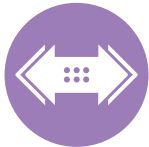# ORGANIZATIONAL GOALS
2022 – 2024

PATIENTS FIRST

- **Achieve a 4 Star CMS Quality/Patient Safety rating**
- **Achieve a 4 Star CMS Patient Experience rating**
- **Sustain a top 15 California hospital ranking from U.S. News and World Report and Newsweek**
- **Achieve a physician group 4.5 Star quality and equivalent patient experience rating**

STRATEGIC GROWTH

- **Increase the size and scope of Torrance Memorial in the South Bay region such that inpatient market share increases annually and ambulatory volume increases at least 2% annually**
- **Increase the size of our physician enterprise such that at least 210,000 lives are managed among the TMPN, TMIPA, and TMIP organizations**
- **Maximize the benefits of the Cedars-Sinai affiliation for all member organizations**
- **Expand and improve targeted Clinical Institutes and Programs**
- **Continue to develop and implement plans to strategically expand off campus ambulatory services (i.e. surgery, endoscopy, imaging, outreach lab, urgicare, home care)**

PEOPLE AND OPERATIONS

- **Meet or exceed all budgeted financial commitments and targets**
- **Reduce the total cost of care for the South Bay population specifically associated with Torrance Memorial to an amount less than medical inflation**
- **Reduce Medicare Length of Stay to below 4.5 and TMIPA length of stay to below 3.4**
- **Improve financial performance by at least $10 million annually through non-staff cost reductions and revenue program improvements**
- **Improve employee engagement across the system including metrics related to employee survey scores**
- **Advance all Lean culture and Information Technology initiatives**
- **Promote a greater awareness of the richness inherent in human diversity and strengthen our commitment to a culture of respect, equity and justice for all**
- **Support staff in our pandemic recovery efforts to further create a strong and resilient workforce**

COMMUNITY

- **Raise a minimum of $15 million annually through philanthropic sources**
- **Increase overall support to the community, including targeted charity care and community benefit expenditures**