

FY2024 VUMC Enterprise Pillar Goals			Baseline	Threshold	Target	Reach
People	Employee Retention	Existing Faculty and Staff	83.3%	83.3%	84.1%	85.0%
	Employee Engagement	As measured by the Qualtrics platform	4.19	4.19	4.22	4.26
Service	Overall Patient Experience	Press Ganey Top Box Score Composite	76.3%	76.4%	76.6%	77.1%
	Patient Appointments	Composite Elements	N/A	3 of 9	5 of 9	7 of 9
		New Patient Visits within 14 days	46.3%	46.3%	48.0%	50.0%
		Provider Unused Templated Time	13.7%	≥ 13%	12%	No Less than 10%
		Total Provider Templated Hours	1,023,373	1,064,308	1,084,775	1,105,243
	Access Center	Composite Elements	N/A	3 of 9	5 of 9	7 of 9
		Ease of Scheduling (Top Box PG)	81.8%	81.0%	81.8%	82.0%
		VAS Decision Trees Ending in Scheduled Appt.	76.9%	85.0%	90.0%	95.0%
Blank Accounts		5,560	5,500	4,500	4,000	
Quality	O/E Mortality	Observed to Expected Mortality	0.91	0.89	0.87	0.85
	Quality Preventative Care	Clinical Effectiveness - Quality Preventative Care	84 of 100	70 of 100	78 of 100	86 of 100
	Patient Harm Index	HAIs, HACs, SSE, ASP	24 of 43	24 of 44	30 of 44	39 of 44
	Readmission Rates	Achieve Target Areas for Improvement	11 of 18	8 of 18	12 of 18	16 of 18
Growth & Finance	CMI Adjusted Resource LOS	All patients with a documented RLOS and CMI	2.83	2.86	2.82	2.78
	Surgical Inpatient Volumes	Inpatient Surgeries	24,861	25,874	26,004	26,134
	Key Outpatient Procedures Volumes	High Value Outpatient Procedures	381,675	379,030	382,859	388,602
Innovation	Academic Performance	Composite Elements	6 of 9	4 of 12	7 of 12	9 of 12
		Grant and Contract Expenditures	\$799M	\$823M (+3%)	\$847M (+6%)	\$871M (+9%)
		Advance Equity in Clinical Research	N/A	Establish baselines using research flag in eSTAR/EPIC	Establish baselines using research flag in eSTAR/EPIC + RPPRs in COEUS for NIH-funded clinical research studies	Establish baselines for participants in all clinical research studies
	Value Based Care	Prestigious Recognition	15	14	15	16
		Research Impact Based on ORCID iD	100%	90%	95%	100%
		Composite Elements	N/A	4-5pts	6-10pts	11-15pts
		Employer Bundles	Development 2/3117	<70	70-83	>83
		PROMs Completion Rates	62.1%	60% Completion / 1 Disease Condition	65% Completion / 2 Disease Conditions	70% Completion / 3 Disease Conditions