At UMC, Service is our Passion is our why behind what we do. It differentiates us as the provider and employer of choice. The information presented highlights the achievements and challenges across our strategic pillars. The stories illustrate the strength of our team and our collective resolve to improve what we do.

With the support of 4,600 employees, 700 medical staff and a host of valued volunteers, partners, and donors UMC Health System is clarifying our vision – to become a highly reliable organization where medical practice and teamwork, clinical care and compassion are taught, embraced, measured and achieved.

You will read about our efforts to become more efficient, to improve quality, to retain talent and support education, and to serve our region of 3.8 million. It is our plan now more than ever, to practice good stewardship – of people, dollars and most importantly the trust – placed in UMC.

With our strong partners UMCP and Texas Tech, how are we managing healthcare’s breathless speed of change? By building a culture in which great people produce great results despite great pressures.

I am fiercely proud of our organization and the people that make a difference, to each other and to the patients we are privileged to serve.

Mark Funderburk, President and CEO
42,000+ UMCP referrals to TTUHSC

206.95 Residents & Fellows supported

29 Hospitals supported in the region through DSRIP

788 Active Medical Staff

4 Texas laws changed by UMC’s NEIDS program

25,716 EMS transports

**INPATIENT ADMISSIONS**

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**OUTPATIENT VISIT VOLUMES**

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**EMERGENCY ROOM VISITS**

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**TOTAL SURGERIES**

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**TTUHSC TOTAL CLINIC VISITS (LUBBOCK)**

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**UMCP PATIENT VOLUMES**

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**By the Numbers**

383.3 UMC inpatient Census

3,111 UMC Births

58% Market share for births

501 Licensed Beds

3,481 Burn & Trauma patients treated

49 Construction projects completed

21 VADs implanted at UMC in 2016-2017
Strategic Plan 2018

Culture: Service Is Our Passion

Vision: To serve our patients in the best teaching hospital in the country

Mission: Service is our passion. We serve by providing safe, high quality care to all, achieving excellent financial performance, and training tomorrow's healthcare professionals.

Service
- To differentiate UMC as the market leader in patient satisfaction

Safety/Quality
- To continually improve quality as an HRO: High Reliability Organization

Stewardship
- To maximize financial strength in order to accomplish the mission

Teamwork
- To secure talent: an engaged team valued within our SIOP culture

Growth
- To build and sustain the UMC brand through the region

### Standards

- **Attitude**
- **Communication**
- **Responsiveness**
- **Safety**
- **Compassion**
- **Teamwork**
- **Ownership**
- **Respect**

- Improve the Patient Experience:
  - Everyone and everything you encounter, from your first decision to seek care to your last follow up contact, post discharge.
  - HCAHPS - Achieve ≥ 4 green domains with focus on providers, rounding, and the ideal discharge: Achieve top 10% results nationally.
  - Patient Satisfaction (Press Ganey) across the board ≥ 90th Percentile.

- Achieve Top 100 Status:
  - Drive Harm Toward Zero
    - Sepsis mortality: 10%
    - Nosocomial infections: 10% (Each cost $15,000 & 8 days)
    - C-Diff: 50% (Each cost $18,850)
  - CLABSI: Zero harm (Each cost $19,500)
  - CAUTI: Zero harm (Each cost $10,750)
  - Pressure ulcer: Zero harm (Each cost $9,325)
  - Falls: Zero harm (Each cost $14,000)
  - Readmits: To index of ≤ 1.0 (155 patients & $1.9 million)
  - Hand hygiene compliance = 100%

- Achieve operating margin ≥ 2%:
  - Revenue growth of service lines
  - Cost reduction through waste
  - Walks & Lean methods
  - Robust Utilization review (Rx, implants, LOS)
  - CIR (hip/knee) bundle < target price
  - Flow: EC Left W/out Being Seen ≤ 5% & Discharges by Noon ≥ 30%
  - Medicare Spending Per Beneficiary ≤ 1.00 by aligning with post-acute providers

- Strengthen our culture:
  - Teach & model RESPECT
  - Generously give RECOGNITION
  - And seek REPLENISHMENT
  - Engage Residents & Fellows in quality efforts - from hand hygiene to documentation
  - Employee Satisfaction ≥ 99th percentile and Employee Turnover ≤ 15%
  - Achieve MAGNET Designation to benefit all of UMC
  - Manage Up submissions from employees by 25%

- Regional transfer volume ≥ 5% based on patient experience and outreach
- Service Line Volumes 10% in for 2018:
  - Cardiac
  - Oncology
  - Orthopaedics
  - Women's Health
- Population Health: Deliver a Clinically Integrated Network & Accountable Care Org (ACO) to deliver better health at lower cost, & prepare for value-based contracting with payers

Updated 11/13/2017
Achievements

1. Women’s Choice Award: UMC ranked 11 out of 449 large hospitals (401+ beds) as one of 2017 America’s 100 Best for Patient Experience. This award includes only female patients’ ratings of their hospital experience.

2. Pinnacle of Excellence Award: Awarded by Press Ganey to UMC as one of top three organizations, for excellent patient satisfaction results over three consecutive years.

3. Healthgrades: UMC ranked in the top 5% nationally for overall patient satisfaction.

4. The patient experience is now a system-wide priority, incorporating SIOP through every venue – standardized measurement and best practices. UMCP increased surveys by 230%, and overall scores improved from 53rd to 66th percentile, based on 3 clinic “flips” which will expand to 12 in 2018.

Challenges

1. Competition is more intense for commercial dollars; access to academic specialists is tight as well.

2. Outside of an ACO for instance, incentives for superior service & access are limited.

3. Consumerism: where patients shop for access, experience, cost, transparency & quality.
   - HHS Sect. Alex Azar: “There is no more powerful force than an informed consumer.”
   - Retail-ization, Uberization: CVS, Walmart, Walgreens – anytime, anywhere availability.
Kathy and Robert Pena married 35 years ago. Kathy Pena was a very active individual who loved exercising, gardening, and caring for others. She had a strong faith and genuine love for her family. She first received care in our EC for abdominal pain and later, the Southwest Cancer Center. Upon learning that she was now battling terminal cancer with a short time to live, Kathy wrote an inspiring letter to UMC staff that included a final line of gratitude, “Your care helped me carry that weight.” After her death, Robert sent this picture in loving tribute to Kathy. Her letter, and those words of encouragement were read many times, permeating our organization, inspiring all of us. Kathy’s legacy is a reminder that each team member has the capacity and the privilege to make a difference.

"YOUR CARE HELPED ME CARRY THAT WEIGHT."

Here is the picture of Kathy
And myself what you requested.
I wish I had a more recent
picture, but do not.
I wish to inform you that
Kathy passed on November 14th,
2016.

did give her 3 to 6 months.
She remained active until the
last week of her 6 months, in
which time she became bedridden.
I send with the help of hospice.
Iu were wonderful people also cared for
her.
I was with her when she
passed. My life changed when I
needed her and the day I lost her.
Kathy was very strong in her
death in her behalf, beginning since
her childhood.
Kathy was an amazing person
and loved by all.

Kathy did not sit around and
feel sorry for herself, she did not
sit around and cry or wonder why
she. She lived every day happy
and to the fullest.
I am happy to send this picture
knowing that Kathy is still remembered.

Sincerely,
Robert Pena
In January 2018, UMC Health System deployed four new emergency response ambulances. The new additions, along with the remaining eleven, service patient calls throughout Lubbock County. Each new ambulance features auto-lift stretchers, additional seating for families, and touchscreen navigation.

The patient experience is a top priority for our EMS service. Last year, UMC EMS ranked in the Top 23%, when compared nationally against 143 services. To help maintain such a high mark, members of UMC’s Patient Advisory Council were asked to evaluate the recently purchased trucks and provide feedback. Each member rated the new trucks on appearance, transitions, quality, and especially comfort.

The engagement of our Council – the patient voice – helps us provide quality care for every patient, every time.
SAFETY & QUALITY
Achievements

1. Top 100 report yielded a move from 60th to 75th percentile – with majority of measures landing in the top quartile – this is not a public-facing metric but rather a balanced scorecard.

2. Texas Dept of State Health Services honored UMC with the Designated Trauma Facility Award for its dedication to and support of regional education toward improved outcomes.

3. Accredited Center of Excellence for Bariatrics. BCBS referral center: Blue Distinction (PPO) & HC Centers of Excellence (HMO).

4. Regional Burn Center re-verification by the American Burn Association.

5. ERAS (Enhanced Recovery After Surgery) initiated via collaboration, toward improved outcomes.

6. Our vision is clarified: to become a high reliability organization aiming for zero preventable harm – rewarding HRO behaviors, emulating best practices and holding each other accountable, from board room to bed side.

Challenges

1. Harm is costly to patients and the bottom line. Standardization is lacking – there is too much variability and thus a higher hill to climb toward High Reliability (HRO)

2. Physician (Attending and Resident) satisfaction was 37th percentile with goal of ≥ 75th percentile.

3. Patient flow, LOS and mortality each require innovation, resolve and time to improve.
The Department of State Health Services of Texas honored UMC Health System with the Designated Trauma Facility Award for: demonstration of leadership and high standards in implementing injury prevention programs; for extensive support of hospitals and trauma centers of the region; and for educational programs such as our *Stop the Bleed* course – designed to help lay persons save lives in the event of crises.
THANKS TO OUR PHYSICIAN CHAMPIONS FOR IMPROVING THE ENTIRE PATIENT EXPERIENCE.
Achievements

1. **Our mission**: Provided over $73 million (cost) in unreimbursed healthcare and maintained the effective tax rate for the 10th consecutive year. Taxes are 3.4% of operations, the lowest among comparative hospital districts in TX.

2. **Our mission**: Provided $56 million to our partner, TTU for MCA related services, coverage and support.

3. **Our mission**: Resulted in bottom line of $22.5 million and 170 days cash on hand.

4. **Waste Walk success**: $8.6 million in annual savings with goal of $3 million.

Challenges

1. Ended 2017 with operating margin of 1.59% (prior three years: 5.7%, 6.3%, 3.6%).

2. Discontinuation of “project based” DSRIP funding – moving toward outcomes; NAIP began a 10-yr demise with no replacement in site. New DSRIP “bundle” outcome achievements are a top priority.

3. Profitable service lines include: Outpt Radiology & GI, NICU, Cardiology and Oncology. Overall, our commercial payer mix is the difference between operational profit and loss. Thus the need to compete strategically, to provide what patients want more than anything: access & trust.

4. Added resources, from IT to ICU coverage are compelled funding without add’l reimbursement – thus forcing strategic choices. Social determinants of health: conditions into which people are born, live, and age and the drivers of these conditions – will likely emerge as duties of healthcare organizations.

5. **ACO / CIN**: UMC is behind the curve and engagement is planned but not guaranteed.
To bend the cost curve, UMC hosted our second Waste Walk, challenging employees throughout the facility to find opportunities to reduce waste and thus cost. A total of 768 ideas were submitted, generating a hard dollar savings of around $8 million annualized. Among the ideas submitted, three employees stood out as they presented to the Shark Tank of C-Suite judges.

Paulo Maldonado (EVS), Adonica Dugger (OR), and Phillip Houghton (Radiology) showed ideas of creativity and substance. Their efforts, combined with many others including frontline staff, resulted in a strong stewardship effort, exceeding the Waste Walk goal by over 150%.
Achievements

1. Achieved Magnet® designation: the highest, most prestigious distinction an organization can receive for nursing excellence. With 8% of US hospitals designated, UMC is the only one between DFW and AZ, and the 42nd one in TX.
2. 3,026 employees ranked UMC at the 98th percentile for employee satisfaction as compared to 1.2 million.
   - The 11th consecutive year UMC has ranked in the top decile nationally
   - The supervisor sub-score hit a record high – validating leadership training and expectations of 2017
   - “The person I report to treats me with respect” improved from 79th to 85th percentile
3. Employee turnover reduced 10% to 15.5% (lowest in three years) while millennial turnover reduced 14%.
4. UMC and UMCP were named #1 and #10 Best Companies to Work for in Texas.
5. Pinnacle of Excellence Award: Awarded by Press Ganey to UMC as one of top three organizations, for excellent employee satisfaction results over three consecutive years.
6. I.T. garnered for UMC a MOST WIRED award for the 6th consecutive year.

Challenges

1. Align management behaviors to drive the UMC strategic plan down to frontline employees; Sustain momentum of respect, recognition, and replenishment to ensure retention of talent.
2. Personal security emerged as top priority for employees – review underway to expand resources.
UMC Health System achieved Magnet designation, the highest level of recognition a hospital can receive for nursing practice. This 4+ year journey would not have succeeded without the diligent, collaborative work of our UMC staff. A group of UMC employees that brought us through was our Magnet Ambassadors.

This interdisciplinary team provided education to all clinical units in preparation for site survey. They hosted the Magnet Fair, served as organizational liaisons to mock and official surveyors, and overall exemplified extraordinary enthusiasm and support for our Magnet goal.
GROWTH
Achievements

1. Most recent data indicated for the first time UMC has the dominant market share for both Lubbock County discharges @ 50% and all discharges to the region @ 47%.

2. New service line focus: Bariatric; Breast Oncology; Advanced Cardiac Treatment: LVAD, TAVR, Watchman; Elective Surgery: Ortho, Colorectal, General; and expansion of SW Medical women’s services to include Female Reconstructive Urology.

3. Solidified partnership to construct South Plains Rehabilitation Hospital (to control post acute cost).

Challenges

1. Volume growth was seen in outpatient procedures, UMCP referrals to TTU, TTUHSC total clinic visits, and unfunded care. Otherwise, 2017 was the first year in six our regional transfers decreased – due to bed shortage.

2. For the second consecutive year, expense growth has exceeded revenue growth – hence the emerging burning platform – standardization toward harm reduction; pharmaceutical and implant cost/utilization reduction; and driving out waste.
ACUTE CARE DISCHARGE
Market Share

Source: Texas Health Care Information Collection (THCIC) Hospital Acute Care Discharge Data
The brand of UMC continues to grow throughout the region as does the dependency of rural facilities on UMC and Texas Tech. Expansive geography as well as increasing costs compel smaller facilities to consider alternate care solutions. Through the efforts of our EC Physicians, UMC provided seamless ER-to-ER coverage via telemedicine to a partnering facility. This innovative technology, allows a facility to continue serving their community while offering ER trained physicians with a click of a button. Dr. Piel and his team are working to possibly expand this valued service as needs arise.
Through philanthropy, the UMC Foundation plays a critical role in providing the vital funding needed to deliver innovative healthcare to the families of West Texas and Eastern New Mexico.
GROWTH

Quality and Safety + Margin + Patient Experience = Trust