







Vision: By always delivering safe, compassionate care and extraordinary patient experiences, we will be the choice for healthcare services in the regional markets across the country.

Mission: To create an environment where passionate people provide compassionate care - always improving the lives of those we serve.

Strategic Pillar	Canyon Vista Medical Center Objective	Strategies	Performance Targets		
			2019	2020	2021
 People	Hire, develop and retain the best caregivers	1. Reduce agency costs	20%	10%	10%
			(\$1,177,677)	(\$471,071)	(\$423,964)
		2. Reduce caregiver turnover	5%	5%	5%
		3. Increase caregiver engagement	2%	2%	2%
 Quality & Safety	Increase CMS Star rating	1. Reduce surgical site infections	50%	50%	50%
		2. Reduce readmissions	2%	2%	2%
		3. Sustain ED throughput changes	-0.034	-0.027	-0.020
 Growth	Expand physician services and service lines	1. Recruit physicians according to the Medical Staff Development Plan	4 new physicians \$322,920	4 new physicians \$1,799,870	4 new physicians \$967,005
		2. Develop and implement an outreach program	\$566,500	\$577,830	\$589,387
		3. Develop tertiary relationship	December-19		
 Service	Improve and sustain the patient experience	1. Improve inpatient satisfaction scores	2%	2%	2%
		2. Improve outpatient satisfaction scores	2%	2%	2%
		3. Develop and implement an outpatient service strategy	3 tactics \$33,125	3 tactics \$34,782	3 tactics \$36,521
 Community	Establish presence and value in the community	1. Re-establish Community Partners Meeting	2 meetings	2 meetings	2 meetings
		2. Include community leaders in physician recruitment	25%	25%	25%
		3. Achieve community involvement by leadership, board and medical staff	25%	25%	25%
 Finance	Demonstrate good financial stewardship	1. Develop payor contracting strategies	2 direct contracts \$187,685	2 direct contracts \$191,439	2 direct contracts \$195,267
		2. Streamline payor credentialing	60 days	55 days	50 days
		3. Enhance revenue cycle	1.5% Increase NRAA \$1,635,112	1% Increase NRAA \$81,756	1% Increase NRAA \$85,843
Values: Compassion · Accountability · Respect · Excellence · Golden Rule · Integrity · Voice · Empowerment · Responsibility					