



## GET THE gist

### Introducing Lahey Clinic 2020: A Strategic Vision for the Next Decade

Hopefully you've noticed those fancy letters and symbols hanging around the hospital lately. Now we can finally reveal what they stand for!

GIST is an acronym for Growth, Innovation, Sustainability and Teamwork—the four major themes of Lahey's strategic vision for the next decade.

GIST was created as a way of making the new strategy accessible, fun and easy to remember for everyone who works here—since every single person at Lahey is an important part of living this vision and in helping to make our strategy a reality.

#### So let's begin with Growth.

Sure, it's a nice looking leaf. But more than that, it's about offering more and more patients access to the best model of care available. At Lahey, we believe that the group practice model of medicine—the model Frank Lahey, MD, fostered back in 1923—is the best way to help patients restore their health, manage chronic disease and extend their lives. We've seen it in action; we practice it daily; we know it works. And it seems lately, we're not the only ones. If you listen to the health care discussions coming out of Washington these days, the group practice model is making headlines as the best way to deliver evidence-based, high value care and foster collaboration among clinicians.

A big part of our strategy then, is about giving more and more people access to the best model of care available: *Ours*.

We will do this in several ways: We will build on our core expertise in adult surgical and medical care; we will continue to expand our referral relationships; we will broaden our commitment to primary care. Over the next decade, our goal is to expand access and deliver high value medical care to a larger number of people.

#### is for Innovation.

Again, it all goes back to Frank Lahey, MD, 1923, and a little innovative idea he had called the "group practice model." Our goal is to continue this longstanding tradition of innovative thinking as we move forward and work to position Lahey as *the safest and highest quality health care organization in the state*. At the same time, we will pair that commitment with a major effort to redesign clinical services and develop new models of care delivery to respond effectively to patients' needs and preferences. Again, it's about innovative thinking. It's about never being satisfied with the status quo. It's about continually striving to find better ways of doing things. If you're on board, say I!

#### is for Sustainability.

Okay. Not the prettiest word. But a very important one. All the innovation and growth in the world won't mean anything if they're not sustainable over the long haul. So we must come up with innovative ideas and make choices that allow us to keep doing what we do best: delivering advanced, high quality patient care. The tricky part is that we must do this in a constantly changing environment. Clinical technologies are changing; reimbursements are changing; and even patient's demands, expectations and preferences are changing. The only way to be sustainable is to constantly evolve our ways of doing things; to be ready to meet the next challenge. You'll be hearing more about a new way of thinking about work in the coming weeks—it's one of the ways we aim to remain sustainable.

#### is for Teamwork.

And finally: teamwork. It's already central to everything we do. And as we move forward over the next decade, teamwork will continue to be at the foundation of our goals. In order to **grow**, we will leverage our team-based approach by collaborating with other organizations to create a health system built on seamless, coordinated care, and ensuring the best outcomes for patients. To remain **innovative**, we will rely on teams of thinkers who strive to find better ways and tools for achieving our vision. Internally, to ensure a **sustainable** practice, we will depend on multidisciplinary teams to redesign clinical services and develop new models of care.

#### Get the GIST?

We hope you are excited about this vision for the future. Stay tuned to the *Lahey Post*, *Spectrum* and other communications for updates as we begin putting the GIST into action.