River of HealthCare Today

The state of healthcare is like a long journey down a winding river that goes from gentle flats to surging whitewater. So what are the conditions in the water right now – in the year 2006?

- Physician reimbursement is becoming more volatile
- Healthcare costs continue to skyrocket at two to three times the rate of inflation. In 2004, spending on healthcare reached nearly $1.9 trillion, or $6,280 a person.
- Overabundance of paper documentation
- Baby boomers approaching 65 years of age
- Rising number of uninsured or underinsured.
In every whitewater excursion, there are guides to help set the direction. For Summa, our guides will be our mission, vision and values.

Our Mission

“To provide the highest quality, compassionate care to our patients and members and to contribute to a healthier community.”

Our Vision

“To be recognized as one of the finest healthcare organizations in the United States and to be the preferred provider of healthcare services in our service area.”

Our Values

Personal and organizational integrity
Quality, caring organizational environment
Excellence in leadership
Valuing one another
Individuality
Respect and fair treatment
Open communications
Teamwork
Community service

Summa Health System’s 3-year strategic plan will help prepare us for the challenges, obstacles and opportunities that are out in the water right now in healthcare. Careful consideration of Summa’s strengths and weaknesses were established in the plan and key and supporting priorities were identified.

The key priorities for the health system:

- Continue Clinical Quality improvement and transparency
- Create Physician Alignment partnerships and collaborations
- Develop Regional Growth strategies of Summa’s services
- Grow SummaCare to become the leading provider of Medicare-risk and commercial products in the region
- Utilize and Configure our Inpatient and Outpatient Services for the most efficient and effective use of community resources
- Continue Summa’s solid Financial Performance

The supporting priorities for the health system:

- Continue to improve and focus on fostering a culture of Service Excellence for our patients, visitors and members.
- Position Summa as a civic jewel, worthy of Philanthropy in Akron
- Leverage Summa Enterprise Group to grow new business opportunities
- Recognize and communicate the important role of Employee Engagement
- Continue to support Medical Education and Research and relationships with NEOUCOM and UCOM
- Bring the issue of Uncompensated Care to the surface for community discussion

Summa Health System’s objective at the end of 2008 is to attain sustainable and profitable growth through our unique brand of clinical excellence, which when brought to the communities we serve, will establish Summa as the provider of choice.

Our key priorities will help us towards our goal.

- Clinical Quality
  - Create clinical quality scorecards across the system
  - Publicly report quality indicators
  - Continue the work of Summa’s Quality Council
- Physician Alignment
  - Create physician opportunities for partnership with Summa through joint ventures, Summa Physicians Inc., and clinical and financial integration
- Regional Growth
  - Build strategic alliances and expand Summa’s customer base
  - Focus on the physician alignment strategy
- SummaCare Growth
  - Become the leading provider of Medicare risk and Commercial products in our core market
  - Create attractive, price competitive option in all market segments of Medicare
  - Reinroduction of the Individual Solutions Product Line
- Campus Reconfiguration
  - As a good steward of community resources, explore ways to utilize our inpatient and outpatient facilities efficiently and effectively
- Financial Performance
  - Maintain the appropriate capital equipment and facilities
  - Ensure operating margins necessary for technological advances
  - Enhance credit rating

Leadership Navigating the Waters

The key priorities and supporting priorities will help us build a strong future for Summa, but it is the people that will make our journey a success. The contributions of employees, physicians, volunteers, management and board members over the next three years will be invaluable to Summa Health System.