

Straight Talk

A weekly update from management on the issues that matter most

March 20, 2008

Dear Friends and Colleagues,

Each of us at NCH needs to understand where we are and where we are going to be in order to continue to be successful as both individuals and as an institution. The answers to those questions can be found in three evolving documents—our (1) Mission, (2) Vision and (3) Overarching Goals. I say “evolving,” because the healthcare business changes so rapidly. And the best deliverers of healthcare must constantly review their responses and refine their approach as conditions change.

We have been and need to continue to review the changing NCH environment as these plans are being formulated. For example, if we look back only a few years to when we did the last strategic plan, who would have predicted such developments as the introduction of the CyberKnife or DiVinci Robot or the decline in payments by insurance carriers or that Cleveland Clinic would have sold to HMA or that our nation and community would be in the midst of an economic downturn?

The point is that as our surroundings change, either due to technology or external conditions, our Mission, Vision and Goals have to be responsive to these changes. Indeed, our working draft Mission and Vision statements reflect a greater emphasis on prevention of illness.

Our Mission is to ***“Promote, Maintain, and Restore Health for Those We Serve.”*** Our Vision is to be the ***“Best Healthcare System in Clinical and Service Excellence with Compassion for Those We Serve.”*** To embody those statements, we have set out six preliminary goals:

1. Provide the highest quality care and make the well-being and safety of our patients our highest priority.
2. Improve financial discipline and operational efficiency while maintaining the highest standards of ethics and integrity.
3. Work together with medical staff and community to recruit and retain the finest health care practitioners, employees and volunteers.
4. Expand our market and drive growth by developing strategic partnerships and enhancing our services.
5. Increase NCH awareness, communication and health education of our community.
6. Engage the community in our fundraising and philanthropic efforts.

Each of these draft goals must be supported by solid strategies and tactics for implementation. Good and bad ideas are easy to sort out. The challenge lies in differentiating between “good” ideas and “great” ideas. To come up with those *great* ideas, as Teddy Roosevelt once said, we are letting this creative process “simmer.”

As it *simmers*, we’d very much appreciate your input, so that together we can create a plan that accommodates all of our most important stakeholders.

Respectfully,



Allen S. Weiss, M.D.