



# Operating Model for Vision 2026

	Design Principle	Description	Example Implications
1	<b>Enhance system consistency and integration</b>	<ul style="list-style-type: none"> <li>Enhance operational cohesion between system assets</li> <li>Ensure consistency in identity and messaging throughout the system</li> <li>Balance centralization of decision making with functional needs</li> </ul>	<ul style="list-style-type: none"> <li>Primary financial, strategic, people and operational decisions made centrally</li> <li>Unified branding decisions for all assets</li> </ul>
2	<b>Enable consumer centricity</b>	<ul style="list-style-type: none"> <li>Facilitate development of core capabilities for consumer oriented care</li> <li>Evolve organization culture to focus on consumers</li> <li>Increase local decision rights for enhanced responsiveness to consumers</li> <li>Balance consumer needs with technical feasibility of services</li> </ul>	<ul style="list-style-type: none"> <li>System level experience officer position</li> <li>Empowered and resourced zones</li> <li>Balanced metrics between financial, quality and consumer strategic goals</li> </ul>
3	<b>Improve decision making efficiency and effectiveness</b>	<ul style="list-style-type: none"> <li>Minimize duplication of activities and simplify key processes</li> <li>Maintain quality of decision making and remove siloes</li> </ul>	<ul style="list-style-type: none"> <li>Reduction in overlapping management forums</li> <li>Improved clarity on types of decisions made at all bodies</li> </ul>
4	<b>Enhance integration of new assets and partnerships</b>	<ul style="list-style-type: none"> <li>Ensure appropriate leadership representation of non-hospital assets</li> <li>Enhance strategic and operational coordination between system and partners</li> <li>Ensure alignment of assets / partnerships to system goals</li> </ul>	<ul style="list-style-type: none"> <li>Organization structure geared to facilitate seamless plug-in of new assets and services</li> <li>Asset and partnership metrics aligned to system KPIs and targets</li> </ul>
5	<b>Elevate clinical leadership and performance</b>	<ul style="list-style-type: none"> <li>Ensure physician voice in all leadership levels</li> <li>Mechanisms and governance to drive development of service lines</li> <li>Improve clinical coordination across assets</li> <li>Continue physician alignment / integration with the system</li> </ul>	<ul style="list-style-type: none"> <li>Empowered physician leadership at all levels of the organization</li> <li>Incentives for all include performance on medical quality / outcomes</li> </ul>
6	<b>Evolve THR culture to embrace accountability for outcomes</b>	<ul style="list-style-type: none"> <li>Maintain faith based identity and emphasis on community / mission driven activities</li> <li>Preserve culture of collaboration and adherence to promise behaviors</li> <li>Ensure accountability for medical outcomes across leadership</li> </ul>	<ul style="list-style-type: none"> <li>Organization structure that maintains focus on system goals</li> </ul>
7	<b>Evolve model in-line with organization and market development</b>	<ul style="list-style-type: none"> <li>Match talent to evolving leadership needs</li> <li>Evolve operating model in measured phases to facilitate successful change</li> <li>Maintain flexibility to accommodate market growth</li> </ul>	<ul style="list-style-type: none"> <li>Transform to a geographic primary axis in distinct phases</li> </ul>
8	<b>Perform in an integrated manner across assets</b>	<ul style="list-style-type: none"> <li>Balance strategic, financial, people and operational decisions across assets and services to maximize integrated system results</li> <li>Ensure uniform access of data throughout the organization</li> </ul>	<ul style="list-style-type: none"> <li>Horizontal and vertical integration across assets and services</li> <li>KPIs and metrics aligned to system level outcomes and not asset outcomes</li> </ul>