



Getting Strategy Off the Shelf & Into the Health Care Workplace: Creating a Living, Breathing Strategic Plan

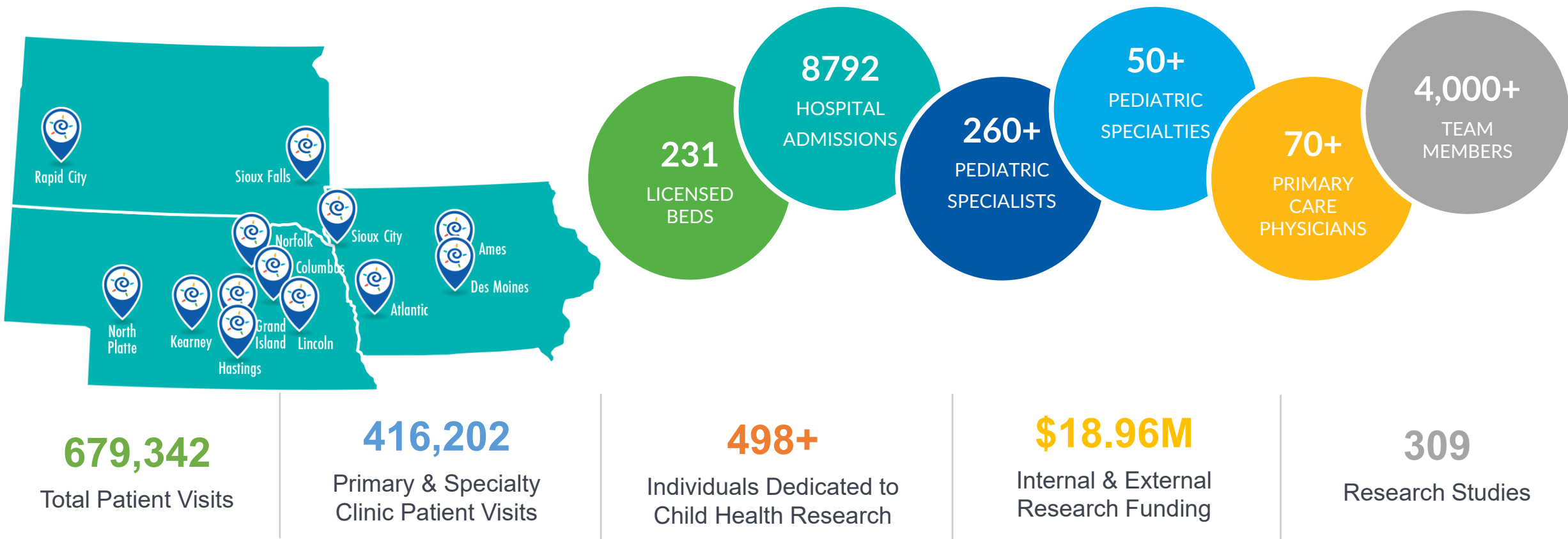
Jerry Vuchak, EVP Chief Information, Innovation & Strategic Planning Officer &
Sergio Orozco, Mgr Strategic Planning
Children's Nebraska



Outline/Agenda

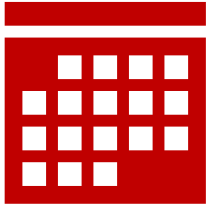
- **Key Innovations**
- **Change Management Approach**
- **Results & Impact**
- **Takeaways for Healthcare Leaders**
- **Learning Objectives**
 1. Explain the framework required for a successful living strategic plan.
 2. Identify and understand how creating champion groups supports strategic planning efforts and may increase successful outcomes.
 3. Explain key change management tools to use when implementing new strategic planning initiatives.

About Children's Nebraska



Source: Children's Nebraska, 2024 Data

Out With the Old



Static, outdated
timelines that lacked
momentum



Overwhelming
number of KPIs with
limited focus



Cumbersome Excel
spreadsheets with
minimal team
engagement

Old Strategic Plan Framework

STRATEGIC PLAN 2021-2025

GOALS, STRATEGIES AND TACTICS

GOAL 1

Lead the way in safety, quality and exceptional experience.

Strategy 1

Develop an integrated data-driven approach that ensures patient safety and desired outcomes across the continuum.

- Implement Solutions for Patient Safety (SPS) culture tools to strengthen and sustain the organization's culture of safety.
- Address cognitive bias in clinical care areas through the creation of a baseline rate, influencing future interventions and reducing negative patient outcomes.
- Implement a sepsis program based on Improving Pediatric Sepsis Outcomes (IPSO) collaborative standards.
- Improve access to data analysis and visualization.

Strategy 2

Strengthen the application of quality and patient safety systems.

- Drive R/D data patient safety system optimization through user input evidenced by active workshop and end user engagement.
- Assess comparative database utilization across the organization and establish the expected application for producing outcomes.

Strategy 3

Provide a coordinated, seamless continuum of care to ensure the best patient experience.

- Enhance access to existing clinical services.
- Enhance programs and services offered to meet the needs of all children in the region.
- Optimize and leverage virtual and digital health capabilities.
- Optimize care coordination across the continuum.
- Innovate to enhance the patient care experience for all patient families, including those most impacted by social determinants of health.

GOAL 2

Champion the needs and welfare of children.

Strategy 1

Promote child and youth advocacy.

- Inspire and enhance a culture of advocacy at Children's that fulfills our mission.
- Lead the state and region in advocating for children's needs.

Strategy 2

Impact each stage of a child's life in collaboration with families, child serving agencies, and other external partners.

- Utilize the Center for the Child & Community, grow collaborative partnerships with external & internal experts to promote collaboration that enhances preventive care and pediatric wellness.
- Represent Children's in local, state and national forums to better identify expertise, gaps in representation, and partnerships within and outside the Children's enterprise.
- Strengthen community engagement by highlighting the value of the patient and other community members in policy and process development and using social media platforms.
- Expand and enhance Children's Health Network.

Strategy 3

Ensure health equity for underserved populations.

- Utilize and integrate Social Determinants of Health (SDOH) data to assess needs and prioritize opportunities to influence policies and practices.
- Build or enhance collaborative partnerships with community service organizations and health care partners to align plans and strategies to improve Mother & Baby care from preconception through early childhood.
- Support existing community workgroups serving populations suffering child health inequity* and convene new groups serving these populations where gaps are identified.
- *Status of care, low resource and underserved children, language barriers, those living in areas of environmental poverty.
- Facilitate health equity access all patient populations by evaluating the impact of poverty and racism as public health threats.

GOAL 3

Improve the health and well-being of children through discovery and innovation.

Strategy 1

Create a culture of discovery, innovation and research.

- Actively advance research and innovation by promoting internal and external awareness of activities.
- Foster creative thinking and innovation.
- Develop and expand partnerships for innovation, clinical research, and basic research.

Strategy 2

Grow our infrastructure to support discovery and innovation.

- Enhance Electronic Health Record (EHR) and other data/informatics resources to create next generation analytics, care interventions, and innovations.
- Create knowledge pipelines to partner and collaborate on innovation.
- Develop and enhance funding and other key resources to support enterprise discovery and innovation.
- Create a forum for developing and sharing innovations on healthcare and delivery.

Strategy 3

Advance Child Health Research Institute (CHRI) to bolster clinical and basic science research.

- Support community and regional needs through targeted research efforts, generating national recognition for impactful research studies.
- Expand capabilities for clinical, translational, and basic science research.
- Increase and develop CHRI investigator research skills.

GOAL 4

Train and develop the pediatric healthcare workforce.

Strategy 1

Foster a culture of education and development.

- Grow educational opportunities for all team members.
- Support learners of all levels, providing dedicated resources and enhancing the learner experience.

Strategy 2

Provide a comprehensive training experience for every pediatric learner.

- Provide access to quality academic learning experiences across all programs.
- Leverage technology and utilize new and innovative academic teaching methods.
- Become the recognized regional leader for providing pediatric continuing education opportunities.

Strategy 3

Develop pipeline programs for recruitment utilizing local, regional and national partners.

- Nurture a collaborative regional academic community, increasing exposure to learners and promoting recruitment into pediatric professions, services, and specialties.
- Cultivate participation in pipeline programs and ultimately increase conversion into Children's employees.

GOAL 5

Foster an environment where individuals, teams and our organization will grow and thrive.

Strategy 1

Champion inclusivity, diversity, equity, and safety.

- Promote dignity, equity, trust, and respect in all personal and professional interactions.
- Advocate for and incorporate the work of resource/diversity groups.
- Enhance the diversity of the Children's workforce.
- Ensure a safe and secure environment.

Strategy 2

Strengthen development, engagement and retention of talent.

- Enhance workforce planning and talent acquisition to attract top talent for short and long term staffing needs.
- Invest in professional growth and career enrichment opportunities to increase retention and engagement and build a strong talent bench.
- Support the physical and emotional well-being of our team members.

Strategy 3

Ensure independence through strategic growth and financial sustainability.

- Enhance workforce planning and talent acquisition to attract top talent for short and long term staffing needs.
- Develop and execute Strategic Growth Plan to grow and strengthen existing services, develop new programs, enhance regional presence and extend geographic service area.
- Develop Master Space Plan that supports Strategic Growth Plan.
- Enhance provider relations activities to increase exposure to Children's specialists and programs.

Strategy 4

Grow community and philanthropic support of Children's.

- Drive revenue growth from local, regional and national donors.
- Grow revenue for teaching, learning and child health research.
- Foster an internal culture of philanthropy.

Strategy 5

Integrate leading-edge technology and informatics.

- Develop enterprise data warehousing capabilities to include administrative and clinical data.
- Drive efficiency and ensure data integrity and analytics success by involving Electronic Health Record (EHR) foundational build and standardized workflows to eliminate variation and support enterprise data warehousing capabilities.
- Optimize current functionality and enact new functionality in the enterprise resource planning (ERP) platform.
- Develop and expand pediatric digital health innovations.

STRATEGIC PLAN 2021-2025

MEASURES OF SUCCESS

GOAL ONE: Lead the way in safety, quality and exceptional experience.

- Serious Safety Events
- Hospital-Acquired Condition Harm Index
- Evidenced Based Care Pathways (EBCP)
- Continuum of Care
- Net Promoter Score
- Health Information & Management System Society (HIMSS) Analytics Maturity
- Epic Gold Star Electronic Health Record (EHR) Program
- U.S. News & World Report Rankings

GOAL TWO: Champion the needs and welfare of children.

- Social Determinants of Health (SDOH) Partnerships
- Targeted Social Determinants of Health (SDOH) Outcomes
- Child Health Grant Funding

GOAL THREE: Improve the health and well-being of children through discovery and innovation.

- Child Health Research Institute (CHRI) Extramural Funding
- PubMed Indexed Publications
- Innovative Ideas & Applications Developed and Implemented

GOAL FOUR: Train and develop the pediatric healthcare workforce.

- Extensive Simulation Resources & Integration
- Pipeline Programs

GOAL FIVE: Foster an environment where individuals, teams and our organization can thrive and grow.

- Learner Experience
- Employee Engagement
- Provider Engagement
- Workforce Diversity
- Employee Retention
- Top-Line Growth: Net Patient Service Revenue
- Inpatient Average Daily Census
- Unique Patients Served
- Total Dollars Donated
- Children's Consumers Engaged with Children's Connect

SHSMD

Society for Health Care Strategy & Market Development™

Goal Alignment: A Multi-Year Journey of Focus and Integration

50

Prior to 2022, in addition to Incentive Plan Goals, each executive held two individual goals—often siloed and rarely shared

➤ That's 50+ Additional Goals



26

2022: Launch the first iteration of High Impact Team (HIT) Goals

➤ 9 HIT Goals Categories + 17 Individual Goals



15

2023: Refined and streamlined goal areas, building on lessons from 2022

➤ 6 HIT Goals Categories + 5 Partner Goals + 4 Individual Goals



9

2024: Honed our focus further, emphasizing team collaboration and eliminating individual goals

➤ 6 HIT Goals Categories + 3 Partner Goals + 0 Individual Goals



7

2025: Achieved full integration by removing partner goals, resulting in a unified team-based goal structure

➤ 7 HIT Goals Categories



2026 Goals

- ✓ Goals aligned with strategic plan.
- ✓ Goals visible to all executive team members.
- ✓ Goals cascaded to leadership and other team members.
- ✓ Progress tracked quarterly.
- ✓ Directors now share common goal categories.

Avoidable Costs and Mitigable Risks

	\$ Costs	⚠ Risks
To the project if we do not manage the people side of change well	<ul style="list-style-type: none"> • Project delays • Missed milestones • Budget overruns • Rework required • Loss of work by project team 	<ul style="list-style-type: none"> • Resistance – active and passive • Project put on hold • Resources not made available • Obstacles appear unexpectedly • Project fails to deliver results • Project is fully abandoned
To the organization if we do not manage the people side of change well	<ul style="list-style-type: none"> • Productivity plunges (deep and sustained) • Loss of valued team members • Reduced quality of work 	<ul style="list-style-type: none"> • Impact on customers • Impact on suppliers • Morale declines • Legacy of failed change • Stress, confusion, fatigue • Change saturation
To the organization if this change does not deliver the results we expect	<ul style="list-style-type: none"> • Lost investment in the project • Lost opportunity to have invested in other projects 	<ul style="list-style-type: none"> • Expenses not reduced • Efficiencies not gained • Revenue not increased • Market share not captured • Waste not reduced • Regulations not met

In With The New



A dynamic, living document that evolves with our goals



Clear, focused leading indicators and defined measures of success



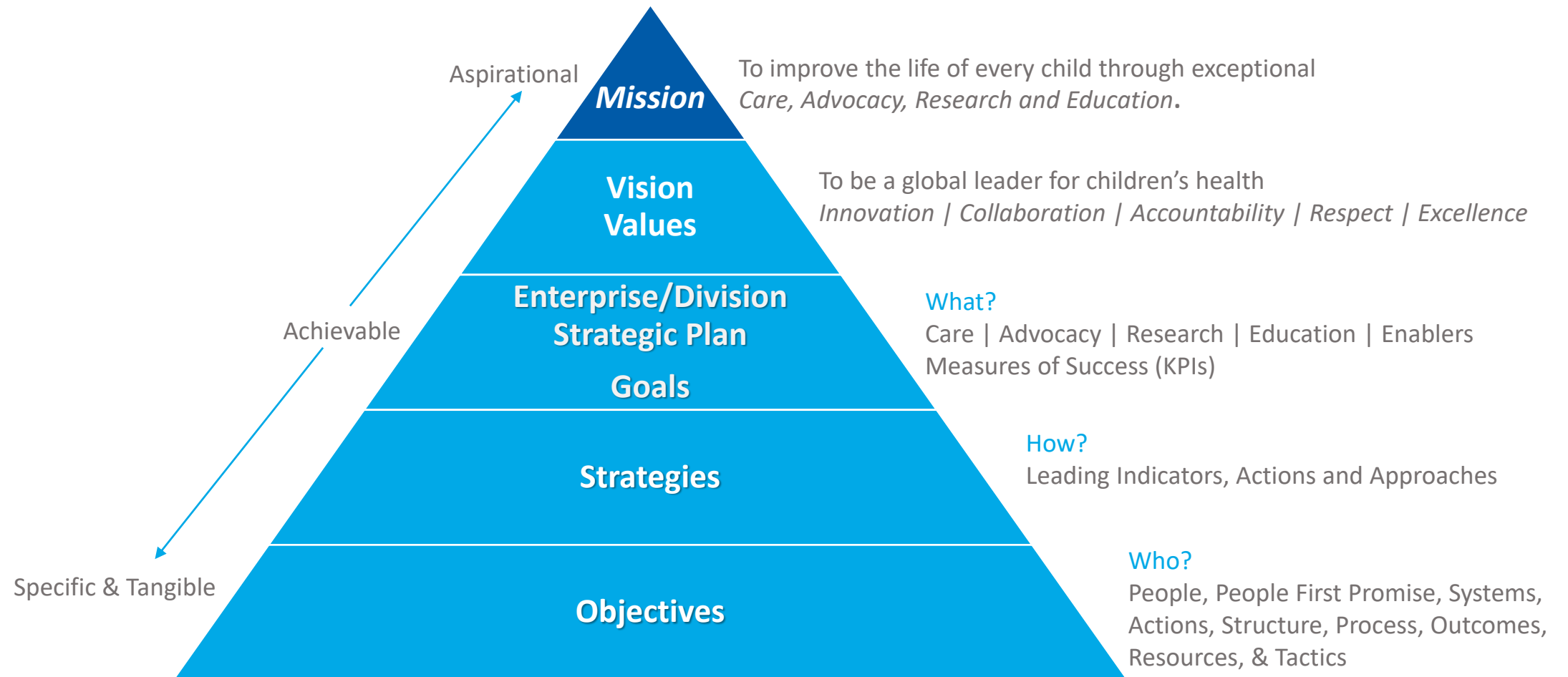
Active engagement from sponsors and champions through structured quarterly check-ins

Prepare Approach

- Change Management
 - Prosci Methodology
 - Awareness, Desire, Knowledge, Ability, Reinforcement (ADKAR)
 - Phase 1: Prepare Approach
 - Phase 2: Manage Change
 - Phase 3: Sustain Outcomes
- Defining **success**
- Getting the whole team to adopt a common definition of strategic planning
- Defining the **impact** this would have on our enterprise
- Defining the **approach**
 - Where we want to be
 - How we want to get there



Our Strategic Plan: Hierarchy and Glossary



Adapted from: Harris, J.M. (Ed.) (2018). *Healthcare Strategic Planning* (4th ed.). ACHE Health Administration Press.

Old Core Values

Children's Hospital & Medical Center



Safety

Positive Attitudes

Wise Use of Resources

Integrity

Accountability

Service Excellence

Respect

Innovation

- These values have served us well and all aspects of what they represent remain important and relevant to our success. However, as we refreshed our strategic plan, mission, and vision, it was time to look at our values as well.

New Core Values Our Commitment & Keys to Our Success



Children's Nebraska

Core Values	Our Commitment Is To...	We Succeed By...
I nnovation	Empower Creativity	Energizing the organization with the empowerment of creative ideas.
C ollaboration	Embrace the Team	Advancing the organization through teamwork and timely, transparent communication.
A ccountability	Act Courageously & Responsibly	Taking responsibility and acting with integrity.
R espect	Be Equitable & Compassionate	Treating every individual equitably and with dignity.
E xcellence	Achieve the Extraordinary	Providing an exceptional experience and the safest, highest quality care through the efforts of an engaged team.

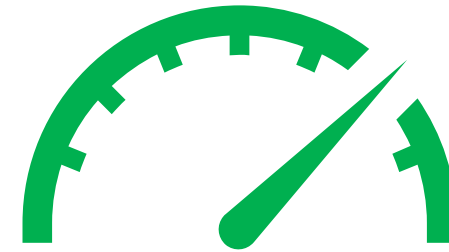
How We Managed Change

- **Action Plan**

- Determine KPIs
- Emphasizing key 5 areas of growth within the plan, with a focus on financial stewardship
- Track performance

- **Managing Change**

- Determining the **best time to roll out** the plan
- Adapt actions and what are we doing to **get buy in** from all employees



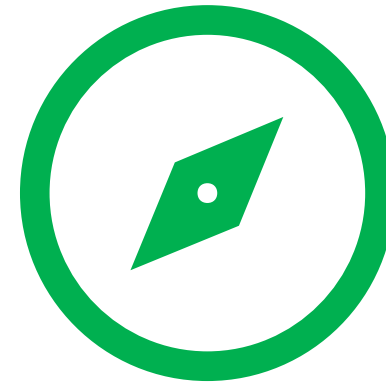
How We Defined Success & Prepare Approach

- **Focus groups** were created per goal
 - 1 - 2 **Executive Sponsors**
 - 2 - 5 **Operational Champions**
 - 2 - 5 **Physician Champions**
- Each Operational & Physician Champion have their **own Strategy** to focus on within the goal



Updated Plan Fostered Increased Team Member Engagement

- Align of mission statement and core values
- Align divisional strategies with enterprise goals
- Ensure consistency and commitment to organizational success
- Provide each of the Key 5 areas of growth their own strategic plan or strategic operational growth plan



New Strategic Plan Framework



Get Buy In & Engagement from our Leaders and Front-Line Staff

- How do we get our sponsors and champions to communicate with the rest of the organization to help tackle our objectives and strategies to ensure we are meeting our goals?
 - We employ goal cascading
 - Children's Nebraska administers a Your Voice Matters (YVM) Survey with Perceptyx every 18 months.
 - Action plans are developed based on team member feedback.
 - Children's Nebraska currently sits at the 89th percentile of team engagement and far exceeds national benchmarks for both broad industry and peer healthcare organizations.

Strategic Goal Alignment 2025



EIP & DBP (80%)	EIP HIT (20%)	DBP (20%)	SUCCESS SHARE (3%)
Strategic Growth All Goals	ACCESS Goal 1 Goal 5	Respect Goal 5	Net Promoter Score (NPS) Goal 1
Safety & Quality All Goals	BHWC Goal 1 Goal 5	COOP All Goals	Townhall Participation Goal 4 Goal 5
People All Goals	Excellence Goal 2 Goal 5		People All Goals
Financial Sustainability All Goals	Plan 2034: AI Goal 3 Goal 4 Goal 5		
	Synapse Goal 3 Goal 4 Goal 5		
	Respect Goal 5		
	COOP All Goals		

Measures of Success (KPIs) in PowerBi Dashboard



Sustain Outcomes

- **Review Performance**
- **Sustain outcomes & activate sustainability**
 - Quarterly enterprise meetings with updates
 - How we can collaborate to achieve strategies and objectives
- **Transfer ownership**
 - Celebrating success
 - Transfer knowledge
 - Goal teams meet separately to discuss strategies and objectives
 - Reporting KPIs
 - Build inclusive, transparent planning processes
 - Use data—not assumptions—to guide decisions
 - Empower champions to drive strategy forward
 - Prioritize sustainability and continuous feedback

Children's Nebraska 5-Year Strategic Plan Quarterly Meeting Updates



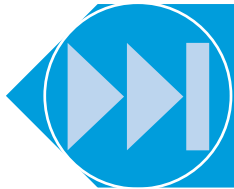
Welcome & Introduction
(10 minutes)



Quarterly Topic: Consumerism & Community Health and Advocacy
(20 minutes)



Strategic Plan & Goals Round-Robin Updates
(50 minutes – 10 minutes per goal)



Next Steps
(5 Minutes)

Increased Division Engagement

GOAL FIVE

Foster an environment where individuals, teams and our organization will grow and thrive.

5-YEAR
STRATEGIC
PLAN

STRATEGY 1

STRATEGY 2

STRATEGY 3

STRATEGY 4

STRATEGY 5

MEASURES
OF SUCCESS

Ensure independence through strategic growth and financial sustainability.

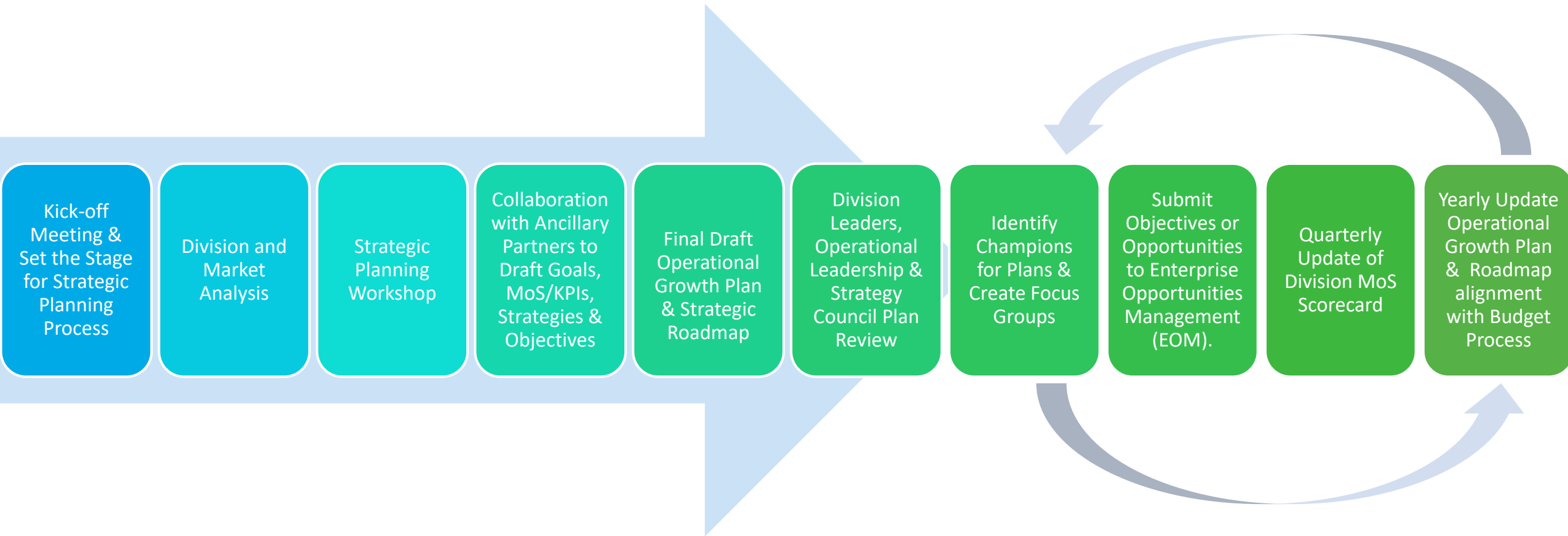
Objectives:

1. Ensure we are maximizing our provider and team resources through defining efficiency and productivity expectations to optimize operations to serve the region and grow.
2. Evolve capabilities to better understand our market, where business comes from, how they get to us and how we keep them in our care.
3. Define growth of strategic specialties through an innovative approach to division strategic planning (Heart Center, Neurosciences, Gastroenterology, Hematology/Oncology, Orthopedics/Sports Medicine).
4. Establish Children's Nebraska as a pediatric mental health leader across the continuum of care in the region by expanding access to mental health care throughout the state and launching the Behavioral Health & Wellness Center.
5. Identify regional market opportunities for growing our capture and serving the communities that need us.
6. Evolve strategic planning to establish an annual, integrated long-range strategic and financial planning process.
7. Develop a master space plan that supports strategic growth plans.



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Increased Division Engagement: Our Strategic Planning Process

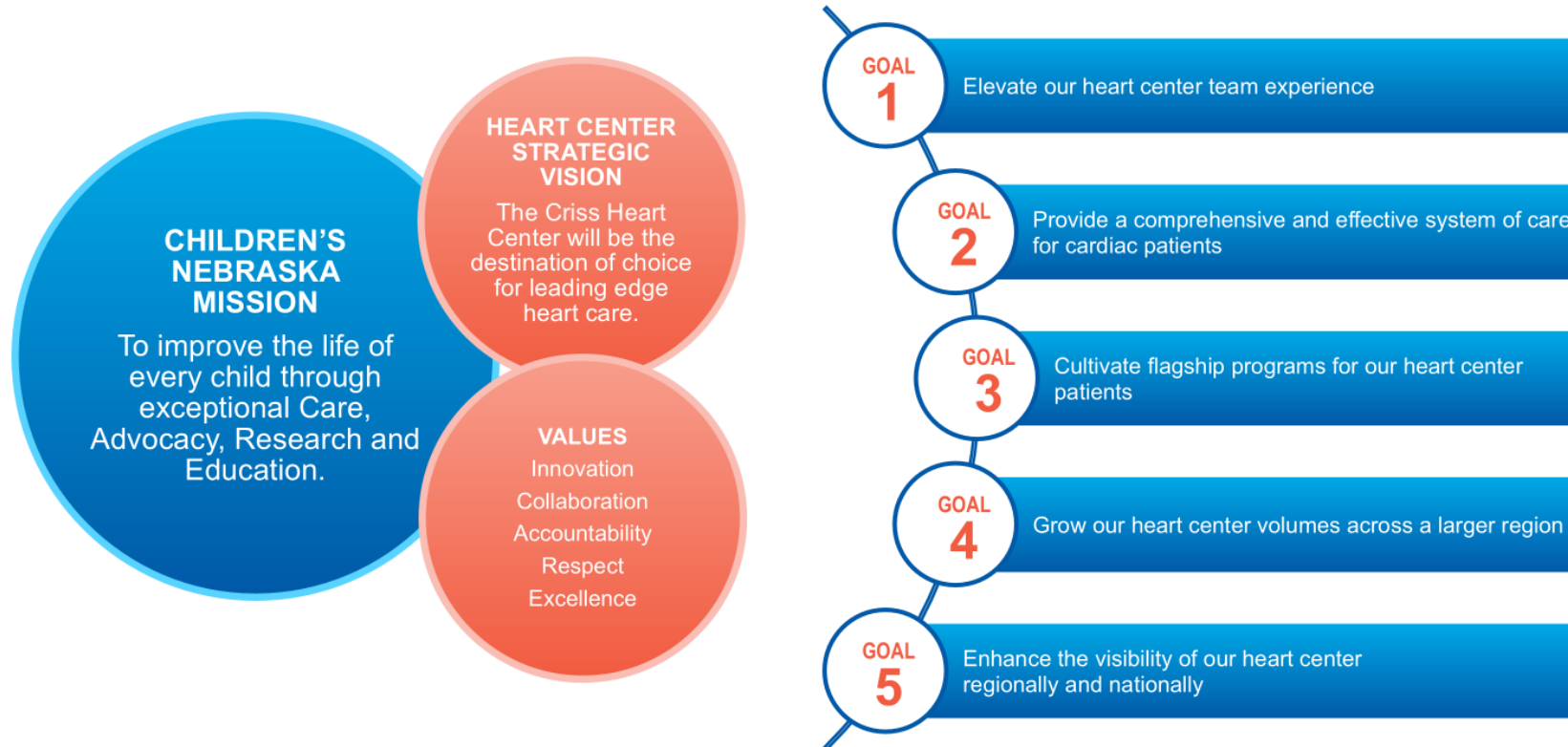


Increased Division Engagement: Heart Center


Dr. C.C. and Mabel L. Criss Heart Center

Division Strategic Plan

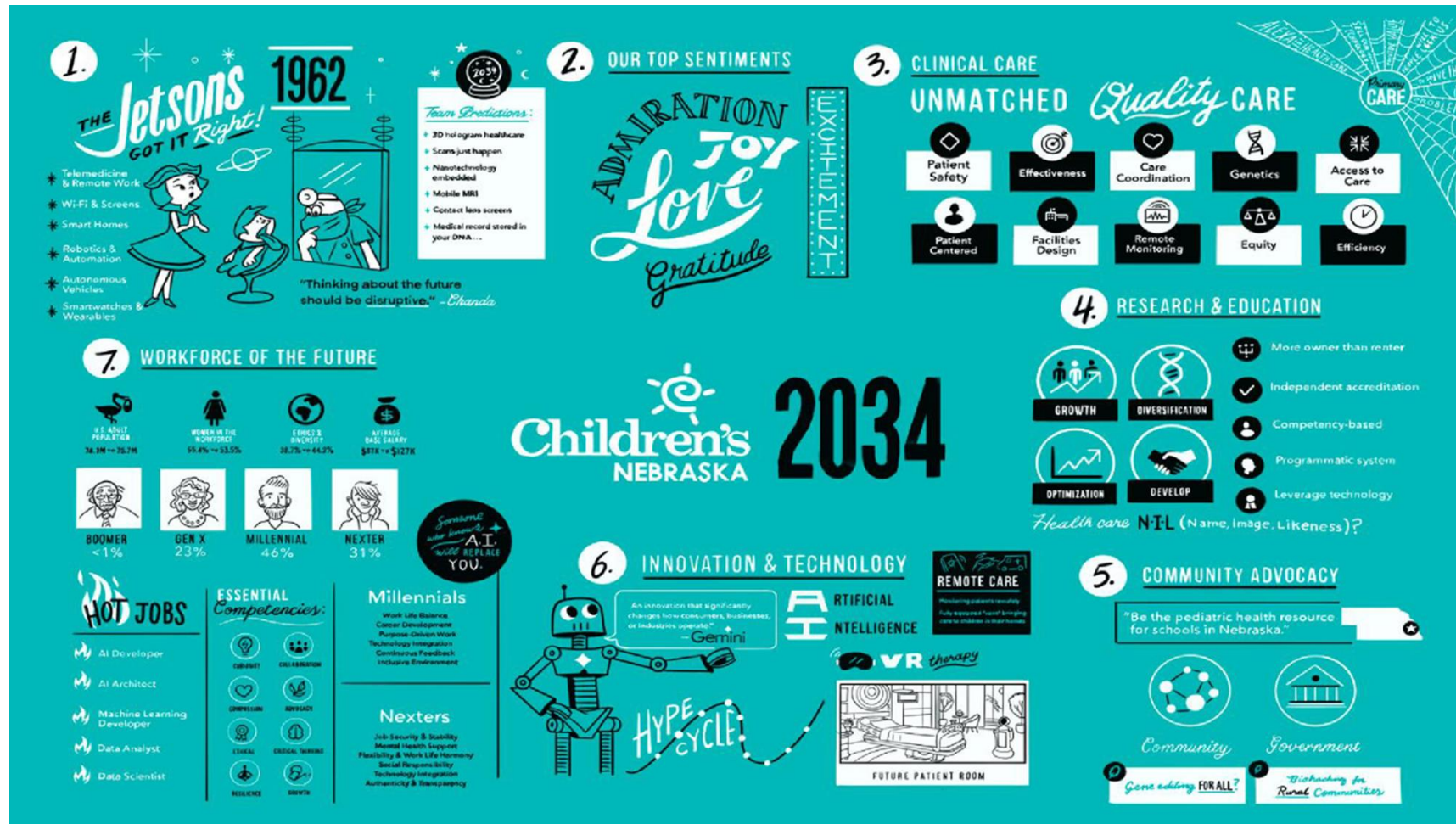
Goal: To increase survival by achieving an observed to expected mortality ratio below 1, by 2028



Increased Division Engagement: Heart Center

Dr. C.C. and Mabel L. Criss Heart Center Division Strategic Plan Goal: To increase survival by achieving an observed to expected mortality ratio below 1, by 2028					 Children's Nebraska 5-Year Strategic Plan Alignment
Rank	Goal	Rationale	Measures of Success		
1	Elevate our heart center team experience	<ul style="list-style-type: none"> Improve alignment between the heart center and enterprise Create a true culture of compassionate accountability Drive collaboration across teams through alignment to a shared goal Attract top talent to provide cutting-edge care Ensure delivery of high-value excellent clinical care 	<ul style="list-style-type: none"> Obtain >80% RNs working in CICU to have 2 or more years of experience >87.5% Combined Retention (CCU, Transplant, Cath Lab, Cardiology, Cardiac Diagnostics) Improve Engagement Index to >90th Percentile – The people I work with treat each other with respect 80% or greater team member attendance at Town Halls 		Goal 1, 4, & 5
2	Provide a comprehensive and effective system of care for cardiac patients	<ul style="list-style-type: none"> Creates an appropriate environment to provide comprehensive care to cardiac patients, from fetal to adulthood Ensures the largest capture and keepage of patients with cardiac needs Market Differentiation and Reputation – Be a destination Minimizes delays in care Creates efficient resource allocation 	<ul style="list-style-type: none"> Improve unadjusted neonatal survival rate O/E post-operative cardiac arrest O/E major morbidity post op Increase OP unique patients outside of Omaha Metro by 5% year over year. Improve Net Promotor Score (NPS), Clinics and CCU , to >90th Percentile Reduce CLABSI Rate Increase Template Utilization for ambulatory pediatric cardiology Improve New Patient Scheduling lag for General Pediatric Cardiology 		Goal 1 & 2
3	Cultivate flagship programs for our heart center patients	<ul style="list-style-type: none"> Ensures access to advanced heart failure mechanical support and transplant Support and grow existing programs Build innovative multi-disciplinary programs to support specialized care Align with programs & services outside the heart center to build complex care capabilities 	<ul style="list-style-type: none"> Increase Piccolo procedures by 15% year over year Increase Cardiomechs to 4 per year Heart Transplant Survival at 30 days is greater than 90% Heart Transplant Survival at 1 year is greater than 90% Increase VAD implants to 5 per year Increase ambulatory volume of multi-disciplinary clinics by 5% year over year 		Goal 1 & 5
4	Grow our heart center volumes across a larger region	<ul style="list-style-type: none"> Grows revenue for reinvestment Volume to ensure team competency Attract and retain top talent Ensuring equitable access to complex cardiac care Attract high complexity volume to our flagship programs Increases transparency in our volumes and outcomes 	<ul style="list-style-type: none"> Optimize Cath Lab Utilization Optimize cardiac OR block time utilization Curtail CCU peak occupancy >80% to less often than 30% Increase gross revenue for Heart Center (alter per service line reporting) 5% YOY Primary Market Share – (IP) Regional Market Share – (IP) Primary Market Share – (OP Visits) Regional Market Share – (OP Visits) 		Goal 1 & 5
5	Enhance the visibility of our heart center regionally and nationally	<ul style="list-style-type: none"> Delivers on our promise to be an academic medical center Leverage existing loco-regional resources to improve collaboration in academic pursuits Enhance the national reputation of the Heart Center, and thereby, the enterprise as a whole Be at the leading edge of innovation in pediatric cardiac care 	<ul style="list-style-type: none"> Increase peer-reviewed publication by 10% year-over-year Increase total grant funding by 10% Augment extra-mural grant submission (at least 4/year) Improve US News & World Report Survey Score 		Goal 3 & 4

What's The Future For Us?



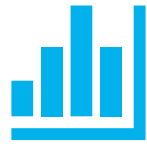
Top 5 Lessons Learned



Create a Collaborative, Inclusive Process and Prioritize Transparent Communication



Commit to Making Changes (Utilize Change Management Tools)



Operate Off Data — Not Assumptions (Data-informed decisions)



Set an Expectation for Responsibility and Ownership



Monitor, Measure, and get Feedback

Take Your Plan from Strategy to Reality

- Creating and updating a strategic plan is essential for us to stay strong, relevant, and effective, especially in today's complex and ever-changing economic and political climate.



Questions?

Please be sure to complete the session evaluation on the mobile app!



Speakers



Jerry Vuchak

EVP Chief Information, Innovation &
Strategic Planning Officer
jvuchak@childrensnebraska.org

Sergio Orozco

Mgr Strategic Planning,
sorozco@childrensnebraska.org