

Item Evaluation

Item 2.1 Strategy Development

Key Factor References

Item	KF Cat.	Key Factor
1	P.1a(4)	Core Competencies Safe, high-quality clinical care; efficiency in operations
2	P.2b(1)	Strategic Challenges Workforce burnout; shortages of nurses, technologists, and some physician specialties; national and state health care payment changes; increasing costs of drugs; cybersecurity and emergency preparedness; and difficulty in reducing health disparities
3	P.2b(2)	Strategic Advantages System scale that helps create a cost advantage, integrated EMR for all entities that provides for a convenient experience and supports telehealth, market share leadership, and resilience
4	P.2c(1)	Performance Improvement System Baldrige framework all employees trained in the framework and Plan-Do-Check-Act (PDCA) methodology for daily improvement. Performance Improvement Council (PIC) selects improvement projects and assigns to a team. Institutional Review Board (IRB) supports innovation in medical care. Performance Excellence and Strategy Teams identify opportunities for intelligent risks to pursue.

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Strengths

Item	KF Ref.	++	Strength	As Evidenced By	A	D	L	I	Item Ref.	~Key Theme
1	P.1a(4), P.2b(1), P.2b(2)		CRHS's well-deployed and systematic approach to strategic planning benefits from cycles of learning and improvement.	Multiple <ul style="list-style-type: none"> CRHS has four-stage PDCA approach (illustrated in Figure 2.1-1). 16-step SPP: Planning involves the ELT, business-unit SLTs, and board members. Planning horizons are set for short term, long term, and ultra-long term. Cycle of learning and improvement caused move from three-year planning process to annual planning process. Capital budget process was integrated with the same three-year time frame of the SPP, with annual refresh. In steps 7 through 8, draft goals and objectives are provided to business-unit leaders, who have their own retreats and develop and refine plans that are aligned to the system plan. SPP is integrated with budgeting process, PDCA, communication methods/modes, and the CHNA. 	y	y	y	y	2.1a(1)	
2	P.1a(4), P.2b(1), P.2c(1)		CRHS has a systematic approach to collect and analyze data and to develop information for use in its SPP, with cycles of refinement evident.	Overall <ul style="list-style-type: none"> First three steps of the SPP (Figure 2.1-1) involve data collection and analysis as well as an environmental scan. Since improvement in 2019, BOT and leaders reach out to area organizations to gain additional community data. Improvement in 2020 provided new segmentation methods to segment information and reduce bias. 	y	y	y		2.1a(3)	
3	P.2b(1), P.2b(2)		CRHS has clearly defined strategic objectives, goals, and KPIs; and these are aligned with the SA/SC/SO.	Overall <ul style="list-style-type: none"> CRHS presents strategic objectives, goals, and results that are aligned with SA/SC/SO (Figure 2.2-2) Objectives of top-decile performance in customer excellence, workforce excellence, process excellence, and financial excellence 	y				2.1b(1)	

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Gaps & OFIs

Item	KF Ref.	++	Gap/OFI	As Evidenced By	A	D	L	I	Item Ref.	~Key Theme
1	P.1a(4), P.2b(1)		It is unclear how the CRHS strategy development process stimulates innovation.	<p>Overall</p> <ul style="list-style-type: none"> Unclear how Baldrige Award recipient (BAR) process that provides input to identify strategic opportunities stimulates innovation (unclear how discussion of processes of BARs and attendance at Quest for Excellence conference stimulates innovation). Not clear how Shark Tank program (in which people can present ideas vetted for cost/benefit) that CRHS incorporated into Action Planning Process (APP) is used in SPP to support intelligent risk taking and stimulate innovation. Not evident how strategic opportunities are identified or how CRHS systematically determines that strategic opportunities are intelligent risks to pursue. <p>A systematic approach to stimulate innovation as part of the strategy development process may facilitate the identification of strategies to address some strategic challenges and may identify ways to capitalize on strategic advantages.</p>	y				2.1a(2)	
2	P.2b(1), P.2b(2)		It is not clear CRHS systematically considers and balances the needs of all key stakeholders in relation to its strategic objectives.	<p>Multiple</p> <ul style="list-style-type: none"> Not clear how balancing occurs when key stakeholder needs are considered through the budgeting process inherent in the APP (Figure 2.2-1). Not clear how applicant ensures balancing of needs through discussions by the BOT and the leadership. <p>An approach to ensure that CRHS considers and balances the needs of all key stakeholders as part of determining strategic objectives may help the organization enhance the future engagement of some key stakeholders and thus may help it execute its strategies and action plans.</p>	y				2.1b(2)	

Note