



A Patient/Family-Centered Strategic Plan Can Drive Significant Improvement

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- Institute of Medicine domains of quality • Preventable harm • Patient satisfaction
- Optimal outcomes • Community health

Key points

- The strategic plan is an essential tool to help an organization achieve its vision. To be fully effective, it must inspire and motivate.
- For most hospitals, the strategic plan is stated from the hospital's viewpoint and is often organized around the Institute of Medicine's (IOM's) domains of quality. As such it often does not inspire or motivate the frontline staff who must operationalize the plan.
- An alternative approach is to reorganize the strategic plan from the patient/family's viewpoint. The Patient/Family-Centered Strategic Plan (PFCSP) consists of 5 domains: (1) Do Not Harm Me (patient safety), (2) Cure Me (disease-specific best outcomes), (3) Treat Me with Respect (patient satisfaction), (4) Navigate My Care (throughput/efficiency), and (5) Keep Us Well (population health/preventive medicine). Our experience with this approach is reported.

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- The first pillar developed and implemented was Do Not Harm Me: the Zero Hero Safety Program. After 2 years, efforts were expanded into the other domains. Each was presented as a logical extension of the first, allowing for seamless and integrated programs and avoiding the appearance of isolated short-term initiatives. This article describes each domain and provides detailed examples of relevant initiatives, including results where available.
- The PFCSP is compelling, easily understood by staff at all levels in the organization, and has provided an organizational framework for quality and safety activity. We think it has been a key factor in attaining and sustaining significant improvement results.

INTRODUCTION

Health care organizations generally define themselves and their relationship with others through mission statements, vision statements, value statements, and strategic plans. A mission statement describes an organization's purpose, and therefore provides long-term consistency. Vision statements are complementary to mission statements and describe organizational aspirations over a defined future period often 5 to 10 years. These statements should serve to inspire while describing the art of the possible. Value statements serve as a code of conduct: the moral and ethical principles that guide decision making. Box 1 details the mission, vision, and value statements at Nationwide Children's Hospital (NCH). Finally, strategic plans detail the road map required to achieve the vision.

Formal strategic planning is widely used by health care organizations [1], which are typically updated at 3- to 5-year intervals. The published medical literature generally supports the value of strategic planning and suggests that organizational performance is enhanced by its use [2,3], but rigorous scientific analysis is lacking [4]. Some even suggest that a rigid strategic plan can introduce excessive bureaucracy into decision making and render the organization

Box 1: Nationwide Children's Hospital mission, vision, and values statements

- **Mission Statement:**

We will provide the highest quality of patient care, advocacy, research, education, and service to our patients and families, without regard to their ability to pay.

- **Vision Statement:**

We will create optimal health for every child in our community.

- **Values Statement:**

As one team we do the right thing, create a safe day every day, promote health and well-being, are agile and innovative, and get results.

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