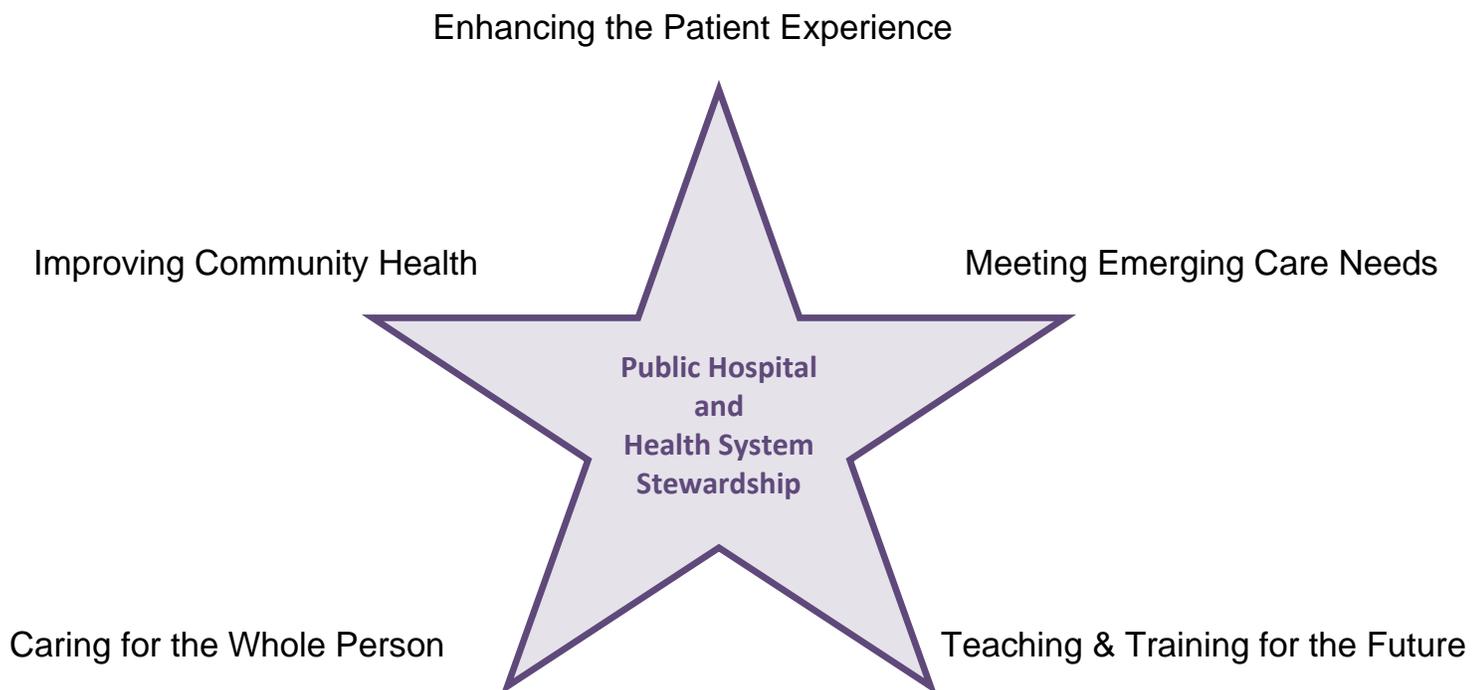




2013 – 2018 Strategic Plan

August 28, 2013



Maricopa Integrated Health System (MIHS) Mission and Vision

Mission Statement¹

Maricopa Integrated Health System (MIHS) is Maricopa County's only public teaching hospital and health care system. We are committed to providing safe, comprehensive, high-quality physical and behavioral health care in a patient-centric environment to the communities we serve; and expanding the community's available pool of physicians and other health care professionals by offering excellent academic programs.

Vision Statement¹

MIHS will be recognized locally and nationally as an effective, efficient, and fiscally responsible organization that maintains an integrated, high quality, patient-centric health care delivery system and an excellent academic medical center.

Recommended Strategies

To fulfill our mission and vision MIHS will:

1. Grow the number of covered lives under MIHS care and management.
 - a. Organize a physician-led clinically integrated care network that brings physicians, hospitals and others together to redesign care systems and improve outcomes, better manage cost, and enhance the patient care experience by January 2014.
 - b. Manage at least a total of 100,000 lives through arrangements with payers and employers by December 2015.
 - c. Increase total system revenue earned from managing lives enrolled in the MIHS health plans and under contract with insurers and employers by December 2015.
2. Build and upgrade a network of ambulatory care facilities, in consultation with the Maricopa Health Centers Governing Council, in key markets outside the Maricopa Medical center primary service area:
 - a. Design and build an east and a west ambulatory health center to extend the MIHS brand, grow office-based and outpatient volumes, and meet emerging community need by December 2016.
 - b. Add a new Family Health Center (FHC) in the central portion of northern Maricopa County to meet emerging care needs among AHCCCS patients in an underserved market by July 2016.
 - c. Reinvest in and reconfigure the existing FHCs to achieve more efficient market coverage and bring more services (including specialists) to targeted markets by July 2016.

3. Exercise prudent stewardship of our resources as a public teaching hospital and health care system.
 - a. Build a strategic financial plan that the MIHS Board and management can use to assess market strategy and make informed resource allocations by November 2013.
 - b. Continuously review and refine operational practices so that MIHS can manage lives, deliver care, and teach and train clinicians in the most efficient and effective manner possible (ongoing).
 - c. Develop an organizational and reporting structure to enhance the ability to evaluate the performance of strategic lines of business (June 2014).
4. Build a coalition of academic programs (medical schools, nursing programs, allied health) to design an integrative academic medical campus that includes a replacement hospital for Maricopa Medical Center.
 - a. Design a campus to support an inter-professional model of education; deploy and train those teams in evidence-based care models. Complete design work by December 2015.
 - b. Design a new Maricopa Medical Center as an academic medical center with sufficient beds (220 – 250) to support residency requirements and serve the needs of core service lines including Level 1 burn, adult and pediatric trauma, general surgery, and orthopedics by December 2015.
 - c. Build an academic brand for MIHS and the clinically integrated network; position MIHS as the program where the finest clinicians chose to train, teach and practice, and as an expert resource for the diagnosis and treatment of complex, comorbid conditions by December 2014.
5. Expand behavioral health capacity to meet community need, specifically:
 - a. Consolidate the behavioral health programs on a single campus that enables the program to serve rising demand more effectively and efficiently by December 2017.
 - b. Integrate outpatient behavioral health into the community health clinics to grow convenient access to needed mental health and substance abuse services by December 2014.
6. Advance community initiatives to improve the health of Maricopa County.
 - a. Develop and deploy population health tools through the clinically integrated network to manage at-risk patient cohorts (dual eligible, uninsured, and populations with disparities) in 2014.
 - b. Support the Maricopa Health Foundation in its efforts to generate additional funding for community health initiatives.

Desired End State

1. MIHS will position and brand as a public teaching hospital and network of academic care sites that are convenient to where people live and work, and operated to fit busy and mobile lifestyles.
2. MIHS will be the first choice of Arizona's finest clinicians for purposes of training, teaching and practicing, and will set a national standard for new models of inter-professional team based training.
3. Maricopa Medical Center will be the region's first academic medical center and operate as a collaborative program among multiple training programs (medical schools, nursing programs, and allied health programs).
4. MIHS will be a top-tier trusted brand in the market and viewed as a champion of improved health outcomes and costs for Maricopa County.
5. MIHS will be viewed by the community as an excellent steward of public resources and will be able to sustain its mission beyond 2024 with or without a tax levy.