

Vision 30/30



30 goals to accomplish by 2030

1. Embrace parents and family caregivers as active and influential members of the care team.
2. Commit to patient safety through the use of high reliability principles, practices, training and shared accountability.
3. Publicly report safety, quality and service metrics in a commitment to transparency.
4. Provide accessible and easy-to-understand tools that help families make timely, informed decisions about their child's well-being.
5. Increase Family Partners' engagement with direct caregivers.
6. Serve children as our region's only comprehensive children's hospital.
7. Promote our Programs of Distinction as national resources and destination referral centers.
8. Establish Fetal Medicine as an essential and integrated Program of Distinction.
9. Identify and shepherd Programs of Promise to reach their maximum potential.
10. Tell the Le Bonheur value story of quality, safety and service.
11. Maintain our national rankings among Best Children's Hospitals in *U.S. News & World Report*.
12. Advance the Children's Foundation Research Institute mission.
13. Increase funded research among our investigators, specifically NIH funding.
14. Formalize a program to successfully transition patients with chronic conditions of childhood to adult medical care.
15. Improve behavioral health and rehabilitation services through expert partnerships and strategic alliances.
16. Prepare the workforce of the future.
17. Build our culture of employee excellence and engagement through shared governance, clinical education and leadership development.
18. Invest in digital health as an important and necessary tool for providing access to care.
19. Develop an integrated information system to support strategy and report outcomes.
20. Develop a five-year master plan for space and technology requirements.
21. Implement innovative models of care that support the best outcomes in the most cost-effective and cost-efficient manner.
22. Recognize that the coming shortage of health care providers will mandate change in care delivery models.
23. Demonstrate value to our payers, patients and community.
24. Monitor and maximize service-line profitability.
25. Achieve a \$100 million endowment by 2030.
26. Develop a community health strategy.
27. Build our programs to address the health and well-being of Memphis' children.
28. Secure collaborations with like-minded community organizations.
29. Demonstrate objective outcomes with impact.
30. Disseminate new learning and best practices locally and nationally.

At Le Bonheur, we're working to improve the health and care of all children. We strive every day to provide quality and compassionate care to the children in our hospital, and in our community. We do it by following four guiding principles:

- **Maximize the health status of all children without regard to their economic status or demographics**
- **When care is necessary, provide the highest quality, lowest cost, most satisfying care possible**
- **Provide environments to train the next generation of physicians, care providers and scientists**
- **Invest in research to advance our knowledge of how to maximize the health of all children**

We must help children be healthier while providing the safest possible care, and we must reduce the economic burden of health care on families. These guiding principles will help us grow into a premier children's health and care organization.

Le Bonheur has followed six tenets since 2010: commit to family-centered care, build programs of distinction, prevent and eliminate childhood disease, secure the future of this great children's hospital, provide the necessary infrastructure and resources needed, and address the needs of children beyond the hospital walls. These foundational tenets will carry us forward as an organization.

Vision 30/30 will help lead us to a new chapter of success. We will remain dedicated to caring for and protecting the well-being of every child; and we will continue to build on our already strong foundation.

I hope you will read Vision 30/30 and be mindful that every child deserves to have access to quality health care. Le Bonheur Children's Hospital is prepared to ensure that happens. We must put children first, lift them up and keep them healthy so we can all have a brighter future.

Sincerely,



Michael Wiggins, MBA, FACHE
President
Le Bonheur Children's Hospital



Vision
30/30

OUR STRATEGIC PLAN

- Commit to patient-and family-centered care
- Build programs of distinction
- Contribute to the prevention, treatment and elimination of pediatric disease
- Provide resources and infrastructure
- Secure our financial future
- Address the needs of children beyond the hospital's walls, particularly those at risk, through preventative community strategies, investments and partnerships

Commit to patient-and family-centered care

Vision
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- Embrace parents and family caregivers as active and influential members of the care team.
- Commit to patient safety through the use of high reliability principles, practices, training and shared accountability.
- Publicly report safety, quality and service metrics in a commitment to transparency.
- Provide accessible and easy-to-understand tools that help families make timely, informed decisions about their child's well-being.
- Increase Family Partners' engagement with direct caregivers.



With an unwavering commitment to our patients and families, we will nurture an environment where parents are treated as knowledgeable and valued members of the health care team. Parents know their children best.



By involving them fully in their child's care plan we can ensure that their voices are heard and their concerns are addressed.

We are committed to full transparency and will share safety, quality and



service metrics that give parents the information they need to make sound decisions. Parents and family caregivers will be encouraged to join us in clinical rounds, handoffs and bedside reporting in order to empower them with information to monitor their child's status. We will work to ensure that families can contribute to the medical record. We do this because we know that parental trust and involvement in decision-making improves the care of every child.



Making health care choices can be overwhelming. Families are faced with an array of options and obstacles when making decisions about keeping their kids safe and healthy. They want to know which insurance plans provide the best coverage for kids, which health care providers have the most expertise and training in pediatrics, how much care will cost and whether it is affordable for the family.

Parents want access to medical and financial records and comparative outcome data to

make informed health decisions.

Sometimes, they just want to know where to seek care

for a sick child or

how to make an

appointment. We

can equip them with

information tools

and technology

that guide them in

making good choices in their child's health care. Ultimately, parents want what is best, and for children, we know that's Le Bonheur.

When it comes to patient-and family-centered care, our Family Partners are the experts. We will more fully capitalize on their instincts and experience to guide our commitment to cooperation and inclusion. Council members will be imbedded in various caregiver work units as full members of the team. They will provide critical assistance and support in the further development of family-centered care culture in their selected work unit.



Build programs of distinction

Vision
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- **Serve children as our region's only comprehensive children's hospital.**
- **Promote our Programs of Distinction as national resources and destination referral centers.**
- **Establish Fetal Medicine as an essential and integrated Program of Distinction.**
- **Identify and shepherd Programs of Promise to reach their maximum potential.**
- **Tell the Le Bonheur value story of quality, safety and service.**
- **Maintain our national rankings among Best Children's Hospitals in *U.S. New & World Report*.**

As the region's only comprehensive children's hospital, we will provide clinical care based in best practice, research, advanced technologies, and novel imaging services. We will further develop our existing Programs of Distinction to become national resources and destination referral centers in the areas of Heart, Neurosciences, Orthopedics and Trauma Services.

Most maladies of childhood are congenital. Fetal Medicine is a novel and necessary service for early identification and







treatment of congenital anomalies. For expectant parents, we are committed to building a Fetal Medicine program focused on early diagnosis, intervention and multidisciplinary care coordination.



We will enhance our service to children by growing our next generation of distinctive programs – Programs of Promise – to battle childhood diseases such as genetics, diabetes, obesity and respiratory diseases. We will recruit physicians,

scientists, community health experts and other leaders to focus on these specific conditions with the intent to transform them into high quality programs of distinction.

As we do this, we will continue to

demonstrate the uniqueness and expertise of children’s hospitals by telling our story of strong outcomes, quality and safety. Le Bonheur will continue to be a nationally ranked children’s hospital by *U.S. News & World Report*.



Contribute to the prevention, treatment and elimination of pediatric disease

Vision
30/30

- Advance the Children's Foundation Research Institute mission.
- Increase funded research among our investigators, specifically NIH funding.
- Formalize a program to successfully transition patients with chronic conditions of childhood to adult medical care.
- Improve behavioral health and rehabilitation services through expert partnerships and strategic alliances.

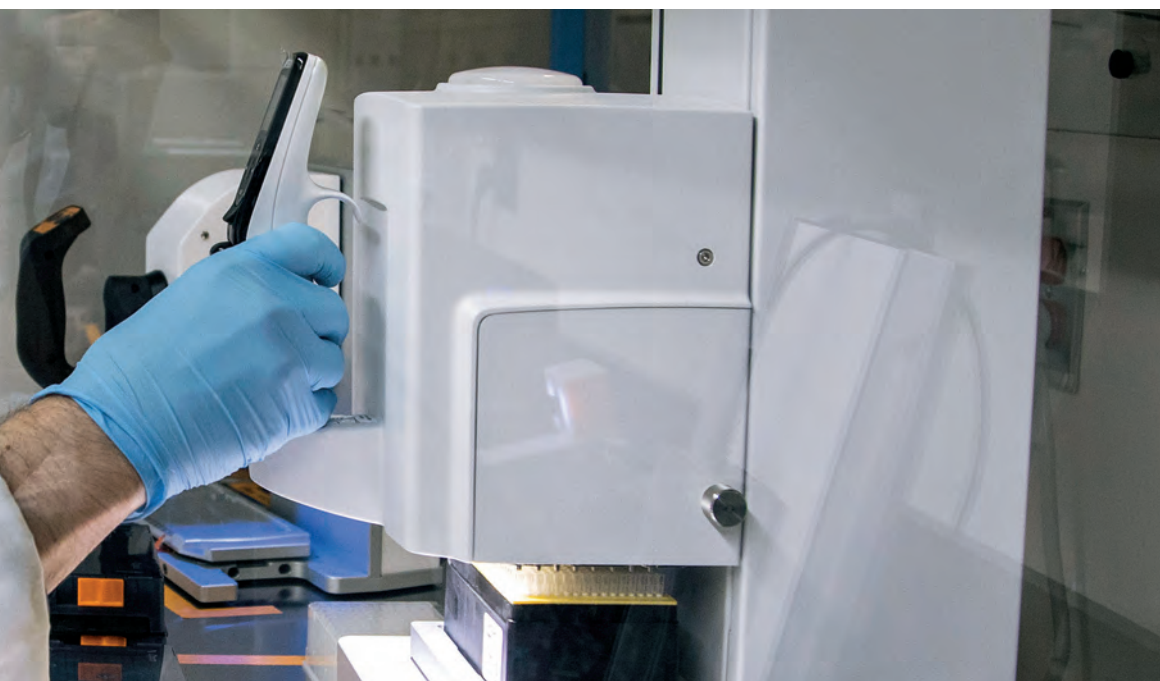




We are committed to preventing childhood disease, advancing scientific discovery and providing better treatments. We will continue to grow the Children's Foundation Research Institute,

building both basic and translational research and encouraging collaboration among physician scientists to provide contemporary, cutting edge options for treatments and cures.

Investigators will be supported with the intent that they achieve a level of independent research funding within a few years. Building the research endowment will be a key to success.





The field of genetic medicine and the development of personalized medicine provide the greatest promise in advancing child health and treatment. Diagnosis and management of genetic disorders in children will be a cornerstone in our clinical and research programming.

However, our commitment to children must extend beyond childhood. Often chronic diseases follow them into adulthood. By preparing them with knowledge and resources, they will be better equipped to address their conditions and ultimately attain greater independence. To that end, we will

establish a program to provide transition of care for children growing into the adult health care system. We will integrate adult medicine into the children's hospital where appropriate. We will serve as advocates for these young adults and provide collaboration with their adult health care providers.

Mental health is unquestionably tied to many illnesses and diseases. Many of our patients require behavioral and mental health services to cope with existing conditions, as well as addressing any underlying mental



and behavioral health issues. We will find expert partners to help us provide necessary care to those patients. Access and timely intervention will be the key drivers for any new alliance or partnership.

The need for rehabilitation services is important to many of our programs. Both short and long term rehabilitation needs are critical to the goal of helping children reach their fullest potential. This will require greater emphasis on establishing partnerships with existing programs to enhance our current capabilities, in the hope more children can receive therapies closer to home.

Provide resources and infrastructure

Vision
30/30

- Prepare the workforce of the future.
- Build our culture of employee excellence and engagement through shared governance, clinical education and leadership development
- Invest in digital health as an important and necessary tool for providing access to care.
- Develop an integrated information system to support strategy and report outcomes.
- Develop a five-year master plan for space and technology requirements.

Health care delivery models are ever-changing, and we must be able to adapt and invest in a future workforce – all while remaining committed to





safety and quality. We will take a fresh look at how and where we provide care by considering consumers' preferences and developing new approaches. New models will challenge us to evaluate the knowledge and levels of expertise needed among workers. We will develop our Associates to meet these new challenges with an emphasis on culture, continuing education and leadership development. A competent and fully engaged workforce is our goal.

Beyond our workforce, we will increasingly utilize digital health applications as vehicles for accessible and timely health care and for home monitoring of select patients. This effort will ensure our patients have every opportunity for access to their providers. Digital health offers the platform to manage care for patients at a distance or for those that need structured continuity of care.

Technology-enabled services empower families. Families can be active





participants in their child's care when provided with information and the opportunity to provide input. Providing access to the electronic medical record, providers or other needed information should be easy, accurate and complete.

We know that as health care continues to change, we will experience a greater reliance on both clinical and financial data and information. A focus on easy access to complete and accurate data will assure both our clinical and our operational effectiveness. Our efforts will be directed at facilitating such improvements in our systems with our MLH Information Technology partners.

We will develop a five-year master plan for space and technology capital.



Secure our financial future

Vision
30/30

- Implement innovative models of care that support the best outcomes in the most cost-effective and cost-efficient manner.
- Recognize that the coming shortage of health care providers will mandate change in care delivery models.
- Demonstrate value to our payers, patients and community.
- Monitor and maximize service-line profitability.
- Achieve a \$100 million endowment by 2030.

Technology, artificial intelligence and interconnectivity are some of the drivers that will allow health care providers to reengineer clinician workflows around top-of-impact practice. Using data, analytics and smart devices,



we can ensure every patient experience is safe, effective and affordable.

Our best strategy to ensure long-term viability is to offer value to our patients and payers. We will provide that value with attention to utilization, care management and evidence-based care standards. As stewards of our resources, we will reduce variation and redundancy and add



consistency in care while managing the profitability of our services. A focus on efficiencies will drive our success.

We must prepare for the anticipated shortage of qualified nurses and other professional health care providers. This will necessitate revising how services are delivered, perhaps with more ancillary staff at the bedside and professionals working to the top of their license orchestrating and managing care.

We will further secure Le Bonheur's future by establishing a \$100 million endowment by 2030. The endowment will provide sustainable funding so that Le Bonheur continues to serve children today and for years to come.

Address the needs of children beyond the hospital's walls, particularly those at risk, through preventative community strategies, investments and partnerships

Vision
30/30

- Develop a community health strategy.
- Build our programs to address the health and well-being of Memphis' children.
- Secure collaborations with like-minded community organizations.
- Demonstrate objective outcomes with impact.
- Disseminate new learning and best practices locally and nationally.

Together with our colleagues from other children's hospitals, we commit to be energetic and forceful advocates for efforts that impact the lives, health and wellbeing of children.



We will reach beyond the walls of our hospital to help develop strategies that address the unique needs of Memphis children. We believe that we must be actively present in schools, churches, work places and neighborhoods to bring systemic change to the families we serve. We will advocate consistently and persistently for children through public policy, education and community engagement

We also know that we can't do the work alone and understand the importance of community partnerships. Our long-standing work in the community will allow us to build collaborations with like-minded organizations to affect the health and well-being of our children.

Our research will be directed at the most pressing problems that children



in Memphis face, such as adverse childhood events, lack of early childhood education, infant mortality, obesity, asthma and the crushing impact of poverty. The knowledge gained from this research will be shared and disseminated in an



effort to advocate, support and inform both our own community as well as the broader community of pediatric healthcare.



