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mission and vision
MISSION
To hold the trust and improve the health of our community through compassionate care, innovation and medical excellence.

VISION
Jefferson Healthcare will be the community’s first choice for quality care by providing exceptional patient care to every person we serve.

JEFFERSON HEALTHCARE WILL:
- Be a Top 100 Critical Access Hospital.
- Capture 60% market share in the county.
- Be locally owned and operated.

GOALS
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quality and safety
GOAL

Provide the highest quality, safest care of any hospital in the region.

STRATEGIES TO ACHIEVE GOAL

One  Drive best practice clinical care.
Two  Enhance the culture of safety.
Three Achieve excellent clinical outcomes.
Four Align care with patient goals.

INITIATIVES TO ACHIEVE GOAL

Create and monitor clinical best practices and outcomes scorecard.
Leverage technology to improve delivery of care.
Ensure staff understand their connection to patient safety.
Implement an award winning Palliative Care Program for Jefferson Healthcare.
Educate patients on the benefits of advanced care planning.

METRICS

✔ Achieve status as a CMS 5 Star Hospital.
✔ Earn recognition by WSHA for Achieving Best Care Award.
✔ Achieve 90% performance on all Jefferson Healthcare scorecards.
GOAL

Recruit and retain an engaged, high performing workforce.

STRATEGIES TO ACHIEVE GOAL

One  Seek, hire and retain remarkable employees.

Two  Develop a highly engaged workforce.

Three Create a culture of high performance.

Four Promote a thriving, rewarding provider practice that nurtures the provider-patient relationship.

INITIATIVES TO ACHIEVE GOAL

Develop a workforce plan that incorporates projected workforce shortages and overages.

Explore the development of a Jefferson Healthcare Learning Institute.

Provide leadership development resources for all Jefferson Healthcare leaders.

Support teaching, CME and career development for providers and staff.

METRICS

✔ Hit the top Quartile in the Employee/Provider engagement survey for recommendation as a place to work and likelihood to continue affiliation.

✔ Maintain a turnover rate of 10% or less.
GOAL

Deliver an experience that exceeds patients’ and families’ expectations.

STRATEGIES TO ACHIEVE GOAL

One  Create an infrastructure that supports radically convenient access to care.
Two  Consistently deliver an outstanding patient care experience with every encounter.
Three Improve care navigation for patients and their families.
Four  Create informed healthcare consumers in the community.

INITIATIVES TO ACHIEVE GOAL

Enhance services available to keep care local.
Transform the current care model to encourage shared healthcare decision making to close care gaps and improve patient outcomes.
Build an estimation tool to better assist patients with the financial planning of their care.

METRICS

☑️ Shorter wait times for appointments – 30 days new patient, 1–14 days post hospital, 0–10 days established patient.
☑️ Patient advocate reports – meet open (7 days) and close (30 day) targets.
GOAL

Support a healthier community of Jefferson County.

STRATEGIES TO ACHIEVE GOAL

One  Align with partners to implement the 2017 Community Health Improvement Plan (CHIP).
Two  Provide leadership in the completion of the next Community Health Assessment (CHA).
Three  Engage community partners in advancing programs that support the community’s health.
Four  Develop a community impact report.

INITIATIVES TO ACHIEVE GOAL

Implement strategies to integrate behavioral health and substance abuse treatments.
Increase community vaccination rates.
Identify partners with strong alignment for and a focus on improving care to the whole person.
Work with community partners to identify plans, projects, and initiatives to advance community health.

METRICS

☑ Complete the update of the Community Health Assessment Report.

☑ Vaccination rates:
  ☑ 90% children 19–35 months fully immunized by 2020.
  ☑ 90% of Jefferson Healthcare employees receive annual flu vaccine.
  ☑ 13–15 year olds meet Healthy People goals by 2020.
  ☑ 90% of adults 65 or older will have at least one Pneumococcal Vaccination.

☑ Achieve measurable progress in at least 3 out of 4 CHIP priorities.
changing environment
GOAL

Position Jefferson Healthcare to thrive as an independent organization in a rapidly changing environment.

STRATEGIES TO ACHIEVE GOAL

One  Plan the transition from a fee for service to value-based care and reimbursement models.

Two  Actively manage resources to ensure the long-term financial health of Jefferson Healthcare.

Three  Pursue technology and facility solutions that advance clinical care and business operations.

Four  Be a value oriented, financially high performing organization.

Five  Continue to leverage the partnership with Washington Rural Health Collaborative (WRHC).

Six  Grow by expanding current services and developing new clinical programs and services.

INITIATIVES TO ACHIEVE GOAL

Position the organization for healthy, sustainable and consistent annual growth.

Develop a master site plan with a 5- and 10-year outlook.

Utilize technology to enhance cyber security, patient rights and patient safety.

Identify new ways to use technology to enhance the patient’s experience.

Maintain a strong cash position.

Achieve a healthy operating margin.

Assess and reevaluate specialty services to continue to meet the community’s growing needs.

METRICS

☐ Maintain days in accounts receivable of less than 45.

☐ Maintain 90 days of cash on hand in 2018, 100 days in 2019 and 110 days of cash on hand in 2020.

☐ Participate in at least one value-based or cost saving activity through WRHC annually.