Jefferson Healthcare
Strategic Plan
2022-2025
(DRAFT)
Objective:

To be the highest performing rural healthcare system and critical access hospital in the country.
1. To attain excellent health outcomes for all.
2. To deliver a care experience that exceeds patient expectations.
3. To be an incredible place to work and practice.
4. To remain an independent, financially strong healthcare organization.
5. To support health and promote wellness in the communities we serve.
Goal #1: To attain excellent health outcomes for all.

Strategies:

1. Deliver care guided by the best evidence.
   • Provide evidence based, best practice clinical care.
   • Enhance the use of technology for improving patient outcomes.
   • Assess and address health equity with Jefferson Healthcare and our community.

2. Improve transitions of care.
   • Ensure effective, reliable and efficient handoffs, transition and patient discharges.
   • Optimize the referral process.
   • Ensure frictionless patient navigation.
Goal #1: To attain excellent health outcomes for all.

Strategies:

3. Harm No Patient

- Achieve zero preventable harms by implementing the five principles of Highly Reliable Organizations (HROs)
- Resume LEAN to ensure the availability and hospital wide deployment of continuous process improvement tools.
- Leverage data and analytics to evaluate the effectiveness of systems, predict gaps, and guide the delivery of care.
Goal #2: To deliver a care experience that exceeds patient expectations.

Strategies:

1. Define and fully embed radically convenient access to care.
   - Eliminate barriers to care.
   - Leverage technology to enable patient to monitor, schedule and seek care online.
   - Create a culture that promotes and an infrastructure that supports access to care.
Goal #2: To deliver a care experience that exceeds patient expectations.

Strategies:

2. Develop and cultivate a Service Excellence Culture with all employees of Jefferson Healthcare.
   • Reinstitute Jefferson University for all staff and providers.
   • Develop a Jefferson Healthcare Service Excellence scorecard to monitor patient satisfaction performance and benchmark with other organizations.
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Goal #2: To deliver a care experience that exceeds patient expectations.

Strategies:

3. Consistently deliver an outstanding experience with every encounter.
   • Personalize the patients experience with every encounter.
   • Deliver consistent, intuitive and inviting service standards across all of Jefferson Healthcare.
   • Define patient care experience continuum starting with initial patient outreach ending with patient accounts.
Goal #3: To be an incredible place to work and practice.

Strategies:

1. Attract and select high performers that exemplify the Jefferson Healthcare way.
   • Define the Jefferson Healthcare way for patients, staff, providers and the community.
   • Focus on interviewing and onboarding to always hire and develop the best candidate.
   • Invest in diversity training.
Goal #3: To be an incredible place to work and practice.

Strategies:

2. Develop and retain high performers.
   - Invest in training and development that hardwires the Jefferson Healthcare experience.
   - Ensure a culture and infrastructure that is professionally challenging and personally supportive for all employees.

3. Ensure the organization has high performing leaders.
   - Create and model high performance leadership principles.
   - Invest in continuous training and development of all leaders.
Goal #3: To be an incredible place to work and practice.

Strategies:

4. Support providers in a thriving, rewarding practice.
   - Create optimal care teams.
   - Implement technology that supports the provider practice.
   - Redesign medical staff governance to bridge medical staff/medical group dynamics and promote effective medical staff leadership.
Goal #4: To remain an independent, financially strong healthcare organization.

Strategies:

1. Respond to a changing healthcare environment.
   • Create a roadmap to value-based care.
   • Create and operationalize COVID-19 financial recovery.
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2. Identify and confront market forces that may challenge Jefferson Healthcare’s independence.
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Goal #4: To remain an independent, financially strong healthcare organization.

Strategies:

3. Improve value by improving the efficiency of care delivery.
   - Reduce waste and unnecessary expense by ensuring leaders have a strong working knowledge of healthcare finances.
   - Deliver training and tutorials that deepen our leaders’ proficiency with healthcare finance; meet them where they are.
   - Develop tools for comprehensive monthly reporting and analysis that drives action to improve.

4. Develop new facilities to grow existing services and introduce/expand new services to meet community need and maintain financial viability.
   - Develop facility to meet immediate need for additional specialty clinic space and ambulatory surgery suites.
   - Complete Master Site Plan to include concept designs for ‘65 building replacement project.
Goal #4: To remain an independent, financially strong healthcare organization.

Strategies:

5. Maximize capture rate of gross revenue (charges) and net revenues (cash).
   - Develop toolkits for leaders and providers to understand the impacts of all steps of revenue cycle activities.
   - Optimize clinical documentation and feedback for providers.
   - Enhance active denial and error management strategies.
Goal #4: To remain an independent, financially strong healthcare organization.

Strategies:

6. Continue to grow services to ensure the community can be served and Jefferson Healthcare remains viable.
   - Expand the array of specialty services we offer to our community.
   - Ensure the community seeks care locally by understanding and addressing their needs.
Goal #5: To support health and promote wellness in the communities we serve.

Strategies:

1. Strengthen our position as an anchor of the community.
   - Maintain and build new relationships with organizations that promote the community’s health.
   - Recognize the opportunity of anchor institutions and the impact they have on their community.
Goal #5: To support health and promote wellness in the communities we serve.

Strategies:

2. Demystify healthcare economics.
   - Provide price estimation tools for patients.
   - Optimize use of MyChart for improved engagement with patients and easier bill payment.
   - Create a financial counseling/advocacy experience that informs and supports all patients.
<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
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<tbody>
<tr>
<td>May 26</td>
<td>Present draft plan to Jefferson Healthcare Board of Commissioners</td>
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<tr>
<td>June 15</td>
<td>Virtual Community Forum</td>
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<tr>
<td>June 17</td>
<td>Virtual Community Forum</td>
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<tr>
<td>June 23</td>
<td>Present summary of Community Input and feedback to Board of Commissioners</td>
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<tr>
<td>June 29</td>
<td>Present draft plan to Jefferson Healthcare Leadership group</td>
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<tr>
<td>August 3</td>
<td>Full Day SLG Retreat</td>
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<tr>
<td>August 17</td>
<td>Full Day SLG Retreat</td>
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<tr>
<td>September 29</td>
<td>Present Draft plan to Board of Commissioners for final comments</td>
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<tr>
<td>October 27</td>
<td>Present plan to Board of Commissioners for approval</td>
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2022-2025 Strategic Plan Planning Process

- **1st Board Presentation**: high-level review of rough draft 2022-2025 Strategic Plan.
- **April**: Series of Community Outreach meetings via TEAMS seeking input on the Plan.
- **June**: 2nd Board Presentation review Strategic Plan draft.
- **July**: 3rd Board Presentation Strategic Plan final draft.
- **August**: 4th Board Presentation Approve Strategic Plan final draft.
- **September**
- **October**
- **November**
- **December**
Questions
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