

Mission Forward Overview

Background

- Mission Forward is UW Medicine's systemwide initiative to identify, design and implement changes that improve our financial stability; increase operational efficiency; promote the well-being of our staff, faculty and trainees; and ensure we can continue providing high-quality, equitable patient care to our community.
- We launched Mission Forward in October with our partners from Huron Consulting Group, a global professional services firm that specializes in healthcare.
- UW Medicine, like many other health systems across the country and in Washington state, is facing significant financial strain as we emerge from the pandemic with resultant capacity and staffing challenges.
- Through November (year-to-date) our three hospitals incurred losses of \$136 million.
- While all healthcare systems are challenged, UW Medicine's financial situation is exacerbated by our unique role within the state and region:
 - Our mission is to provide care for all people, including the most vulnerable and most complex patients. This results in over \$800 million in undercompensated care per year.
 - We train over 65% of the residents in Washington state. However, the reimbursement for resident education has been capped since 1996.
 - We have continued to invest in contract labor to meet the clinical needs of our state while other healthcare systems have reduced their staffing and are not using all their physical beds.
 - We have over 175 patients in our system on any given day that medically are ready to be discharged to the next level of care but remain in our hospitals due to the lack of post-acute care availability; reimbursement covers only about 17% of their hospital care.
- In addition to our Mission Forward work, we are working to capture federal reimbursement for the costs associated with responding to the COVID-19 pandemic, partnering with the state to develop novel payment programs in support of our Medicaid managed care patients, and working with policymakers to secure additional state funding from the legislature in the 2023-25 biennial budget.

Timeline & Progress

- The Mission Forward initiative has three phases: Assessment, Design and Implementation. The assessment phase of Mission Forward for longer-term opportunities and improvements will continue through February, after which we will begin design and implementation across our system.
- In December we, along with our partners at Huron, launched a 90-day action plan to accelerate cash flow and reduce costs based on early learnings from the assessment work. This action plan will take us through mid-March and enable us to make meaningful progress in the near-term.
- Work teams are focused on high priority areas in the 90-day plan, such as: hospital revenue cycle, length of stay, ambulatory clinic access, operating room efficiency and more. These teams have established metrics and are tracking measurable financial impacts and reporting on progress to an operations oversight group.
- Together, we can create a financially stable future that will position UW Medicine to continue improving the health of the public.