

2011 | 2015

GEISINGER HEALTH SYSTEM TRANSFORMING THE FUTURE

GEISINGER

VISION 2011 – 2015

Geisinger Health System has delivered excellent healthcare to residents across the Commonwealth of Pennsylvania for nearly a century. Our ability to provide high-quality, cost-effective care is enabled by our unique organizational structure, operating model and demography; a long-lived investment in advanced technology; and an unwavering commitment to innovation. Because of these efforts, Geisinger is a national model for care delivery and financing.

Over the past several years, we – Geisinger Clinical Enterprise and Geisinger Health Plan – have worked together to achieve a set of four ambitious strategic priorities: quality, innovation, market expansion and securing the legacy. Our determination to achieve these goals has led to a culture, and proven results, that elicits both national and international inquiry and acclaim.

The evidence speaks for itself: reduced mortality rates; improved outcomes and reduced readmissions due, in large part, to ProvenCare® programs for acute episodic care and chronic diseases; advanced medical home and transitions of care; the investment of more than one billion dollars since 2002 into new facilities and technology; and national recognition from NCQA, *Becker's Hospital Review* and other national organizations and media outlets.

HEAL

TEACH

DISCOVER

SERVE

Looking toward the future, we have engaged thousands of employees across the Geisinger organization in conversations about the next five years, which will conclude in 2015 with the celebration of a century of care and service. Our challenge: What do we need to do to transform the future of healthcare here at home? And based on that knowledge, how do we help effect change on a national and international scale?

To that end, we have identified three strategic priorities for 2011-2015. These will determine current actions and guide future planning.

QUALITY AND INNOVATION, MARKET LEADERSHIP AND THE GEISINGER FAMILY

QUALITY AND INNOVATION: Geisinger's commitment to quality and innovation will continue to drive all our patient care decisions. We are committed to ensuring that Geisinger remains at the leading edge of advances in patient care, research, education, technology and business. We will continue to strive for the "perfect patient experience," while simultaneously empowering our patients to be engaged in their care. We will seek innovative solutions that will enhance our ability to provide patients with high-quality and cost-effective care, close to where they live and work. We will harness the talents and energy of our staff, capitalize on the use of technology and metrics to improve care delivery, reduce unjustified variation and readmissions, and conduct cutting-edge research to improve clinical outcomes. We will continue to be a national laboratory for developing new models of care and payment based on value re-engineering.

MARKET LEADERSHIP: This strategy exports Geisinger quality across the region and capitalizes on the "sweet spot" between the Clinical Enterprise and Geisinger Health Plan in order to scale and generalize Geisinger innovations in new markets. Keys to the success of this strategy are partnerships and collaborative relationships with other hospitals and health systems, community and business leaders, payers, legislators and policy-makers and national and global industries. Maintaining market competitiveness and fostering the entrepreneurial spirit throughout the organization will fortify our position as a regional leader. We will extend our expertise and national brand recognition locally and nationally by scaling programs such as ProvenCare® and ProvenHealth Navigator.®

THE GEISINGER FAMILY: Our heritage of excellence and tradition of service is grounded in and contingent upon the personal and professional well-being of the Geisinger family. We will empower our people by providing them with the knowledge, incentives and resources necessary to live healthy and active lives. We will provide them with growth opportunities and challenging careers, and reward creativity, innovation and citizenship.

We will secure the Geisinger legacy by providing opportunities for learning and knowledge sharing, recruiting and retaining the best and brightest professionals, and developing and sustaining world-class formal education programs that strive for academic excellence and distinction.

TRANSFORMING THE FUTURE

Achieving these priorities – outstanding quality and innovation, market leadership, and the personal and professional well-being of the Geisinger Family – must be the responsibility of every Geisinger employee.

THE GEISINGER FAMILY WILL EXERCISE OWNERSHIP OF THIS AGENDA:

- We will bring Geisinger quality and innovation to as many people as possible through the Clinical Enterprise, Geisinger Health Plan and a variety of new partnerships, business ventures and expanded services.
- We will position Geisinger regionally and nationally as a model integrated health services organization.
- A growing system of comprehensive communications channels will enhance our interactions with physicians, patients, insurers, the community and ourselves.
- Our patients and members will be empowered and engaged.
- We will be the employer of choice throughout central and northeast Pennsylvania.

TRANSFORMING THE FUTURE is the strategic imperative that leads our vision and will drive every action, decision and initiative at Geisinger Health System over the next five years.

NEXT STEPS

- Ensure fiscal responsibility and appropriate use of resources
- Achieve annual operating goals
- Continue to develop plans and tactics around our three strategic priorities
- Remain loyal to our commitment to Abigail Geisinger's original vision:
"MAKE MY HOSPITAL RIGHT; MAKE IT THE BEST."

IN THE TRADITION OF EXCELLENCE AND INNOVATION,
JOIN US AS WE RENEW OUR PLEDGE TO
TRANSFORM THE FUTURE.

Founded in 1915, Geisinger Health System serves more than 2.6 million residents in 44 counties as a not-for-profit, fully integrated health services organization that is dedicated to excellence in care, education, research and service. The physician-led system includes a multidisciplinary physician group practice with system-wide aligned goals, successful clinical programs, a sophisticated information technology platform, a robust research program, and an insurance provider, Geisinger Health Plan.

SYSTEM HIGHLIGHTS:

GEISINGER CLINIC

Multispecialty group practice with more than 900 physicians, including 200 primary care physicians

GEISINGER HEALTH PLAN

A health insurance company with an array of insurance products and more than 270,000 members. Geisinger Health Plan is the top ranked plan in Pennsylvania and in the top 10 nationally according to the National Committee for Quality Assurance's Private Health Insurance Plan Rankings 2011 – 2012.

HEALTHCARE FACILITIES

- Geisinger Medical Center (Regional Resource Trauma Center – Adult Level I and Pediatric Level II, Hospital for Advanced Medicine, Janet Weis Children's Hospital and The Women's Pavilion, Outpatient Surgery Center at Woodbine, Geisinger – Shamokin Area Community Hospital, a campus of Geisinger Medical Center)

- Geisinger Wyoming Valley Medical Center (Level II Trauma Center, The Pearsall Heart Hospital, The Henry Cancer Center, Geisinger South Wilkes-Barre – primarily an ambulatory campus)
- Geisinger – Community Medical Center
- Marworth Alcohol and Chemical Dependency Treatment Center
- 72 community practice clinics and specialty sites
- Careworks™ Convenient Care and After Hours clinics

RESEARCH

- Sigfried and Janet Weis Center for Research
- Geisinger Center for Health Research
- Geisinger Center for Clinical Studies
- Geisinger Obesity Institute
- Genomic Medicine Institute

EDUCATION

Multiple training programs for medical students, physicians, nurses, and other regional healthcare professionals and managers

VENTURES

The entrepreneurial arm that leverages our innovations

PARTNERSHIPS

Geisinger Clinical Enterprise and Geisinger Health Plan partner with numerous hospitals, physicians and other organizations to share innovations, ensure access to care and extend expertise and technology. Examples of these relationships include the Keystone Health Information Exchange and the Keystone Beacon Community (health information technology initiatives that link our hospitals to improve continuity, quality and efficiency of patient care by safely and securely sharing electronic health records); the electronic intensive care unit (eICU) program; and Geisinger Health Plan expanding outside Pennsylvania to share population health and employee health programs and expertise (for example, Geisinger Health Plan's work with West Virginia United Health System to manage health benefits for employees and their dependents).

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