



*Community Medical Centers is a locally owned and governed network of not-for-profit hospitals and other health care facilities in California's vast San Joaquin Valley. The network's hub is the Community Regional Medical Center (CRMC) in downtown Fresno, part of a 58-acre campus that is the largest redevelopment project in Fresno County history. Community is an essential organization that has served the Valley for more than 100 years. This is our five-year vision for driving innovation and quality as we serve the fast-growing central region of California.*

### **Benefits to patients**

Our patients have extensive access to medical care and specialty services. We have 1,100 affiliated physicians. Academic and private practice physicians work side by side, delivering the most advanced care available. We offer services available nowhere else in the region, such as burn and Level 1 trauma treatment, and advanced medical technology, such as Cyberknife, a noninvasive treatment for cancerous and non-cancerous tumors. As we move forward, a culture that breeds effective, efficient and safe patient care must be at the core of what we do.

We treat more than half a million patients annually. Patients and family are engaged in and actively participate in their care. As the region's safety-net provider, we provide services for many who are unable to pay. We attract patients nationally and internationally, and our future growth relies on expanding our inpatient beds.

Over the next five years, we will

- complete the development of Community into a fully integrated health care system and aggressively market that system;
- expand CRMC by at least 100 inpatient beds;
- significantly expand our Clovis facility to keep pace with that growing community;
- add two additional operating rooms and expand surgical service lines at the Fresno Heart and Surgical Hospital;
- expand CRMC's presence as a regional academic medical center, ensuring the system has a full spectrum of specialty services by recruiting and hiring additional medical specialists, creating centers of medical excellence in such areas as neurosurgery, cardiology and perinatology;
- implement information technology upgrades to provide physicians, clinicians, patients and their families with unparalleled access to linguistically appropriate information, improving patient safety and quality of care;
- expand and market our leadership role in women's health services;
- expand our patient education and preventive medicine programs;
- expand our network in rural areas and redirect a substantial number of admissions to CRMC from patients who currently leave the area for tertiary care;
- intensify our quality-care culture through increased participation in benchmarking surveys, use of best practices tools and public reporting of data;
- eliminate avoidable patient medication errors; and
- produce levels of customer service, through Target 100, that rank us in the top 10% of all hospitals in employee, patient and physician satisfaction.

### ***Benefits to physicians***

Community maintains the region's largest medical staff made up of private and academic physicians. It is closely affiliated with Sante Community Physicians, central California's largest independent physicians' organization. Physicians are involved in decision-making at every level, including as members of our governing Board of Trustees. They are leaders in rapid cycle change/improvement throughout our organization.

Over the next five years, we will

- expand the number of medical fellowship programs and medical research projects;
- partner with Sante physicians and Advantek in direct contracting with other organizations;
- expand medical office space and parking to attract needed specialists, beginning at CRMC;
- create a medical staff structure that involves physicians at every hospital;
- maximize physicians' ability to efficiently care for their patients by minimizing the time they need to access services;
- achieve physician satisfaction scores of 90%; and
- promote our academic partnership by establishing a regional lecture series

### ***Benefits to employees***

The home of the finest medical services and technology must also be an attractive place to work. Recruiting and retaining talented staff becomes even more compelling in the face of workforce shortages. For example, more than 20% of Community's workforce is over age 50. Twenty percent of our nurses, 26% of our pharmacists and 42% of our clinical lab scientists are older than 50. That means Community will lose many valuable resources to retirement in just a few years.

Community is committed to being the employer of choice, having the right employees with the right competencies in the right roles.

Over the next five years, we will

- improve employee compensation and benefits programs to match other major health systems in the region;
- provide a "career center" that offers professional development opportunities including management training, enabling us to promote from within;
- reduce our use of registry and traveling nurses to less than 2% by reducing the RN vacancy rate to less than 2% and RN turnover rate to 7%;
- reduce the total employee vacancy rate to 5% and total employee turnover rate to 9% or less;
- fully embed Target 100 in our culture by deploying new recognition programs focusing on special service performed by staff benefiting the hospital and the community; and
- grow our C-Fit staff wellness program in ways that will differentiate us from all other area employers.

### ***Benefits to medical education***

Community promotes medical education through its collaboration with UCSF-Fresno. A nationally recognized physician faculty annually trains about 200 residents and another 200 third- and fourth-year medical students. The program has educated about one-third of Valley physicians currently practicing in emergency medicine, family practice, general surgery, internal medicine, obstetrics/gynecology, pediatrics, psychiatry and surgical critical care.

Nearly 200 studies are under way at the UCSF Fresno Center for Clinical Studies on such areas as stroke management, sepsis, adult respiratory distress syndrome, HIV, hepatitis C, noninvasive evaluation for cirrhosis, and community surveys for HIV.

Over the next five years, we will

- increase the numbers of fellowship programs, beginning in summer 2007 with three fellows in cardiology, three fellows in pulmonary/critical care and one fellow in minimally invasive surgery;

- increase the stature of our research programs by attracting gifts and publicizing their value in improving patient care in the Valley;
- work with UC to secure money to establish a research institute to attract funding and researchers to the Valley;
- increase the number of residents and research studies; and
- work closely with UC to bring a new medical school to the Valley and serve as its chief hospital partner.

### ***Ensuring our financial strength***

Community is proud to be locally owned and not for profit. Any money we earn above our operating costs is re-invested in our people and facilities – it stays locally. Our good work helps the local economy in many ways. For example, our annual budget is about \$750 million, including a payroll of more than \$330 million. We pay Fresno and Clovis vendors \$112 million annually for supplies and services.

Longstanding challenges confront Community and other nonprofits. For example, health care reimbursements, particularly from federal programs, continue to be problematic. And the Valley’s demographics and geography create significant obstacles in treatment of medical conditions, delivery of services and preventive medicine.

Last year, for example, Community wrote off more than \$124 million or 17% of our budget as uncompensated costs of caring for the needy. At Community, we give back to those we serve.

Over the next five years, we will

- grow our operating margin to a stable 3-5%;
- attain a level of resource efficiency that places us in the top 25% of comparable systems, based on Solucient data;
- grow specialty services that provide a viable payer mix, driving more commercial insurance business into the system to create a sustainable balance with Medi-Cal, and Medicare levels;
- expand our fund-raising efforts to supplement capital requirements, showing demonstrable progress in making Community the No. 1 philanthropic recipient in the Valley;
- improve Community’s status and reputation in the community as demonstrated by scientific measurements; and
- build fiscal resources to ensure our ability to grow – adding new affiliates if necessary – to preserve health care access for San Joaquin Valley residents.

### ***Leading solutions and innovations***

We are preparing to meet the Valley’s growing health care population by establishing CRMC as the region’s medical hub and by providing a level of service that keeps Valley residents from traveling elsewhere for perceived better quality of care.

As the largest provider of health services and the largest private employer in central California, it is incumbent on us to challenge norms and to establish the health-care policy vision for the region.

Over the next five years, we will

- formalize a plan with Fresno County addressing the future of University Medical Center;
- establish an active speakers bureau among our leadership team to drive solutions to regional health care policy issues;
- work with state and federal officials to provide greater access to health care for the Valley’s indigent and underinsured;
- establish a formal program for educating government officials on health care policy; and
- be the leader in developing models and propelling innovations in our area for health care delivery.

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