

IMPACT 2025 Strategic Plan

“Every person and every interaction matters.”

IMPACT

20**25**



TABLE OF CONTENTS

INTRODUCTION 3

OVERVIEW 4

THE SIX AIMS 5

AIM: MAKE BHSN EASY 6

AIM: SUPPORT THE WELL-BEING OF OUR PEOPLE AND OUR COMMUNITIES 7

AIM: PUSH THE BOUNDARIES OF CARE AND EDUCATION 9

AIM: IMPROVE THE QUALITY AND AFFORDABILITY OF HEALTH CARE 10

AIM: WORK LIKE ONE ORGANIZATION 12

AIM: AIM FOR PRECISION IN EVERYTHING WE DO 14

RESPONSIBLE STEWARDSHIP OF PEOPLE AND RESOURCES 15

INTRODUCTION

Similar to our peers in New York and beyond, excellence is our benchmark. Our hallmark has been and will always be, an unyielding commitment to care, community partnership and interprofessional collaboration that sets us apart and positions us for continued success.

Health care is undergoing rapid and profound change. We at BHSN need to ensure that changes improve the lives of people we serve. It is wisest for us, then, to anticipate changes and position ourselves to nimbly improve and grow. Drawing on our remarkable past and a successful present for BHSN, a thoughtful approach to our strategic roadmap is now needed to ensure we continue to excel in our missions and maneuver forthcoming changes to new positions of strength and achievement.

To that end, the BHSN team comes together as a community with renewed vision and the human talent needed for our institution to navigate an increasingly complex and dynamic landscape.

One key to leveraging our unique strengths is collaborating with one another. We seek to ensure great alignment and to foster new synergies across BHSN.

We can be incredibly proud of the great work accomplished and the outcomes achieved over the past decade. In fact, because of our successes and momentum, we are well-positioned to further elevate BHSN and extend our influence and value across the region, the nation, and the world.

Our strategic plan presents BHSN with a blueprint for innovation and a roadmap for societal benefit. It presumes that foundational and core institutional values—integrity, customer service, performance, enabling, empowerment, accountability—will support our next five years of success, as well as our next 50 years of impact. It envisions aligning and leveraging the full complement of expertise, resources, and people within BHSN to expand our reach, extend our presence, and deepen our influence.

Most importantly, the plan calls for our emergence as a leading-edge community-based care provider of the future—one that defines and measures success through the lens of visible and enduring contributions to humanity and human health. From individuals to communities to populations, we will make a sustained impact in promoting our social compact as a leading community-based whole health provider.

Our social compact refers to our enduring focus on service and engagement in the cities and towns where we live and work. This compact recognizes our strong connection to the health and well-being of our region's residents, as well as, the citizens of the world. Furthermore, it acknowledges the societal responsibility we willingly embrace to serve as an engine of discovery to generate new knowledge that can have a tangible and measurable impact on those greatest in need. Finally, our social compact compels us to be excellent stewards of precious dollars so as to optimize and maximize institutional resources for the benefit of those we serve.

We strive to leverage our intellect and influence through the profound contributions made by our highly qualified, culturally competent, equity-oriented, and community-engaged staff. We intend to relentlessly pursue world-class service and customer experience. We plan to strategically invest in the best and brightest talent. We commit to enhancing our partnership models, community engagement approaches, and public health initiatives by harnessing and coordinating the collective power of BHSN toward achieving health equity. Finally, we commit ourselves to elevating our social compact by sustaining excellence in stewarding the resources and assets of our valued institution.

The Strategic Plan materials found in this document and elsewhere summarize the great work ahead, starting now, and continuing through the year 2025. All of us will contribute. All of us will need to answer: How are we going to change for the better? How are we going to strive to achieve these outcomes by the year 2025? What will be the steps we will need to take in 2021 to get us started?

As you and your team read and discuss, think of how the themes, principles, and aims apply to your daily work. How do the strategies of your team need to evolve in order to compliment the roadmap presented here? By aligning to the same guiding principles and sharing our activities with one another, we are able to successfully achieve our mission of advancing human health and truly appreciate the full potential all of us have at BHSN.



Mark Lukens
President & CEO

OVERVIEW

The work is complex but our vision is simple...Transforming Care and Enriching Life and, in doing so, will be unparalleled among community-based health care providers in access, opportunity, innovation, and outcomes.

We identified four core aspirations to guide our path over the next 10 years:

1. BHSN clients and staff co-create their experience;
2. Our research, work, and creativity transforms lives;
3. Every person and every interaction matters;
4. Engagement builds communities.

To take real and meaningful steps toward turning this bold vision into reality, we launched a staff-led process to develop a five-year strategic plan.

Over 150 people within the BHSN community — clients, staff, and senior leaders — served on the IMPACT2025 Strategy Team.

Over the course of 2021, the Strategy Team conducted meetings across our BHSN community to seek input and feedback. The result of this inclusive process is a plan that mirrors the aims of our collective BHSN community and its leaders.

Every Person and Every Interaction Matters

As the IMPACT2025 Strategy Team considered the four core aspirations, one aspiration continually permeated all others. The idea that, at BHSN, *every person and every interaction matters* became an aspiration that appeared superior to the other three. This overarching theme defines what it means to be a BHSN'r, and was thus recognized as a core feature that should symbolize everything we do at BHSN. Overall, this idea or guiding principle of BHSN signifies our organization's character and embodies our shared aims and core aspirations.

Accordingly, *every person and every interaction matters* is the overarching principle that envelops all of the aspirations, aims, and strategies within the IMPACT2025 Strategic Plan.

The goal of the IMPACT2025 Strategic Plan is to make BHSN distinctive by promoting the tenet that *every person and every interaction matters*. This tenet promotes equity, dignity, and respect for all individuals that have and come from diverse backgrounds, beliefs, experiences, perspectives, abilities, identities, and orientations. It also includes interactions that are formal and informal across the domains of learning, research, creative activity, service delivery, and engagement. Our belief that *every person and every interaction matters* calls for us to value one-on-one relationships to form connections, transform lives, and realize the power of every person. The principle of *every person and every interaction matters* should guide all we do as members of BHSN. Thus, every decision made at every level should align with and support (and hence, be supported by,) our overarching principle that *every person and every interaction matters*, our core aspirations, and the primary aims of our Strategic Plan.

The IMPACT2025 Strategic Plan outlines the aims, strategies, expectations, and targets for the next four years. The IMPACT2025 Strategic Plan contains six ambitious aims. Each aim represents a purpose or intended outcome. Supporting each aim are strategies and expectations. Strategies are actions that can be taken to move toward the aim. Expectations are anticipated changes that will be realized through the implementation of the strategies. Targets are quantifiable metrics that serve as benchmarks to achieve by 2025.

Importantly, it is not the intent of this plan to be prescriptive. The plan does not define implementation details, by design. These tactics are best developed by the team and its leadership, community, and units.

The use of words such as “staff,” “clients,” “leadership,” and “engagement” within the plan are meant in the broadest sense. Staff include interns, part-time and full-time employees, board members, and volunteers. Clients include individuals who receive services, as well as, our partner agencies, government entities, school districts, etc. Engagement refers to relationships with stakeholders that provide opportunities to partner around shared goals, enable a bi-directional flow of information and knowledge, and realize broad impact.

Finally, this BHSN2025 Strategic Plan is meant for the entire BHSN community. It is not expected that every unit or every individual will act on every strategy in the plan. Some units and individuals will resonate with different portions of the plan. No individual or unit will do everything, but it is expected that every individual and unit will contribute in meaningful ways to our shared goals of increasing the impact and excellence of BHSN. It is also expected that the entire organization will embrace the philosophy that *every person and every interaction matters* and that this will be transformational for our BHSN community.

THE SIX AIMS

The six aims of IMPACT2025 are listed below. The order of these aims is in no specific order or relative priority. The interconnected relationship among the aims is depicted in the illustration below. Each of these aims should be read and understood with the concluding phrase “...in a way that every person and every interaction matters.”

- Make BHSN Easy:**
Enhance the client experience by improving access, navigation, communication, and care transitions. Make it easy for all members of the BHSN community to fulfill our mission.
- Support the Well-Being of Our People and Our Communities:**
Foster an organizational culture that is supportive, equitable, diverse, and inclusive. Enhance joy at BHSN. Grow our local community-engagement efforts to address identified needs that improve human health.
- Push the Boundaries of Care and Education:**
Enrich the environment for discovery and learning through continuous innovation. Invest in fundamental research and innovation to create new models of teaching, training, and clinical care delivery.
- Improve the Quality and Affordability of Health Care:**
Maximize value for the patients we serve with an intense focus on quality, safety, and efficiency. Strive for continuous performance improvement. Lead the national conversation and exchange of ideas around high-value care in community-based organizations.
- Work Like One Organization:**
Continue our tradition of leadership by becoming the model of an integrated community-based health care delivery system. Share best practices and extend outcome measures, research, and education across BHSN programs and beyond.
- Aim for Precision in Everything We Do:**
Use data in new and innovative ways to guide decision-making in every corner of our organization from client care and education to finance and administration.



AIM: MAKE BHSN EASY



We believe in enhancing the client experience by improving access, navigation, communication, and care transitions. We must also make it easy for all members of the BHSN community to fulfill our mission.

The staff experience at BHSN should instill the value that *every person and every interaction matters* resulting in a team who values every person and every interaction.

Strategies:

- Adopt best practices in client access,
- Unify paperwork, intake processes, and releases,
- Strategically deploy enhanced care coordination resources,
- Enhance patient engagement by leveraging digital platforms and redesigning education materials, so they are more user-friendly,
- Optimize data integration and usefulness across the organization,
- Identify and mitigate barriers that contribute to a loss of productivity,
- Streamline recruitment processes to address critical talent needs,
- Implement talent management solutions as an investment in the success of our people,
- Be a destination for transformational employment.

Expectations:

- Increased access to providers,
- Increased engagement and satisfaction,
- Increased utilization of digital resources,
- Top decile patient experience scores,
- Deploy our patient-centric dashboard to help make it easier to be a patient at BHSN,
- Increase online scheduling of appointments.

Targets:

- Finalize an integrated, comprehensive care plan (model of care),
- Improve timely access for referrals and reduce internal referrals sent outside of BHSN,
- Deploy a customer-centric dashboard to help make it easier to be a client/customer of BHSN,
- Implement online scheduling of appointments,
- Increase the number of clients served by 20%,
- Implement digital access and learning tools for clients,
- Improve customer loyalty scores by 5%,
- Improve workplace productivity through 3% increase in RVU production,
- Increase clinical staffing by 20%,
- Launch multi-state recruitment strategy.

AIM: SUPPORT THE WELL-BEING OF OUR PEOPLE AND OUR COMMUNITIES



BHSN is here to serve New York and beyond as care providers, educators, researchers, partners, advocates, and more. We are an anchor institution in our community. We will further the impact of our work in these roles by connecting our efforts and prioritizing service to communities and people. Service is foundational to our mission to advance health. Communities, partners, and people make us who we are, and we are fully invested in their health, wellness, and success.

We will foster an organizational culture that is supportive, diverse and inclusive, while enhancing joy at BHSN. Grow our local community-engagement efforts to address identified needs to improve health.

An environment that emphasizes inclusive excellence, diversity and joy is a place that embraces the importance of every person and knows that every interaction matters.

Strategies:

- Build a vibrant workforce through promoting diversity, inclusion, and equity,
- Create systematic procedures to evaluate and improve climate focused on inclusion, diverse experiences, and sense of belonging,
- Engage in practices that value every person and every interaction in ways that promote equity, dignity, and respect for individuals from diverse backgrounds and perspectives,
- Enhance participation in critical dialogue around issues of equity and inclusion,
- Expand systematic efforts to recruit and retain staff from underrepresented groups,
- Identify and address institutional barriers that perpetuate equity gaps between and across underrepresented groups,
- Enhance existing and create new programs and networks for resilience and personal well-being for staff,
- Enhance work-life integration, professional development, and workflow efficiency,
- Support our people by encouraging healthy practices that enhance well-being,
- Prioritize community engagement efforts and focus resources on local health needs,
- Continue to contribute significantly to economic growth and quality of life in Plattsburgh and regions where BHSN operates,
- Make BHSN the destination for staff, seeking a culture of innovation and entrepreneurship with opportunities to learn, conceive, collaborate, launch, and lead in new endeavors.

Expectations:

- Increased number of staff from underrepresented groups,
- Increased retention of staff from underrepresented groups,
- Increased number of programs/activities focused on well-being and resilience,
- Improved community health outcomes/statistics,
- Increased engagement and satisfaction,
- Top decile patient experience scores,
- Develop and publish a registry of all our community engagements,
- Give staff the knowledge and skills that are increasingly important in today's interconnected world, including interpersonal, professional, and visual communication skills; collaboration and teamwork, especially with diverse others; empathy and concern for the welfare of others; and organizational and leadership skills,
- Continually update our physical plant to support and enable our world-class vision, empower innovation, accommodate growth and expansion, and allow for flexibility,
- Develop and deploy a people strategy that positions our institution as an employer of choice, recognized for attracting, developing and retaining talent and embracing diversity and inclusion as a primary building block of our culture,
- Promote engagement among staff, across disciplines, enhancing civility and social engagement while building strong networks of support,

AIMS OF THE IMPACT2025 STRATEGIC PLAN

- Address specific career-life issues, including access to child care and dual career issues, to help staff facilitate career success in tandem with meaningful family life, address personal health and well-being, and navigate other life events,
- Within a context of transparency, create and welcome opportunities for faculty to leverage their expertise to inform university best practices in matters operational, curricular, and developmental.

Targets:

- Utilize equity data and goals to develop recruitment and retention plans for increasing ethnic, racial, gender, and cultural representation of underrepresented groups among staff,
- Increase hiring of staff from underrepresented ethnic/racial groups by 7%,
- Improve customer loyalty scores by 5%,
- Provide inclusive excellence professional education to 100% of management staff,
- Provide inclusive excellence professional education to all new employees,
- In partnership with POD, develop an internal career management model for all employees and offer personalized Individual Development Plan (IDPs) to facilitate personal career and professional development goals,
- In collaboration with POD, develop a learning and training program to educate staff and community members about the importance of diversity and inclusion and create a plan to attract, hire and optimize a workforce that is representative of our greater region's diversity,
- Develop a new marketing and branding strategy for BHSN that elevates its profile, reputation and market competitiveness,
- Create a formal network for mentorship to nurture and support staff,
- Achieve year-over-year improvements in diversity hiring and become recognized as one of the best places to work.

AIM: PUSH THE BOUNDARIES OF CARE AND EDUCATION



Enrich the environment for discovery and learning through continuous innovation. Invest in fundamental research and innovation to create new models of teaching, training, and clinical care delivery. We will improve human health for all by advancing care models, innovation, and health care practices. Weaving discovery through all we do amplifies the impact and pace of our combined work and further differentiates us as a leading health provider and system.

We have and are driven by a central vision of an exceptional educational experience for all staff across BHSN. Through collaboration and a strong academic focus, we build staff knowledge, skills, and attitudes. We strive for educational impact and

transformation. Our programs actively engage the community and we are preparing tomorrow's health care experts and leaders to success in a rapidly changing world.

The research and creative activity enterprise at BHSN engages in practices where every person and every interaction contributes to the generation and proliferation of new knowledge, understanding, and perspectives.

Strategies:

- Align all aspects of staff and business affairs in support of research and creative activity,
- Recruit and develop a diverse class of researchers, academics, artists, and staff and provide them with strong institutional and community support,
- Build new mechanisms to reward and retain highly successful staff,
- Ensure dedicated, long-term research or creative activity experiences for staff,
- Communicate broadly about the breadth and social impact of research and creative activity,
- Identify and create a training plan for a common competency for all staff,
- Create coaching program for educational excellence,
- Convene experiential learning working group to coordinate and enhance efforts,
- Build effective approaches for communication and dissemination of education goals and strategies,
- Develop an educational space and infrastructure plan,
- Grow and strengthen our major areas of excellence,
- Advance our local research partnerships,
- Create cutting-edge research approaches and technologies in core services.

Expectations:

- Develop an incubator,
- Discover innovative programming and methodologies for care,
- Maximize creative, multidisciplinary discovery across the organization, emphasizing value, data, and synergy,
- Create diversified educational tracks that cultivate the creativity of learners and trainees,
- Educate/train for the future, emphasizing value, data science, and evolving venues of care,
- Foster opportunities for cross-disciplinary training,
- Engage staff in interdisciplinary, team-based, educational experiences that focus on societal grand challenges,
- Engage staff in meaningful interdisciplinary approaches to solving problems,
- Provide staff with the tools to integrate perspectives across boundaries with an emphasis on deep disciplinary knowledge driving new thinking at the edges and intersections of traditional fields.

Targets:

- Develop a population health specialty/department within BHSN,
- Launch incubator to define and develop internal programming and externally to focus on broad societal challenges,
- Greater participation in the development of meaningful clinical programming,
- Increased education and research funding,
- Increased research collaboration and productivity – enter into at least one primary research initiative,

AIMS OF THE IMPACT2025 STRATEGIC PLAN

- Increased training and new educational tracks by 10%,
- Tightly couple the development of professional and leadership skills with advancement opportunities for all staff, with an intentional focus on new managers and underrepresented groups.

AIM: IMPROVE THE QUALITY AND AFFORDABILITY OF HEALTH CARE



BHSN is established as one of the region’s highest value care providers, a top performer in quality, safety, and caring. We seek the next phase of our ambition: becoming directly accountable for our choices and their outcomes.

We will maximize value for the patients we serve with an intense focus on quality, safety, and efficiency. We will strive for continuous performance improvement. We will lead the national conversation and exchange of ideas around high-value care in community-based organizations.

Engagement — the co-creation, co-discovery, and co-development of solutions — is key to the mission of BHSN. Engagement brings BHSN to the world, and the world to BHSN through services where clients, staff, partners, and other stakeholders are actively engaged across BHSN and beyond. It is imperative that we embrace a culture of engagement and partnership that generates genuine mutual benefit both in our region and across the world, while creating extraordinary opportunities for clients, industry, community partners, and staff.

At its core, engagement is about relationships and reciprocity that must be built upon a foundation where every person and interaction matters.

Strategies:

- Recognize engagement (i.e., relationships with stakeholders for opportunities in partnership and impact) as one of BHSN’s mission areas, reflected in staff promotion and evaluation criteria,
- Create a vehicle for advancing and supporting staff engagement in community- based research, creative activity, and learning experiences at the local, national, and global level,
- Establish and nurture strong, consistent two-way communication with stakeholder groups allowing for research and learning collaborations,
- Embrace and exploit existing and future technologies to promote access for individual and community-based research, learning, engagement, and creative activities,
- Concentrate resources and funding to promote engagement responsive to unique local and national needs,
- Accelerate dissemination of high-value care practices,
- Incorporate patient, family member, and employee perspectives into clinical care delivery,
- Develop and implement clinical pathways that improve quality and reduce unwarranted variation in care,
- Engage all stakeholders to identify risk in order to prevent harm and advance safety,
- Fortify a quality infrastructure that enables achieving new levels of performance across BHSN,
- Explore new partnerships to foster innovation and advance the mission,
- Align value-based payment models,
- Control expenses through greater efficiency, transparency, and accountability,
- Work with insurers on shared quality and accountability initiatives.

Expectations:

- We are accountable to health care outcomes and costs,
- Increased number of and impact on community, industry, and global partners,
- Control expenses through greater efficiency, transparency, and accountability,
- Expand health coaching to more patients with chronic conditions,
- Pilot care plans for high-risk and high-cost populations,
- Finalize an integrated, comprehensive care plan for patients with elevated socioeconomic and clinical risks,
- We measure and publish patient health outcomes achieved at BHSN, making it easy to determine our safety, quality, and value,
- We successfully manage chronic disease (e.g., diabetes, CHF, and COPD) in value-based payment care programs,
- Employers regard us as an effective partner who improves the health of their employees and families,

AIMS OF THE IMPACT2025 STRATEGIC PLAN

- Emphasize the power of our local and national partnerships by deploying enhanced external engagement strategies to amplify the impact of our community-engaged health projects,
- Take on a more meaningful and visible leadership role in promoting health and wellness of special populations in the region and across the State by strengthening our strategic collaborations with key partners,
- Enhance and elevate our organization's social compact by employing a clearly defined set of social mission metrics in order to measure our effectiveness and to inform targeted strategies that will ensure continuous improvement and accountability.

Targets:

- Top decile quality scores,
- Decreased total cost of care documented via several pilot initiatives,
- Increased resources to invest in the BHSN mission,
- Develop new and innovative care delivery models,
- Enter into additional value-based payment relationships (as available),
- Engage with multiple insurers regarding quality, outcomes, alternate payment models, and enhanced rates for BHSN services (shared quality and accountability initiatives),
- Work with clients with chronic conditions to learn how to better coordinate care for them,
- Conduct an organization-wide current state analysis of our community-engaged care, research and partnerships, locally and globally, to measure, demonstrate and communicate our value proposition, results, outcomes, and societal impact,
- Design a process that promotes bilateral listening and learning and engages internal stakeholders and community-based partners in an effort to create a new collaborative in health equity,
- Launch the new social mission metrics framework for measuring, assessing, and improving institutional impact.

AIM: WORK LIKE ONE ORGANIZATION



Our institution includes multiple service areas from clinical care, to education, and to housing. Each is marked by increasing competition and rapid transformation. To compete successfully in the broader environment in which we operate, we must be both strategic and tactical as we lead our organization and position it for another 50 years of success and impact. Consequently, our future direction will be contingent upon exceptional stewardship of our institutional resources and assets. Essential enabling strategies, from talent management to facilities management to technology management, must be aligned with and supportive of IMPACT2025.

We are a high performing organization. We create our highest value when we work together. Rapid changes in the environment require that we act and make decisions quickly.

We will organize to create new value, solve grand challenges, and reach our full potential as an integrated, high-performing organization.

Shared governance will help us make correct decisions and carry them out together. We will listen to our clients and staff to gain knowledge from the point of care. As a unified BHSN, we achieve excellence in our missions, ensure vitality for the region, and serve as a model for the nation.

We will continue our tradition of leadership by becoming the model of an integrated community-based health care delivery system. We will share best practices, extend outcome measures, research, and education across BHSN programs and beyond.

We do not rest on our strengths — we stretch and combine them. Interdisciplinary approaches in research and creative activity propel new ways of generating knowledge. BHSN values interdisciplinary work and embraces collaboration that is characterized by an openness and respect for differing disciplines and perspectives that can address challenges facing our community, nation, and world.

At BHSN, a context that promotes, supports, and rewards interdisciplinary work encourages all staff with diverse experiences and knowledge to learn with and from one another, thereby accelerating the potential for solving Grand Challenges.

Inherent in interdisciplinary work at BHSN is that every person contributes and every interaction matters to create new knowledge and solutions.

Strategies:

- Develop and implement a health care delivery system road map,
- Harmonize policies and practices across BHSN,
- Implement a system approach to talent management,
- Influence an array of provider workforce alignment models,
- Optimize internal communications using multiple channels,
- Redesign workflow processes in key functional areas,
- Prioritize diversity of perspectives, approaches, and backgrounds when solving challenges,
- Build, strengthen, and evaluate interdisciplinary centers and organized units to promote productivity, minimize duplication, and retain an emphasis on priority areas,
- Revise policies and practices to incentivize interdisciplinary collaboration across departments, colleges, centers, and campuses, and with partners across the country and world,
- Establish flexible and functional facilities for interdisciplinary research, creative activity, teaching, and learning,
- Identify Grand Challenges that influence existing strengths and seek to solve issues important to BHSN and the world,
- Commit, generate, and expand sources of support for investment in Grand Challenges, interdisciplinary research, creative activity, and education,
- Integrate creative activities and education into solutions for Grand Challenges in an intentional and substantive manner.

Expectations:

- Increased number and diversity of individuals, teams, and centers working on high priority challenges,

AIMS OF THE IMPACT2025 STRATEGIC PLAN

- Increased investments (financial resources and facilities) in successful teams and centers,
- Increased number of interdisciplinary learning experiences established,
- Increased engagement and satisfaction,
- Increased operating margin to support the BHSN mission,
- Operational standardization,
- Growth of revenue and reach,
- Launch “Dream It” program to foster growth and innovation,
- While maintaining high expectations, ensure that staff members have reasonable opportunities to engage in the life of the organization, to enjoy and benefit from the unique community that is BHSN, and to be celebrated for their role in our collective success,
- Create conditions that promote more interdisciplinary encounters among staff to build and strengthen such opportune connections,
- Develop communication mechanisms for staff to share interests and promote shared research opportunities and creative endeavors.

Targets:

- Implement a new policy process to establish a consistent, timely framework for the creation, consideration, socialization, and adoption of new policies and to set a regular schedule for review of existing policies,
- Encourage focus, prioritization, and a data-driven approach in decision-making and balance the BHSN's ambition to launch new initiatives with the importance of being sure those initiatives remain sustainable long term,
- Identify and pursue key management initiatives to improve productivity and continually aligning business processes and operations to enable staff to support the mission of BHSN,
- Standardize policy and practice (as applicable) across programs and departments,
- Standardize hiring and onboarding processes across programs,
- Standardize, to the extent possible, intake processes across programs,
- Reconfigure organization reporting structure to optimize innovation efforts,
- Increase revenues by 20%,
- Increase operating margin by 1%,
- Launch “Dream It” program,
- Noticeable improvement in employee engagement,
- Complete plan for on-campus space and capacity management,
- Finalize an enterprise-wide IT and technology plan that includes recommendations relative to appropriate IT governance structures, as well as, computing and data storage solutions.

AIM: AIM FOR PRECISION IN EVERYTHING WE DO



Use data in new and innovative ways to guide decision-making in every corner of our organization from client care and education to finance and administration.

The research and creative activity enterprise at BHSN engages in practices where every person and every interaction contributes to the generation and production of new knowledge, understanding, and perspectives.

Strategies:

- Advance discovery through use of diverse data sources,
- Develop Precision Care Communities of Excellence (PCCOE) that encompasses both clinical service provision and basic research,
- Enhance individualized care decisions and outcomes through stratification of patient data and comparisons to established standards or anticipated recovery trajectories,
- Ensure data integrity by creating an integrated clinical and operational analytics platform,
- Transform staff educational practice and content to tailor learner experience to individual needs,
- Create forward-looking workforce plans that align with clinical and organizational objectives.

Expectations:

- Development of Precision Care Communities of Excellence,
- Increased data driven decision-making,
- Increased engagement and satisfaction,
- Creation of workforce plans across BHSN.

Targets:

- Develop Precision Care Communities of Excellence or PCCOE's,
- Deploy practice-centric dashboards to help optimize growth of our programs,
- Start regular reporting of core quality measures,
- Establish quality dashboards,
- Establish KPI dashboard to include production, fiscal operations, staffing and other,
- Establish organizational value proposition,
- Develop five-year workforce plan.

RESPONSIBLE STEWARDSHIP OF PEOPLE AND RESOURCES

To achieve the IMPACT2025 aims, we must commit to *responsible stewardship of resources* to reinforce institutional priorities and produce unlimited possibilities. Responsible stewardship requires a focus on organizational and operational effectiveness, proper investment in physical and technological infrastructure, and commitment to sustainability.

How can we realize our aims and vision?

- **People:** By improving the daily lives of our customers, partners, and employees;
- **Planet:** By transforming the way we and our clients care for our community/world;
- **Possibilities:** By amplifying the combined strengths of our company and our communities to tackle broad challenges.

We will also...

- Develop an implementation plan for the IMPACT2025 Strategic Plan,
- Focus on intentional and transparent allocation of resources to incentivize actions that align with the IMPACT2025 Strategic Plan,
- Define intelligent and sustainable investments in key resources, and, in particular, people,
- Develop a sustainably built environment and technology infrastructure to support the IMPACT2025 Strategic Plan,
- Create an incentive-driven and financially strong organizational environment led by the IMPACT2025 Strategic Plan,
- Formulate a long-term road map for operations that ensures sustainability and environmental resilience.

BHSN recognizes its significant responsibility to the citizens of the regions we serve and the need to be good stewards of all of its resources. This bold IMPACT2025 Strategic Plan, implemented well, will increase the value of the organization to our communities.

“Every person and every interaction matters.”

