

# Strategic Priorities Survey 2004

## *Overview*

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Strategy-Based Performance Measurement and Benchmarks Symposium

11 June 2004



**HRRC**  
Hospital Report  
Research Collaborative

# Survey Covers 73 Strategic Issues

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- Importance and control over 73 strategic issues
- Competition and collaboration for resources
- Distributed: January 2004
- Collected: February-March 2004
- Response rate: 82.3% (102/124)
  - Small: N=26
  - Community: N=64
  - Teaching: N=12

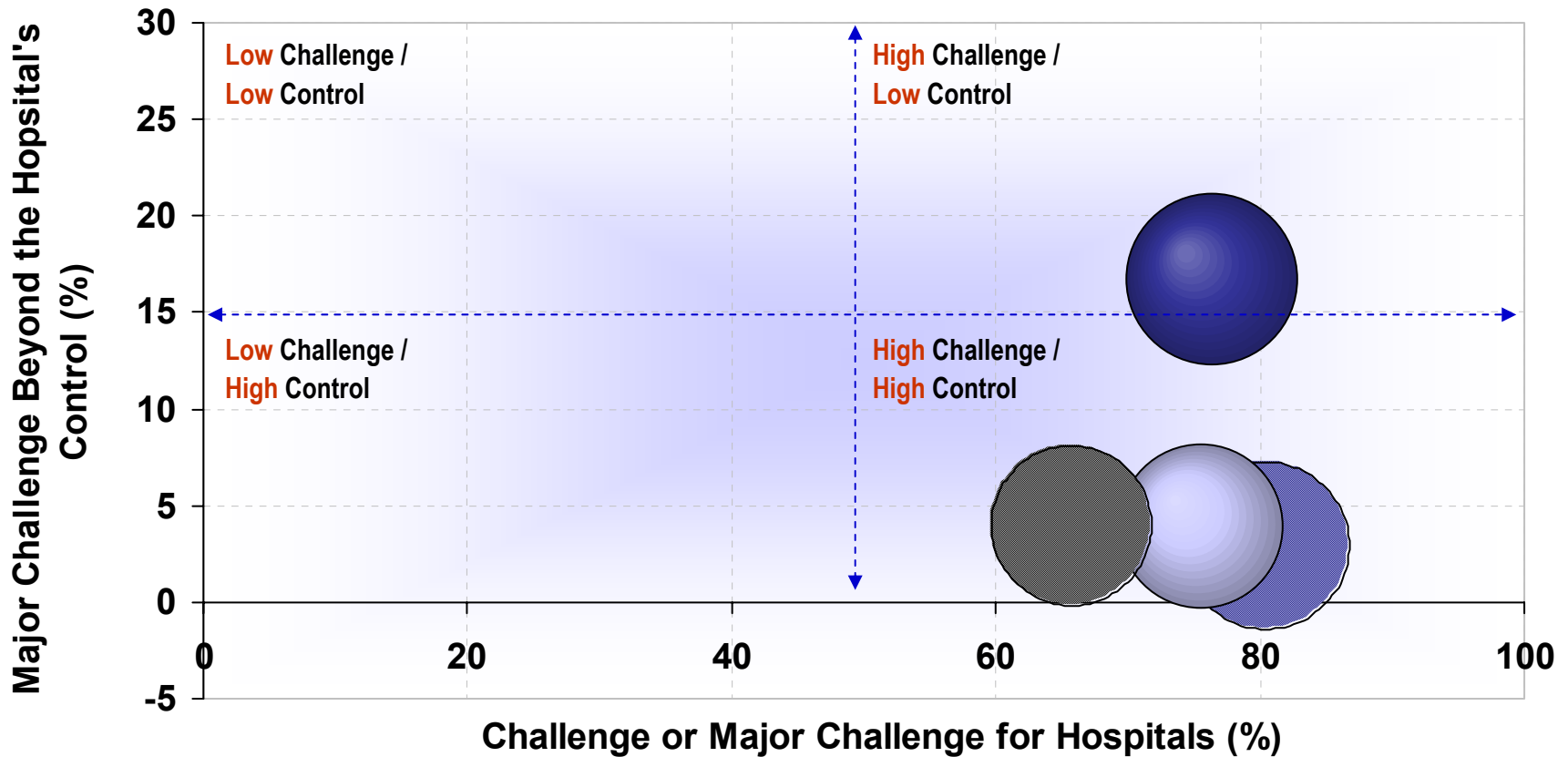
# Broad Scope for Top Strategic Issues

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- Human capital
- Corporate governance & management
- Patient care management
- Service integration & partnerships
- Organizational efficiency & design
- Improved information use for decision-making
- Consumer engagement, knowledge & perception
- Privacy and confidentiality
- Disaster preparedness
- Fundraising

# Human Resources Cultivation

Critical : Clinical Provider Recruitment, Development & Succession



● MD/Staff Recruitment

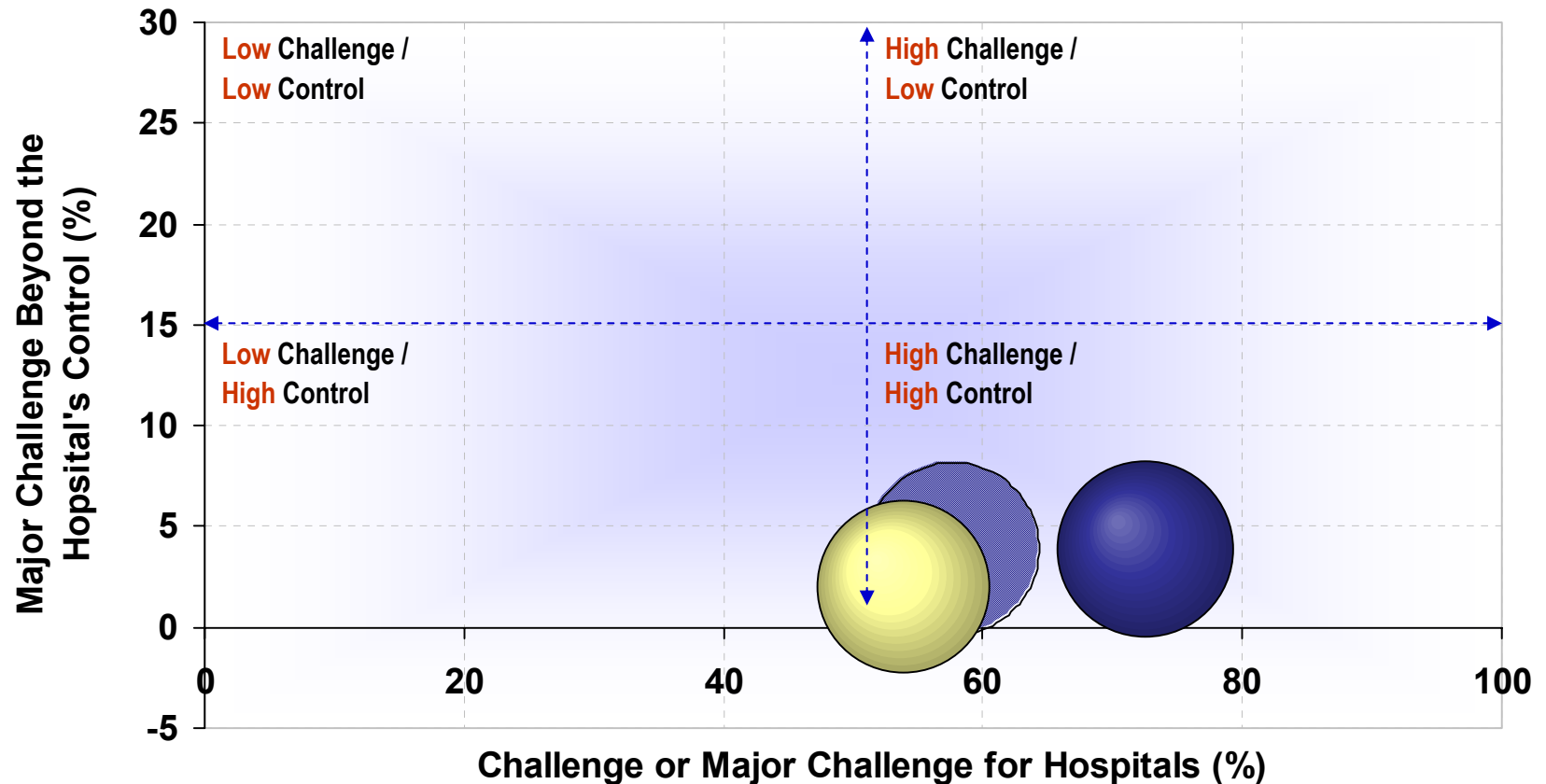
● Clinical Succession and Leadership

● Work/Life Balance and Absenteeism Reduction

● Labor Relations

# Corporate Governance & Management

## Important: Succession Planning



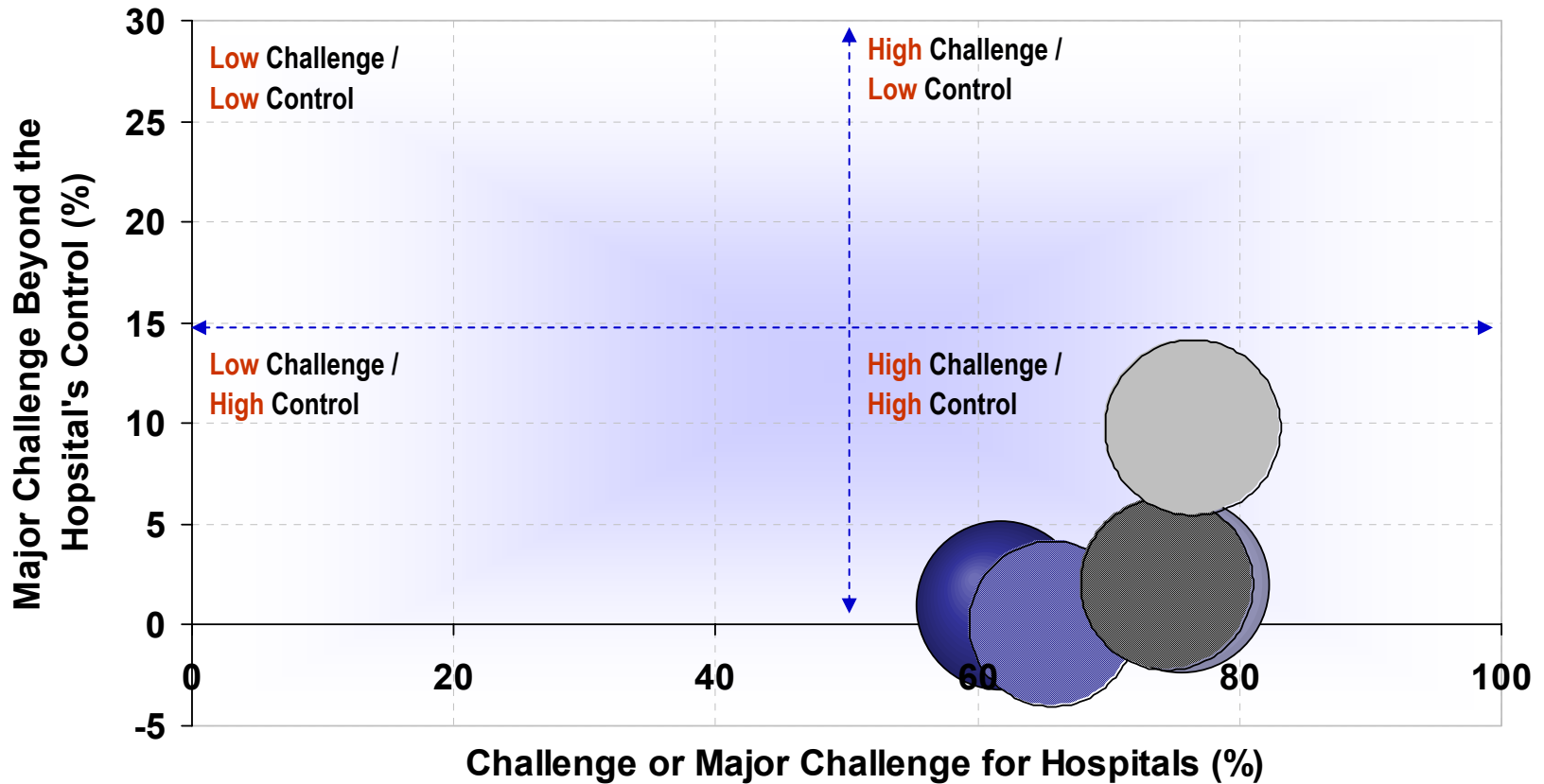
● Succession Planning

● Educational Provisions

● Performance Appraisals

# Consumer Engagement, Knowledge & Perception

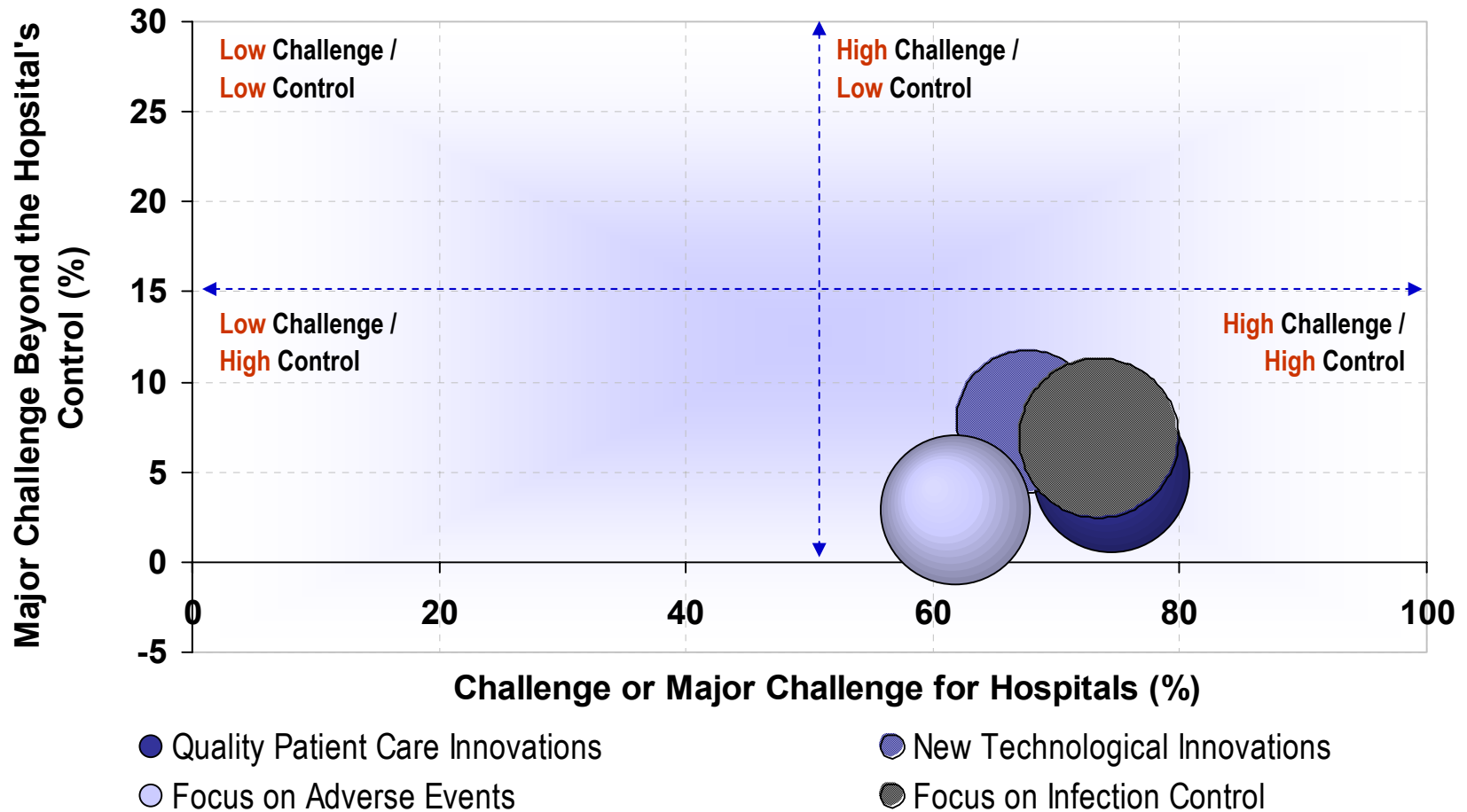
Critical: Planning from a Population Perspective, Managing Expectations



- Knowledge of Health Care + Rights
- Engagement in Governance Issues
- Public Relations
- Patient Satisfaction Focus
- Planning for the Population

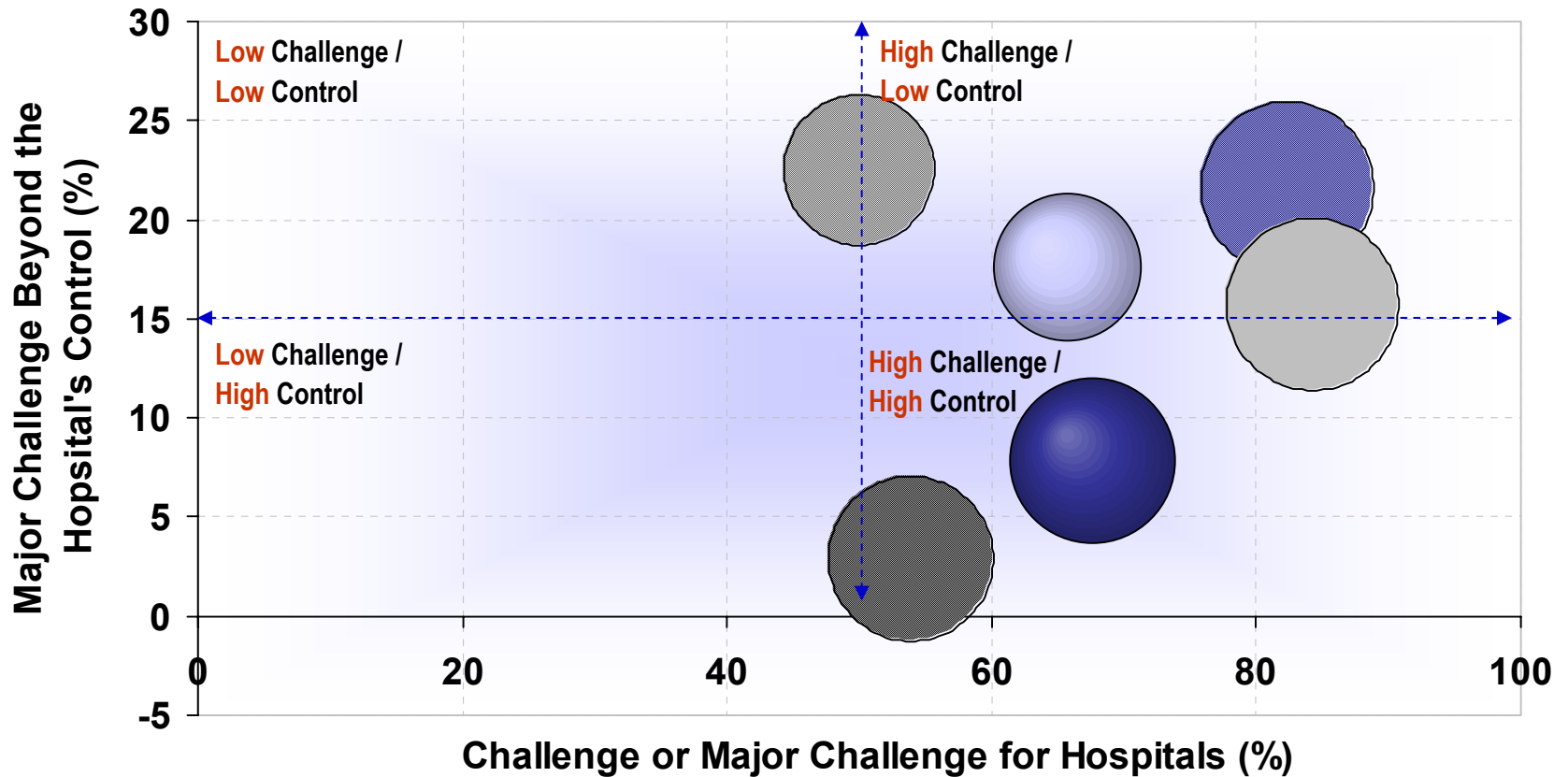
# Patient Care Management

**Critical: Increased Patient Safety Focus, Patient Care Management Innovations**



# Integration & Partnerships

**Critical: Integration, Alignment of Financial Incentives, & Fostering Gov't Relations**



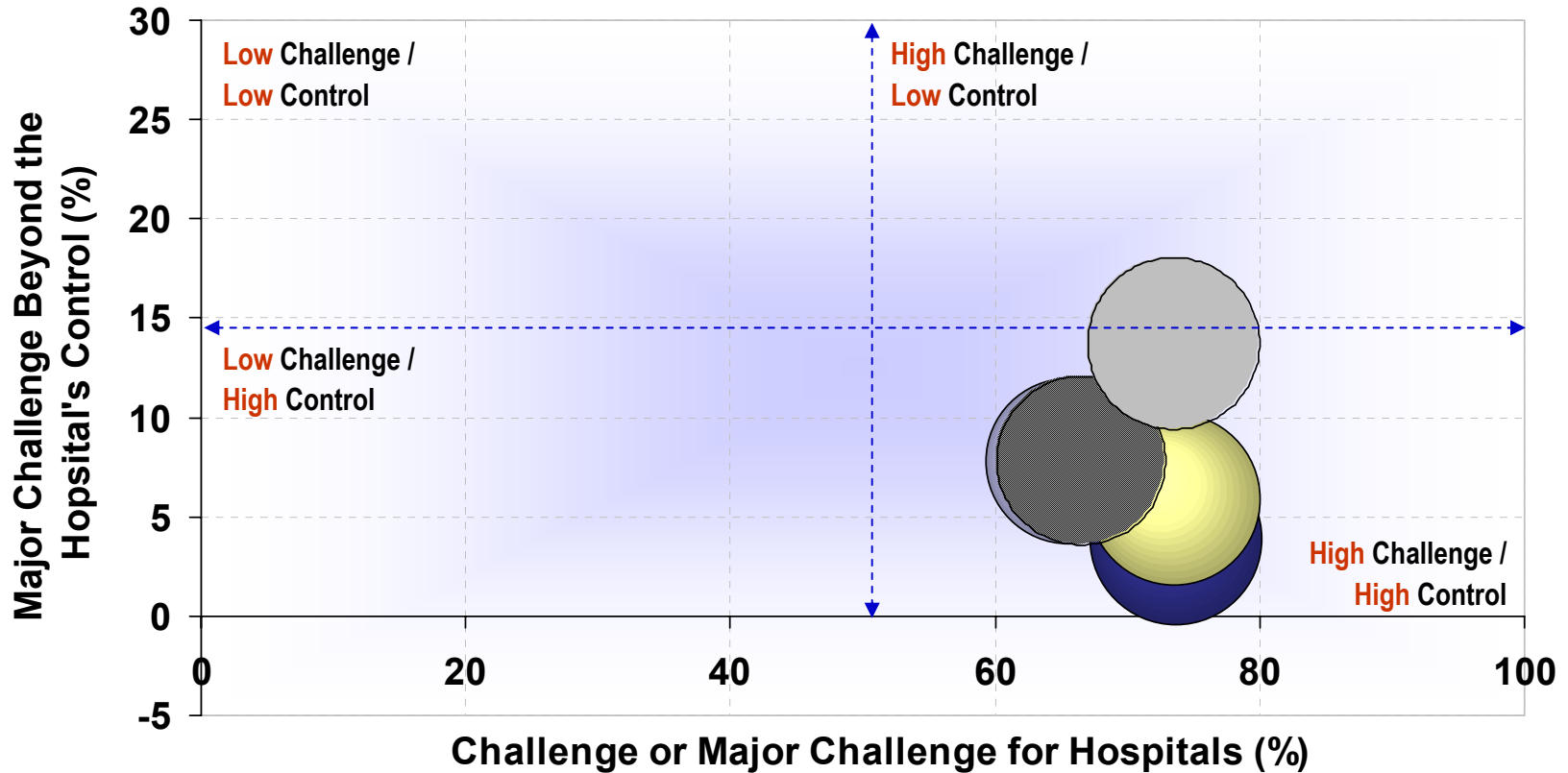
- Academic Relations
- Volunteer Relations

- Health Services Integration
- Horizontal Integration

- Government Relations
- Financial Incentives Alignment

# Information Use for Decision-Making

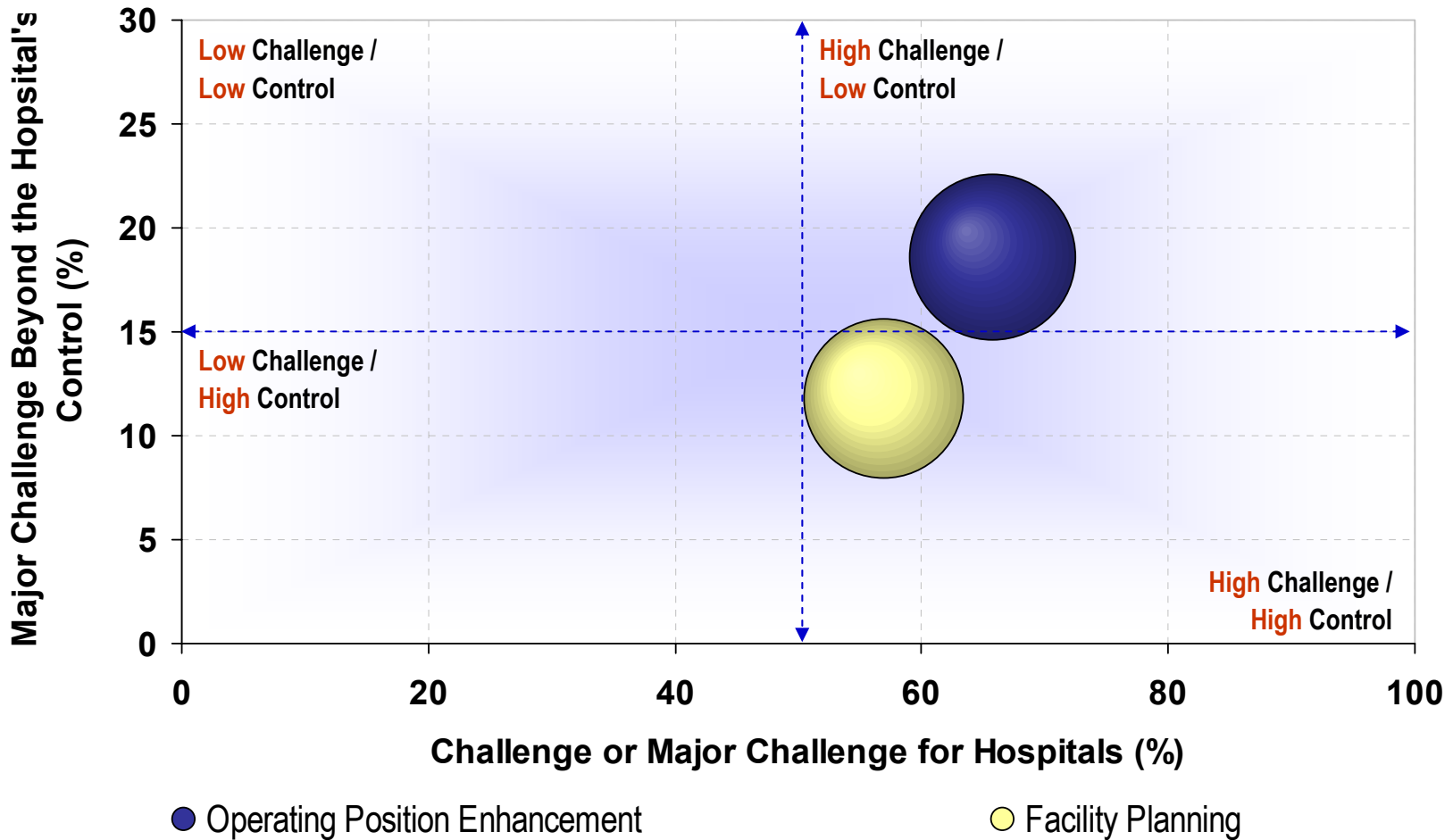
Critical: Developing Electronic Health Record, Decision Support Investments



- Quality Improvement Measures
- Accountability Measures
- Corporate Decision Support
- Clinical Decision Support
- Electronic Patient Health Record

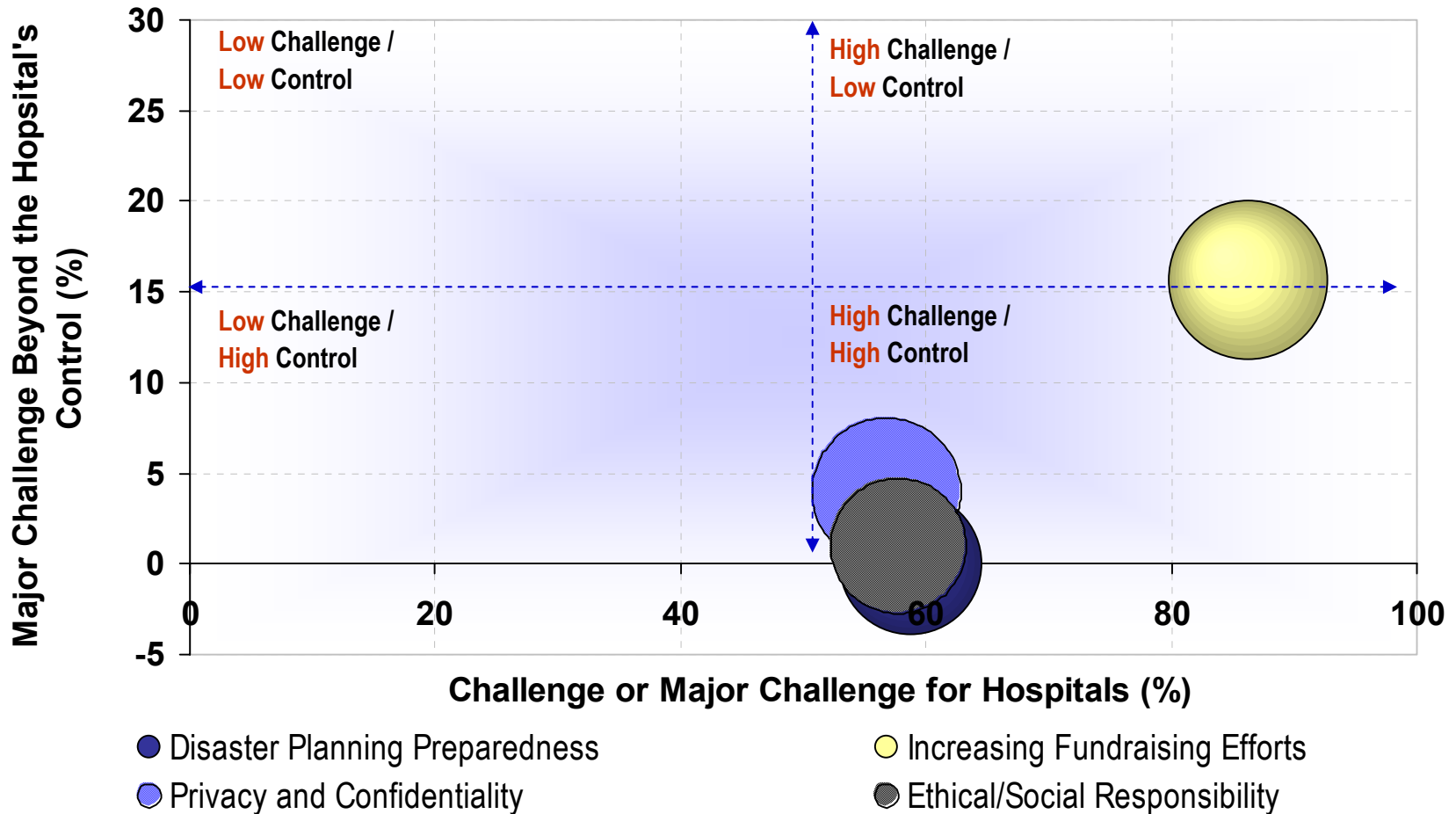
# Organizational Efficiency & Redesign

**Critical: Improved Operating Efficiency, Capital Infrastructure Renewal**

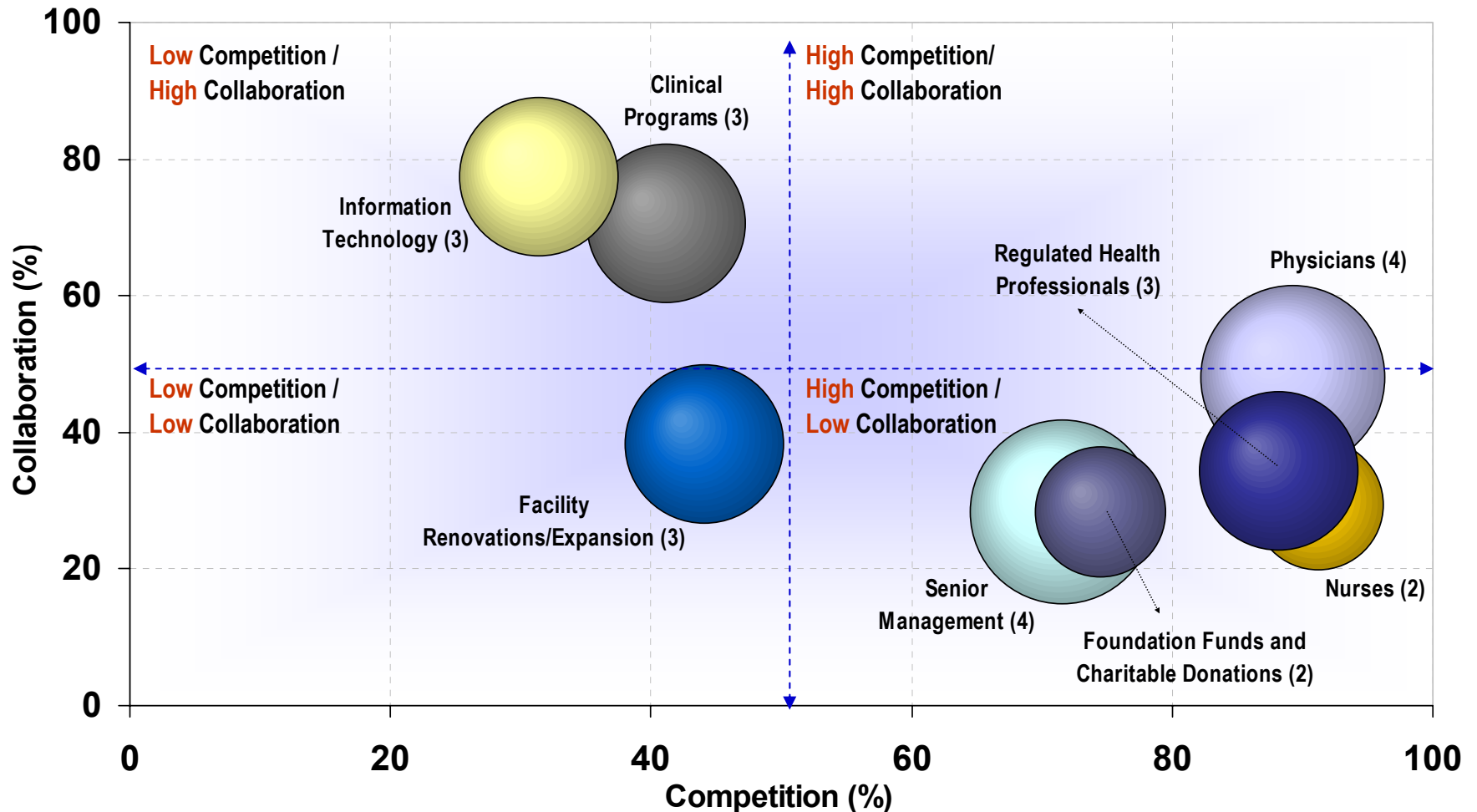


# Other Frequently Reported Priorities

**Critical: Increasing Focus on Fundraising as a Resource**



# Competition & Collaboration for Key Resources



Bubble Size: Level of Competition (1=Local; 2=Regional; 3=Provincial; 4=National; = 5=International)

# Clear Priorities & Strong Constraints

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- Hospitals' challenges focused on improving sustainability (human and other resources), a broad approach to partnerships, and more effective care
- However, hospitals have limited control over a number of these challenges and compete for a number of the necessary resources
- For *Hospital Report* objective is to align indicators with emerging strategic challenges and hospitals' response to these challenges

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