



## A Five-Year Strategic Plan for Beebe Healthcare

### INTRODUCTION

As Beebe Healthcare looks ahead to the next five years and beyond, we remain committed to providing the best care to our patients and our community. To ensure that we remain the best choice for area residents and visitors alike—because **Sussex County is Our Specialty**—we must strategically reaffirm our mission and vision; build on our momentum through focused action in pursuit of distinctive and essential goals; and strengthen our culture of empathy and excellence.

To this end, the Beebe Healthcare Board of Directors and Executive Management have developed a five-year strategic plan, recognizing and understanding that to deliver on these objectives, we must work together and remain focused on the health and well-being of our community first. That means putting the best people, programs, and infrastructure in place to ensure that the people who live, work, visit, and seek care in Sussex County have access to the healthcare services they want, when and where they need them.

It is with that spirit that we boldly embark on our next chapter as “**ONE BEEBE**,” guided by a strategic framework that encompasses the clinical missions of Beebe Healthcare, Beebe Medical Group, the Margaret H. Rollins School of Nursing, and the Beebe Medical Foundation. This strategic plan makes clear our shared organization priorities for the road ahead.

### WHY OUR COMMUNITY NEEDS “ONE BEEBE”

When our community chooses Beebe, we want them to have experiences that will make them confident in seeking us out and recommending us as a partner in care for years to come. To be memorable, these experiences must be truly exceptional—marked by superior outcomes, innovative practices, compassionate teams, and convenient, patient-centered services. These experiences also must be consistent regardless of program, site, service (in-person or virtual), physician, or provider. By creating positive and memorable experiences, we will also be better positioned to engage with many different stakeholders on programs designed to keep our community healthy. Together, we will collaborate to improve how we deliver the next generation of comprehensive and integrated healthcare, today.

### WHY THE TIME IS RIGHT: What Is Causing the Change and What Are the Opportunities?

Historic drivers of change are accelerating and expressing themselves in new ways and are creating opportunities for us to courageously pursue Beebe Healthcare’s rearticulated mission and vision through unified and collaborative work. The following key drivers of change and related opportunities identified below signal that the time is right for this effort.

#### DRIVERS OF CHANGE

- 1) **Accelerated pace of change** and continued consolidation across the healthcare industry.
- 2) **Consumerism and advances in digitally enabled care** disrupting traditional patient engagement and care delivery models.
- 3) **Advances in healthcare delivery models** for non-hospital sites of care and new applications of technology and data science that increase the speed of diagnoses and treatment efficacy.
- 4) **Healthcare reimbursement and purchaser demands** placing pressure on our capacity to invest in all of our missions.
- 5) **A lucrative local market** that is drawing attention from both **traditional and non-traditional competitors**.
- 6) Heightened need to address **physician, provider, and employee stress**, exacerbated during the pandemic, and to promote wellness.

#### BEEBE OPPORTUNITIES

- 1) **Creative, patient-centric growth** to achieve new levels of patient service and engagement.
- 2) **Alignment and collaboration across Beebe Healthcare are more critical than ever**, and we need to connect our breadth of expertise and tools to advances in healthcare excellence and patient experience.
- 3) **Our deep commitment to our communities** is a focus of our plan.
- 4) **Renewed commitment to our people and teams** (and their wellness) as our most critical asset.
- 5) **More agile and dynamic decision making**, and implementation with effective execution.
- 6) Local differentiation based on **quality and safety**.

# One BEEBE

## OUR MISSION

Beebe's charitable mission is to encourage healthy living, prevent illness, and restore optimal health with the people residing, working, or visiting the communities we serve.

## OUR VISION

Our vision is that Beebe Healthcare will be the health system of choice for all people in Sussex County.

## THE FIVE GOALS OF BEEBE'S STRATEGIC PLAN

We will achieve our vision through **FIVE GOALS** that are purposeful, aspirational, and representative of our community's needs and our values.

### 1) DELIVER SUPERIOR ACCESS TO CARE AND SUPERIOR PATIENT EXPERIENCE.



Beebe will continue to make thoughtful investments in people, infrastructure, technology, innovation, partnerships, and comprehensive services to ensure that everyone in our community can enjoy convenient access to the best healthcare experiences that exceed both their expectations and overall industry standards.

### 2) ENHANCE AND EXPAND CORE CLINICAL SERVICES TO BETTER SERVE THE COMMUNITY.



Beebe will remain focused on delivering the safest and highest quality care while growing and expanding our core services to meet the evolving needs of our patients here at home. Simultaneously, we will continue building and embracing strategic alliances and partnerships with select providers throughout the region to ensure our patients have access to a clear and easy-to-navigate path to receiving key complex/specialized care services when needed.

### 3) DEVELOP PROGRAMS BASED ON PATIENT CENTRICITY AND THAT ARE INCLUSIVE FOR ALL PEOPLE.



Beebe will take steps to better understand and elevate the voices and expectations of our various stakeholders—our patients, physicians, providers, employees, payers, etc.—as well as the community at-large to inform valuable programs, resources, and services needed to promote wellness, disease prevention, and overall healthy living in Sussex County.

### 4) BECOME THE EMPLOYER & PARTNER OF CHOICE IN SUSSEX COUNTY.



Beebe will take steps to offer a unique and dynamic work environment that attracts the best people and partners and fosters long-term loyalty to our system. This includes offering a balanced and competitive mix of growth and development opportunities, compensation and/or incentives, and other benefits built upon a diverse and inclusive culture where everyone is deeply connected to our mission and committed to providing remarkable, compassionate care every day.

### 5) STEWARD RESOURCES AND PROMOTE AN AGILE BUSINESS MODEL TO ENSURE BEEBE'S SUSTAINABILITY AND SUCCESS.



Beebe will remain focused on using our available resources (people, money, etc.) with the utmost integrity to ensure our stability today and longevity over time. Furthermore, we will ensure that our organizational decision making always remains focused on supporting our long-term strategic goals without compromising our ability to swiftly act in the best interests of the patients and communities we serve in the near-term when needed.