

FY2025 VUMC Enterprise Pillar Goals		Baseline	Threshold	Target	Reach
People					
Workforce Retention	Full and part time employees	85.5%	83.0%	84.5%	86.0%
Workforce Engagement and Satisfaction	Staff Engagement	3.99	4.00	4.05	4.15
	Faculty Satisfaction	3.97	3.92	3.97	4.02
Service					
Overall Patient Experience	Press Ganey Top Box Score Composite	79.3%	79.2%	79.4%	79.7%
Ambulatory Visits	Number of Visits	2,480,740	2,455,933	2,480,740	2,505,547
Access Composite	Composite Elements	N/A	4 of 12	7 of 12	9 of 12
	New Patient Visits within 14 days	49.4%	48.8%	49.5%	50.4%
	Ease of Scheduling (Top Box PG)	83.1%	82.7%	83.1%	83.3%
	VAS Decision Trees Ending in Scheduled Appt.	76.9%	85.0%	90.0%	95.0%
	New Patient Average Lead Days	32.3	32.5	32.2	31.8
Quality					
O/E Mortality	Observed to Expected Mortality	0.81	0.88	0.86	0.85
Patient Harm Index	Patient Harm Events Per Month	107	110	107	104
Readmissions	% Readmission Rate	11.1%	11.1%	10.8%	10.5%
Quality Preventative Care	Preventive Screens Completed in Established Clinics	76%	75%	76%	77%
Growth & Finance					
Length of Stay	CMI Adjusted Resource LOS	2.80	2.84	2.81	2.77
Surgical Inpatient Volumes	Number of Surgeries	25,981	25,721	25,981	26,371
Key Outpatient Procedures and Surgical Outpatient Cases	High Value Outpatient Procedures and OP Cases	457,508	452,932	457,508	464,371
Equity and Innovation					
Academic Performance	Composite Elements	N/A	3 of 9	5 of 9	7 of 9
	Grant and Contract Expenditures	\$761.9M	\$784.7M	\$807.6M	\$830.4M
	Prestigious Recognition	16	15	16	17
	Research Impact Based on ORCID	100%	90%	95%	100%
	Research Impact Based on + H-index	147	147	148	149
Health Equity	Composite Elements	N/A	4 of 12	7 of 12	9 of 12
	Sociodemographic Data Collection	97.1%	97.3%	97.8%	98.1%
	Workforce Education	N/A	70.0%	72.0%	75.0%
	Workforce Retention	6.2%	5.7%	5.2%	4.7%
	Equity in Clinical Outcomes	45.4%	46.4%	48.4%	50.4%