framework provides a sharp focus while purposefully building on each layer.

# Strategic Goals continued

***Distinctive:** We continue to elevate and set Beebe Healthcare apart*

-  Superior Access & Experience
-  Be the Best at Core Clinical Services

***Essential:** We focus on people—patients, community, employees, physicians*

-  Employer & Partner of Choice
-  Patient-Centric for All People

***Foundational:** We steward resources to develop agility, sustain, and grow*

-  Sustainability & Agility

## Recommended Strategies to Achieve Our Goals

There are 18 strategies outlined on the following pages. These strategies underpin the five strategic goals above to form our strategic roadmap. These defined strategies are all interrelated, and our ability to achieve our aspirations depends on the successful implementation of each.



## Superior Access and Experience

**Accelerate and expand access to needed wellness and non-acute services with an end-to-end patient experience to exceed industry standards and consumer expectations.**

- ▶ Provide needed access however, whenever and wherever the patient needs it:
  - Adopt new consumer-focused access options that align with community needs including digital, physical, and personal touchpoints
  - Achieve a unified system of access that provides the best experience for accessing and navigating Beebe Healthcare services
  - Determine key barriers preventing new community members from transitioning care to local health system and physicians/providers for care
  - Blanket Sussex County with primary care in both our primary and secondary markets, creating a cross-county entry way to Beebe's network of services
  
- ▶ Customize a Path to Care with Technology as a Foundation
  - Deliver a digital front door that connects the community to Beebe Healthcare's services, using technology to optimize the patient experience
  - Develop a system of highly patient-centric health navigation to manage the community's path to care, connecting them to the appropriate point in our system to deliver their care
  
- ▶ Strengthen Clinician Alignment and Support
  - Recognize and develop a system of care with a balanced focus between acute and non-acute care and that cultivates a robust system of communication and virtual capabilities with all providers
  - Support our physicians, advanced practice providers, and other clinicians as a 'partner for health' through the provision of industry intelligence, data, etc.
  - Operate as "ONE BEEBE" in everything we do regardless of role or location in the health system. Decisions will be made with the entire health system in mind, always focused on how our role, function, and department supports and connects to the entire Beebe network



# Be the Best at Core Clinical Services

**Provide the highest quality of care in our core clinical services, understanding we cannot be all things to all people, focusing on being the best in areas of our core competencies.**

## ► High Quality of Care and Safety

- Always lead with quality, with laser focus on quality and safety metrics that align resources and actions in support of the highest quality for our patients
- Strengthen primary care and specialty service performance; encourage innovation by providing accessible, actionable data to inform clinicians on health conditions and opportunities for enhanced care in our community

## ► Strategic Alliances

- Sustain our independence while bringing expanded health services to our community by remaining open to alliances that will source tertiary and quaternary services to Sussex County
- Create a ‘frictionless’ path to care via clinical partnering and patient navigation to receive tertiary and quaternary services with Beebe partners

## ► Expand and Grow

- Define our core clinical services and employ these services in expanding Beebe’s clinical network across the Continuum of Care to better serve our community
- Develop, and enhance services and partner with others to allow patients to remain close to home and/or in their home in Sussex County to receive care
- Advance services that fill significant needs in our community including Women’s Health, Behavioral Health/Substance Use, Neurosciences, and other services as defined

## ► Expansion of Non-Acute and Ambulatory Services

- Alignment to our vision requires a shift from a hospital-centric model to a patient-centric model where the delivery of ambulatory services across our Continuum of Care is seamless
- Emphasis on expansion and investment in imaging, lab, and other non-acute services through proper alignment of resources and operating independently outside of traditional hospital ‘walls’



# Patient-Centric for All People

Elevate the voice of the health care consumer—patients, physicians / providers, payers, others—by committing to a culture of patient-centered care with a concentration on wellness, prevention and bringing care to the patient outside the walls of the hospital.

## ► Community-Focused Consumerism

- Meet the community's unique and varied needs by providing services that surpass patient's time, travel, physical, cultural, and economic limitations
- Continuously monitor the community's expectations for Beebe's services and performance and create future confidence in Beebe Healthcare
- Identify new ways to engage with patients and people, educating people about Beebe's services via new communication channels, bringing services closer to the patient whether at home or work, and improving the patient experience

## ► Population Health

- Integrate the triple aim of population health across our strategic plan
  - Quality of Care for our community members
  - Improved Cost of Care for community members
  - Access to Care for community members
- Develop a Population Health program that exemplifies commitment to community health and bringing wellness and care to underserved populations
- Expand the Continuum of Care network through community outreach and partnerships to improve health in Sussex County
- Develop innovative, value-based care initiatives and care for all of our patients in the safest, most efficient, and cost-effective setting
- Employ robust data to develop evidence-based approaches to mitigate chronic disease in our community



# Employer & Partner of Choice

**Attract and retain a high caliber, mission-aligned workforce through a creative and balanced approach to work environment, development opportunities, benefits and compensation programs, etc.**

## ► Education and Development

- Educate, train and support our team members as they engage in on-going development of skills that meet the evolving needs of our patients and community
- Build internal capabilities to develop students into employees through alliances with local schools, enhancement of School of Nursing programs, and development of Beebe's Residency Program

## ► Recruitment and Retention Best Practices

- Address challenges in recruiting and maintaining optimal levels of staffing to support growing patient and physician / provider needs
- Recruit and retain both primary and specialty care physicians / providers based on community needs

## ► Value-Based Culture & Diversity, Equity, and Inclusion

- Create a culture where all employees feel empowered, valued and included as primary contributors to Beebe's success, and where those things that make them unique are embraced in our community

## ► Improve the Health of Our Workforce

- Identify gaps in wellness and health at all levels of the Beebe workforce and their families and remediate these gaps with a 'population health approach'
- Ensure ease of access to screenings, wellness visits, and other resources to make a healthy, happy lifestyle easier to achieve for our employees and their families

## ► Steward Management Capabilities

- Advance a culture of accountability and entrepreneurship where leaders take ownership of their departments and functional areas, utilize agile decision-making, and inspire their teams to achieve departmental and organizational goals





# Sustainability and Agility

**Beebe Healthcare will be a strong and trusted steward of all resources to ensure a sustainable organization with the agility to move quickly in decision-making and action to innovate, grow and meet the needs of a rapidly growing Sussex County.**

## ► Increase Sustainability Through County Efforts and Legal / Regulatory Influence

- Beebe will make it a priority to engage with new communities, community organizations, and other community-based activities
- Beebe leadership maintains and further cultivates relationships with elected local and state leaders to ensure a 'seat at the table' for health matters important to Sussex County and beyond

## ► Adopt Changing Payment & Delivery Models, and Direct to Employer Care

- Adopt changing payment and delivery models to support the Strategy by engaging with physician / provider partners to manage value-based care models
- Position ourselves to negotiate better value-based risk sharing arrangements with payers/partners over the next several years

## ► Steward Financial Resources to Increase Sustainability

- Focus on the core services that are in most demand and most profitable to solidify Beebe's ability to remain independent
- Advance management capabilities that support efficient and effective cost structures and processes in areas such as supply chain and revenue cycle
- Continue to partner with the Beebe Medical Foundation to raise funds for new and expanded services, programs, and projects
- Enhance predictive modeling capabilities and other processes to make certain that physician / provider requirements are met post-recruitment or practice acquisition, BMG physician / provider investment is minimized, and they are setup for success at the point of employment and beyond

## ► Governance; Agile Decision-Making

- Adopt agile decision-making techniques to increase speed to new services and access through collaboration, iterative workflows, and transparency
- Develop Board and organizational governance that supports an operating model capable of executing the strategic plan and achieving Beebe's goals

# Next Steps

1

**Hand-off Beebe Strategy to the Executive Team:** The executives will become implementation leaders and will assume responsibility for each of the strategies, the alignment of resources, and development of action plans.

2

**Develop Action Plans:** Strategic goals will be cascaded through the organization and become operational objectives with assigned ownership and accountability throughout the Beebe leadership team.

3

**Identify Measures of Success:** Determine how we will measure the success of our strategic goals. These measures will also cascade through the organization with responsibility assigned at many levels to ensure alignment to our strategies.

4

**Solidify Accountability Structure:** Ultimate responsibility for the success of the strategies reside with the Executive Team. A governance framework will be put in place to ensure continuous monitoring, adjustment, and alignment to the achievement of the strategic goals.

5

**Strategic Planning Committee Oversight:** As part of the governance framework, the BSPC receives regular reports from the management team on progress, and in turn the BSPC will provide reports at each Board meeting to ensure transparency, accountability, and ultimately, the achievement of our strategies.

# Beebe Strategic Planning Committee

## Members, Voting:

- Sara Larch, Chair
- Paul Cowan, MD
- Christian Hudson
- Matthew Lukasiak
- Terry Megee
- Mike Meoli
- Paul Peet, MD
- Eric Sugrue
- David Tam, MD
- Christopher Weeks
- Jackie Wilson, EdD

## Members, Nonvoting:

- Christina Deidesheimer
- Stephen Keiser
- Paul Pernice
- John Rodis, MD
- Rick Schaffner
- Diane Taylor
- Lynn Wilkins