



JEFFERSON HEALTHCARE STRATEGIC PLAN 2023-2025

Jefferson
Healthcare

SHAPING THE HEALTH OF OUR REGION

WHO WE ARE

JEFFERSON HEALTHCARE is a fully accredited, award-winning healthcare organization meeting the care needs of East Jefferson County.

We are a clinically integrated, full-service healthcare delivery system offering inpatient and comprehensive outpatient services and primary and specialty physician care.

We are the largest employer in Jefferson County, employing over 850 employees, including 100 doctors and advanced practice clinicians and generating over \$70 million in annual payroll.

We are the healthcare delivery system of the communities we serve.

WHAT WE BELIEVE

1. We believe local healthcare is better healthcare.
2. We believe healthcare should be governed by community representatives, informed by community needs and shaped by community voices and the values they represent.
3. We believe healthcare should be easy to navigate, accessible and equitable to all and delivered with the highest level of compassion and quality.
4. We believe in the dignity and self-worth of everyone we serve and serve with.

MISSION

To hold the trust and improve the health of the communities we serve.

VISION

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

VALUES

Compassion
Stewardship
Integrity
Respect
Excellence
Teamwork

Our community trusts us to care for them. Delivering excellent, personalized care right here at home drives everything we do.

Asif Luqman, MD, OBGYN and Christine Skorberg, MD, FACOG

GOAL

Deliver the highest quality care.

STRATEGIES TO ACHIEVE GOAL

- One Cultivate a deep-rooted culture of safety.
- Two Eliminate health disparities.
- Three Deliver care guided by best evidence.

INITIATIVES TO ACHIEVE GOAL

- ✓ Ensure every employee is connected to safety and quality.
- ✓ Develop a system of shared accountability.
- ✓ Identify and mitigate the root causes for safety events and near misses.
- ✓ Implement a comprehensive equity program.
- ✓ Embed equity into quality reporting.
- ✓ Actively work to eliminate health disparities.
- ✓ Promote engagement of medical staff in clinical quality monitoring and improvement.
- ✓ Ensure the highest standards of practice are met.
- ✓ Promote wellness and manage chronic disease.
- ✓ Seek and maintain meaningful accreditation.
- ✓ Enhance the use of technology, data and analytics to improve quality and safety.

We are committed to delivering high quality health services focused on compassion, accessibility and equitable care.



Shawnisa Francis, PA-C

GOAL Provide a patient experience that we are proud of.

STRATEGIES TO ACHIEVE GOAL

- One Make it easier to engage with our healthcare system.
- Two Guide patients through every encounter.
- Three Prioritize a culture of compassion and kindness.

INITIATIVES TO ACHIEVE GOAL

- ✔ Improve ease of access across all service lines.
- ✔ Enhance the use of technology to connect patients with health services.
- ✔ Ensure equitable access to care.
- 🔗 Implement best practices for closed-loop referrals.
- 🔗 Improve care navigation through the system to support transitions of care.
- ✔ Provide patient-centered experiences that meet the needs of our community.
- ✔ Provide enhanced training for staff working with underserved or unique populations.
- ✔ Foster a spirit of service that seeks to understand.

The health of our region is fueled by our people. We recruit and retain talented people so we can continue to deliver excellent care.

GOAL

Be a great place to work.

STRATEGIES TO ACHIEVE GOAL

- One Reconnect to purpose and promote wellness of our teams.
- Two Support and invest in our people.
- Three Promote thriving and rewarding clinical practices.
- Four Recruit, retain and implement innovative solutions to address staffing needs.

INITIATIVES TO ACHIEVE GOAL

- ✔ Celebrate our wins and each other.
- ✔ Care for our caregivers.
- ✔ Assess and address identified systemic healthcare fatigue.
- ✔ Advance the work of transforming our culture.
- ✔ Develop and support great leaders.
- ✔ Promote professional development opportunities and ongoing education.
- ✔ Invest in leadership, staff and medical staff leadership resources and development.
- ✔ Leverage technology to support staff in operations.
- ✔ Reconnect with colleagues.
- ✔ Identify and implement practice enhancement tools.
- ✔ Reduce barriers to practicing at the top of licensure.
- ✔ Identify and reduce barriers to retention and workplace satisfaction.
- ✔ Develop a best-in-class talent acquisition program.
- ✔ Assess and track diversity in hiring and retention.
- ✔ Create pathways to careers at Jefferson Healthcare.

To meet the increasing needs of our community, we must expand our services and continue to invest in advanced technology and facilities.



Campus modernization project begins summer of 2023

GOAL

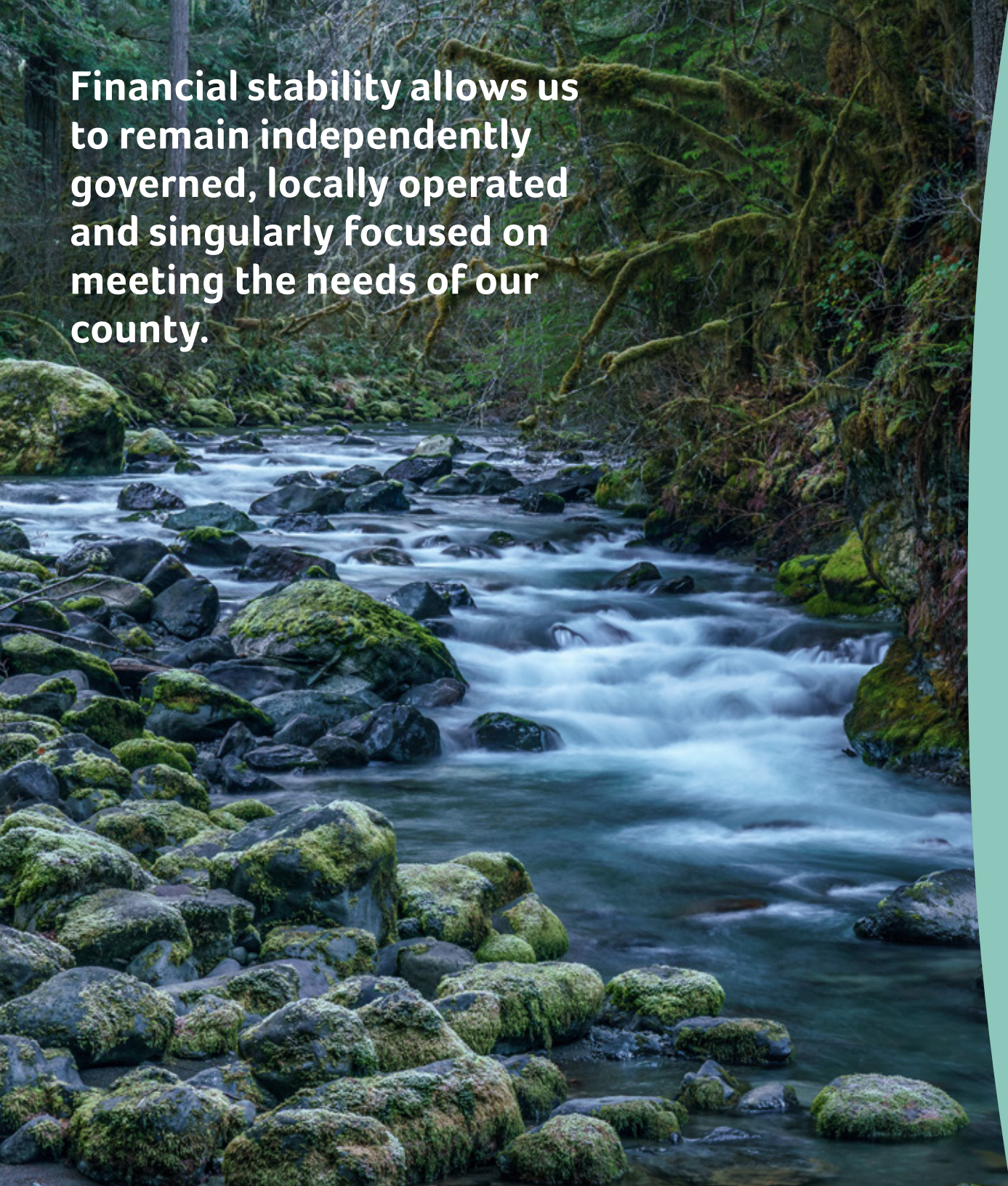
Provide needed services in the most accessible way.

STRATEGIES TO ACHIEVE GOAL

- One** Identify internal and external areas of growth.
- Two** Complete hospital replacement and modernization plan.
- Three** Promote population health to improve community and employee wellness.
- Four** Use technology and existing resources to elevate patient and clinician experiences.

INITIATIVES TO ACHIEVE GOAL

- ✓ **Create** and implement a service expansion roadmap to grow services.
- ✓ **Optimize** partnership opportunities to elevate access to care.
- ✓ **Minimize** disruption and maintain access to services during construction projects.
- ✓ Ensure we are the anchor institution we want to be.
- ✓ Understand and communicate our benefits to the community.
- ✓ **Define** and develop an Innovation Team in conjunction with Clinician Technology Team.
- ✓ **Implement** technology to ensure the care team has information it needs when they need it.
- ✓ **Utilize** technology so our workforce can support clinic growth.



Financial stability allows us to remain independently governed, locally operated and singularly focused on meeting the needs of our county.

GOAL

Remain independent, operationally and financially.

STRATEGIES TO ACHIEVE GOAL

- One Maintain financial sustainability and operational independence.
- Two Transition to value-based payment models.

INITIATIVES TO ACHIEVE GOAL

- ✓ Actively manage resources to ensure long-term financial health.
- ✓ Pursue technology solutions to advance clinical care and business operations.
- ✓ Maximize opportunities where financial and clinical alignment exists.
- ✓ Develop a road map to excellence in value-based payment models.
- ✓ Increase investments in preventative care and chronic disease management.

Our patients are in good hands.

Jefferson Healthcare continually seeks opportunities to become better, improve care and expand services. We are proud to have received these industry accreditations and quality and service awards.

ACCREDITATIONS



Quality Management System
A foundation for quality and patient safety programs



DNV-accredited hospital
Managing risk and improving healthcare delivery



DNV-Infection Prevention
Reducing the risk of healthcare acquired infections



American Academy of Sleep Medicine Accredited
Jefferson Healthcare Sleep Clinic



American College of Pathologists Accredited Facility
Jefferson Healthcare Laboratory



American College of Radiology Accredited Facility
Jefferson Healthcare Diagnostic Imaging



Commission on Cancer Accredited Program
Jefferson Healthcare Oncology Clinic



Accreditation Commision for Health Care
For performance and patient care



American Association of Cardiovascular and Pulmonary Rehabilitation Accredited Facility



AWARDS

Centers for Medicare & Medicaid
Quality ratings in safety of care and patient experience

Performance Leadership Award
Recognizing top performance among rural hospitals

Women's Choice Awards
For minimally invasive surgery, outpatient and patient experience

American Heart Association Awards
Gold Plus for stroke, heart failure and type 2 diabetes

Healthcare Equality Index
LGBTQ+ healthcare equality leader

Coalition on Improving Maternal Services
Providing baby- and mother-friendly care

Peninsula Daily News
Voted best employer in Jefferson County by readers

U.S. Environmental Protection Agency
Recognition of superior energy performance



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jeffersonhealthcare.org