

Robert Wood Johnson Medical School Patient Care Strategic Goals

1. Promote a Culture of Service
2. Improve Quality of Care
3. Improve productivity
4. Increase market share and clinical volumes
5. Improve fiscal results

Clinical Objectives	
Strategic Goal # 1: Promote a Culture of Service	Responsibility
1. Achieve the following percentile rankings in overall Press Ganey score (patient satisfactions) for all divisions/departments in three years: For FY 05, threshold of 30 th percentile, target of 55 th percentile, stretch of 75 th percentile; for FY 06, threshold of 40 th percentile, target of 65 th percentile, stretch of 85 th percentile; for FY 07, threshold of 50 th percentile, target of 75 th percentile, stretch of 95 th percentile by the academic peer group benchmark.	Operations Committee
2. Identify best patient care service practices (both internal and external) and apply across group (when applicable).	Operations Committee
3. Measure staff and physician satisfaction and establish performance goals.	Operations Committee
4. Reduce physician scheduling bumps to 3% or less. (target=3%, threshold=6%, stretch=1%)	Operations Committee
5. Coordinate and integrate departmental customer satisfaction initiatives with RWJUH's patient relations program and set measurable goals.	Operations Committee
6. Ensure that 80% of new patients are seen within three weeks. (target=80%, threshold=50%, stretch=100%)	Operations Committee
7. Develop systems to insure that departmental telephone calls will be answered by personnel (not an answering machine) within six rings.	Operations Committee
8. Develop procedures and financial models in order to continue and expand the provision of specialty services for underserved patients.	Strategic Business Development & Finance Committees

Clinical Objectives	
Strategic Goal # 2: Improve Quality of Care	Responsibility
1. Establish and maintain a set of Department specific and group-wide patient clinical care quality indicators for inpatient and ambulatory care.	Clinical Care Committee
2. Reduce length of stay of hospital stay at RWJUH by at least 10% annually until Medicare length-of-stay norms are achieved. (where Medicare norms not applicable, an alternative bench mark should be used)	Clinical Care Committee
3. Achieve and maintain applicable Departmental and group-wide QIO and Leap Frog safety standards for inpatient and ambulatory sites of service.	Clinical Care Committee
4. Implement a new Electronic Medical Record and investigate the possibility of integrating with RWJUH.	Operations Committee
Strategic Goal # 3: Improve Productivity	Responsibility
1. Achieve group-defined level of physician productivity in all divisions. The group defined target is the 75 th percentile of the MGMA benchmark or equivalent benchmark for work RVUs per physician FTE, by physician specialty. (threshold=50 th percentile, stretch=90 th percentile)	Operations Committee

Clinical Objectives	
2. Develop new incentives or incentive plans to increase physician productivity that include outcomes such as clinical income generated, financial performance, productivity, patient satisfaction, clinical quality of care and access.	Finance Committee
3. Increase measurable RWJUMG administrative productivity. UMG administrative productivity is defined as 1) administrative expense divided by physician work RVUs and 2) administrative expense divided by fee-for-service income. Target, threshold and stretch goals will be set based on benchmark standards to be identified.	Finance Committee
4. Create a group strategic investment fund. (group-wide multidisciplinary planning)	Strategic Business Development Committee
Strategic Goal # 4: Increase Market Share and Clinical Volumes	Responsibility
1. Identify and rectify factors that impede the growth of ambulatory care services.	Strategic Business Development & Operations Committee
2. Increase new patient volume by 5 percent per year across the group. (target=5%, threshold=2%, stretch=8%)	Strategic Business Development & Operations Committee
3. Improve rate of internal referrals for ambulatory and inpatient care by 20 percent within the next year across the group. (target=20%, threshold=10%, stretch=30%)	Operations Committee
4. Improve rate of referrals from external physicians by 10 percent per year. (target=10%, threshold=5%, stretch=15%)	Strategic Business Development

Clinical Objectives	
5. Conduct structured market assessment of service area and provide new specialty services based on patient need, and when applicable, in collaboration with affiliate hospital partners.	Strategic Business Development
6. In partnership with Robert Wood Johnson University Hospital, grow existing service areas in Women's and Children's Health through ongoing recruitment of high-quality clinical faculty and programmatic development.	Strategic Business Development
7. In partnership with Robert Wood Johnson University Hospital, develop and implement a multi-disciplinary, comprehensive clinical Cardiovascular Center of Excellence.	Strategic Business Development Committee
Strategic Goal # 5: Improve Fiscal Results	Responsibility
1. Require a positive fund balance of all Departments.	Finance Committee
2. Achieve clinical revenue growth of 10 percent per year group-wide. (target=10%, threshold=5%, stretch=15%)	Finance & Strategic Business Development Committee
3. Optimize revenue cycle performance through: <ul style="list-style-type: none"> a. Implementation of the newest supportive technologies and processes to improve charge capture, clinical coding, managed care contract payment compliance and clean claim submission. b. Development and implementation of a structured and ongoing supervisory and line staff training program to foster skills acquisition and to support skills maintenance. 	Finance Committee