

SAINT JOSEPH HEALTH SYSTEM STRATEGIC PLAN

2009 WORK PLAN

MISSION: Why we exist.

The mission of Catholic Health Initiatives is to nurture the healing ministry of the Church by bringing it new life, energy and viability in the 21st century. Fidelity to the Gospel urges us to emphasize human dignity and social justice as we move toward the creation of healthier communities.

VISION: Where we want to be.

Our Vision is to live up to our name as one CHI:

Catholic - Living our Mission and Core Values.

Health - Improving the health of the people and communities we serve.

Initiatives - Pioneering models and systems of care to enhance care delivery.

CORE VALUES: How we will behave.

Reverence, Integrity, Compassion, Excellence

CORE STRATEGIES: Where we will focus.

PEOPLE

Develop top talent and a culture of leadership in health care practices.

QUALITY

Achieve leadership in person – centered care.

STEWARDSHIP

Invest and innovate to excel in meeting our communities' needs.

GROWTH

Grow and diversify locally and nationally to extend our ministry.

OBJECTIVES: What we will achieve.

Objectives identify what we will accomplish in specific areas over the next five years.

PRIORITIES: What we're doing now.

Leadership/Talent Formation (P)

Workforce Philosophy and Practices (P)

Standardize Evidence Based Practices: Reduce Harm/Prevent Death (Q)

Physician Engagement (Q)

Financial Performance: 9.2% EBIDA (S)

MBO Growth: Ambulatory (G)

MBO Growth: Clinical Service Development (G)

CRITICAL SUCCESS METRICS:

PEOPLE — Achieve ≤ 11% Voluntary Turnover of Registered Nurses

QUALITY — Achieve Clinical Risk Incentive Management Program target dates and score

QUALITY — Achieve CHI Patient Satisfaction Top Performer Level; Projected at 8.95

STEWARDSHIP OF RESOURCES — Achieve operating EBIDA budget of 9.2%

GROWTH — Achieve Budgeted Case Mix Adjusted Admissions of 134,337

2009 WORK PLAN



In 2008, seven of Kentucky's leading hospitals came together to share expertise, ideas and resources, so we could do more, for more people, than we ever could individually.

It is with this same spirit and focus, that Saint Joseph Health System is defining our future direction.

We have spent the first year of our formation integrating seven individual facilities into one comprehensive system. We spread best practices and knowledge and leverage our individual core competencies to create a system that delivers quality care close to home.

As we look ahead to the future, we must focus on creating a vision that transcends the traditional model of medical care to a forward thinking contemporary expression of our healing ministry. The legacy of the foundresses of Catholic Health Initiatives and our mission is to build healthier communities by confronting the basic social problems which contribute to ill health, whether it is poverty, violence or access to care.

Like those courageous women on whose shoulders we now stand, we respond to the call to ministry today. As leaders in Catholic health care, we know our purpose and chart our course. Because this vision and legacy has been passed on to us, we must keep the flame of hope and vision alive for the millions of people who put their lives in our hands.

The first Strategic Plan 2009 – 2014 is the first critical step in our journey to achieve the Mission and Vision of Catholic Health Initiatives and Saint Joseph Health System. It is a contemporary expression of ministry that charts the course for the next decade. It is our future.

SAINT JOSEPH HEALTH SYSTEM

STRATEGIC PLAN: 2009 -2014

DEFINING OUR FOCUS

Saint Joseph Health System is a faith-based family united in our unwavering commitment to person centered care. Our destiny is to grow our healing ministry as a national quality leader.

CHARTING OUR COURSE

The Strategic Plan: 2009 – 2014 is our roadmap for the next five years. It defines our course in some significant ways:

- SJHS Strategic Plan will be an extension of the CHI Strategic Plan and will be fully aligned and integrated with the One CHI Vision.
- SJHS long-range financial plans will be integrated with the CHI Strategic Plan.
- We will hold ourselves to clearly defined metrics to measure our progress and success in achieving our plans and ultimately our Vision.

BUILDING OUR STRENGTH

Over the next 18 to 24 months, we will build our capacity to implement the Strategic Plan: 2009 – 2014.

To do this, we will:

- Improve operational and financial performance.
- Achieve return on investments already made, including CHI Connect; ITS reorganization and master facility plans.

We will engage leaders across SJHS and CHI around four building blocks necessary to implement the plan:

- Culture — behaviors, expectations, decision authority and systems that drive culture
- Strategic Capability — core organizational competencies
- Processes — key processes and systems
- Structure — infrastructure and core functions

ADVANCING OUR MISSION

By fiscal year 2011, our operations at every level will align as a single one CHI plan with the understanding and capacity to benefit the communities we serve here in Kentucky.

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DESTINATION METRICS: Measures of Success

- Be in the Ministry of “Health” care.
- Develop and Deliver Services “Outside-In”.
- Extend Cardiovascular Leadership across the State of Kentucky.
- Strive for Zero Preventable Deaths.
- Be Highly Effective at Spreading Best Practices.
- Develop an Integrated Physician Model.
- Be Best within CHI for Recruitment and Retention of Top Talent.
- Be a Top 25 Place to Work in Kentucky.
- Be a Trusted Voice in Frankfort for Advocating on behalf of the Health Needs of Kentucky.

CORE STRATEGIES: Where we will focus.

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OBJECTIVES: What we will achieve.

Leadership Formation Develop leaders characterized by their abilities to deliver results and manage relationships, and by their candor, accountability and collaborative spirit.

Standardized Evidence-based Practices Drive rapid adoption of nationally recognized, evidence-based best practices to achieve excellence in care that is always person-centric, safe, timely, effective, efficient and equitable.

Financial Performance Increase profitability of ongoing operations and achieve expected returns on historical and future investments while leveraging fewest resources needed to meet needs for affordable, convenient, quality care.

Market-based Organization Growth Responding to the needs of consumers, assure accelerated revenue growth and diversification focused on ambulatory and other services growing faster than existing inpatient business to meet consumer needs for affordability, convenience, and quality.

Workplace Philosophy and Practices Implement a workforce philosophy and consistent leadership, management and operational practices to drive strategy implementation and support a culture of greater consistency and high performance across CHI.

Physician Engagement and Alignment Design, implement and integrate effective models for physician engagement and economic alignment to improve care delivery and affordability, financial performance and market growth.

Advocacy for Healthy Communities Influence public policy to achieve equitable payment models while catalyzing access to health in our communities with focus on violence prevention and earlier health screenings.

Extend Clinical Leadership Extend Saint Joseph Cardiovascular and Catholic Health Oncology Network leadership across Kentucky thru partnerships, innovation, continuum integration, and research.

Virtual Care Delivery Models Develop and implement innovative models of care that leverage talent and technology to meet the future needs of consumers and health care professionals.

Alignment with Other Providers Extend selected clinical and management services to non-affiliated hospitals and providers in Kentucky.

PRIORITIES: What we are doing.

Priorities are our current work. They are reviewed and updated each fiscal year.