

*“Leadership is not a right.  
It is a responsibility.”*

*- John Maxwell*

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# SUMMARY OF THE STRATEGIC PLAN

## A Message from the President



The Peninsula Regional Medical Center Strategic Plan for 2009-2014 provides a new and challenging direction for our organization. To be successful in this endeavor and responsive to the ever-changing health care environment, organizations need to be able to adapt and remain flexible.

As we embark upon this exciting journey, our mission: to *Improve the Health of the Communities We Serve* will remain unchanged and at the center of this Strategic Plan. Our Values are the guiding principles of the organization and because they reflect what we care about, we added *Transparency* to them during this recent process.

Finally, a new *Vision Statement* for Peninsula Regional was developed. It is a descriptive message that depicts how our organization will look and act three to five years in the future.

The Strategic Planning process was very robust and inclusive of many. It will be incumbent on all of us to commit our time and energy to accomplishing the goals and strategies outlined in the Plan.

*Peggy Naleppa*  
Peggy Naleppa  
President

## STRATEGIC PLAN FRAMEWORK



### Mission Statement

Improve the health of the communities we serve.

### Values

- Respect for every individual
- Delivery of exceptional service
- Continuous improvement
- Safety and effectiveness
- Trust and compassion
- Transparency

### Vision Statement

As the Delmarva Peninsula's referral medical center, we will be the leader in providing a system of regional access to comprehensive care that is interconnected, coordinated, safe and the most clinically advanced. We will deliver an exceptional patient and family experience, while fostering a rewarding environment for physicians and employees. Together, Peninsula Regional Medical Center and its physicians will be a trusted partner in improving the health of the region.



From the Mission Statement, Values, and Vision Statement emerged a set of Driving Strategies to direct the work of Peninsula Regional. Each Driving Strategy is supported by a rationale and a set of tactics including measures of success.

*“Leadership is the capacity to translate vision into reality.”*

*- Warren Bennis*

<p style="text-align: center;"><b>1</b></p> <p><b>Driving Strategy:</b> Provide resources to expand the number and availability of physicians to fully support the needs of the region.</p> <p><b>Rationale:</b> Peninsula Regional cannot maintain its viability as an institution without the support and involvement of a comprehensive community of high quality physicians committed to its success. Nor can the health of the Delmarva Peninsula be improved. The Peninsula Regional medical staff is aging and under significant economic, regulatory and professional pressures. Some new physicians are demanding compensation well above the income levels of Peninsula Regional's existing medical staff.</p>	<p style="text-align: center;"><b>2</b></p> <p><b>Driving Strategy:</b> Evolve clinical integration across the Delmarva Peninsula to support Peninsula Regional's affiliated physicians.</p> <p><b>Rationale:</b> The greatest barrier to improvements in quality, efficiency, access and cost is fragmentation. Integration of clinical effort provides the pathway to increased value for patients, families, employers, physicians and the medical center. It will also be essential to demonstrating a market advantage and will be a necessity in pay-for-performance arrangements. Information technology helps overcome fragmentation and provides a platform for active and ongoing communication and collaboration between physicians and other health professionals. Peninsula Regional is recognized for the effectiveness of its inpatient informatics but like most hospitals it has not extended information systems into the physician practice setting. Such deployment will be essential to differentiate the Medical Center and its physicians on the basis of value. Until recently, EMR adoption by physicians remained optional. Early indications from the Obama administration suggest that EMR adoption will become a requirement. Subsidies are being promised along with severe penalties for failure to adopt.</p>	<p style="text-align: center;"><b>3</b></p> <p><b>Driving Strategy:</b> Demonstrate and communicate superior performance on all dimensions of patient-centered care.</p> <p><b>Rationale:</b> Peninsula Regional has succeeded in positioning itself as the region's most advanced medical center. It has not distinguished itself on the excellence of service it delivers to patients and families. This represents a significant competitive vulnerability because it sets the stage for erosion of market share among those who may be willing to drive to other referral centers for advanced capabilities as well as well-funded patients who may not need advanced capabilities and stay close to home. Peninsula Regional must preserve its advantage in advanced capabilities while significantly improving its service. The "eight dimensions" of patient-centered care represent a balanced and well researched framework around which to focus Peninsula Regional's efforts.</p> <p style="text-align: center;"><i>“People almost never work according to plan - but those who do, usually do better.”</i></p> <p style="text-align: right;"><i>- Winston Churchill</i></p>	<p style="text-align: center;"><b>4</b></p> <p><b>Driving Strategy:</b> Invest in improving employee satisfaction, retention and recruitment.</p> <p><b>Rationale:</b> Research and common sense suggest that there is a connection between satisfied employees and satisfied patients and families. Peninsula Regional's performance on employee satisfaction lags. Its location creates a barrier to attracting and retaining quality staff. Only by making significant investments of organizational energy and financial resources can Peninsula Regional overcome its satisfaction gap.</p>	<p style="text-align: center;"><b>5</b></p> <p><b>Driving Strategy:</b> Increase awareness, preference and utilization of Peninsula Regional and its affiliated physicians by investing in marketing and service lines.</p> <p><b>Rationale:</b> Peninsula Regional's prime competitors appear to be outpacing it on marketing. Despite its advanced capabilities, it is possible for weaker competitors to claim parity on key service lines absent a consistent message from Peninsula Regional to the contrary. Marketing involves much more than advertising and public relations. Effectively orchestrated marketing is a top executive responsibility that includes not only how a service is promoted but also how it is designed, made accessible and priced. In the foreseeable future, consumers and payers will not be purchasing "comprehensive" care. They will continue to purchase care related to a particular disease or chronic condition. A "service line" approach will allow Peninsula Regional to coordinate marketing for the range of services relevant to disease or condition as well as those services most likely to generate positive returns to Peninsula Regional's reputation and margins.</p>	<p style="text-align: center;"><b>6</b></p> <p><b>Driving Strategy:</b> Continue to advance the clinical and technological capabilities of Peninsula Regional and its affiliated physicians.</p> <p><b>Rationale:</b> Peninsula Regional and its medical staff have a well-deserved reputation as the most clinically and technologically advanced providers in the region. Competitors who historically lagged in clinical sophistication have been closing the gap and Peninsula Regional's volumes and market share have begun to erode. Absent continuing efforts to maintain its position as "most advanced," Peninsula Regional will be vulnerable to losing its key point of differentiation.</p>
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