



Fiscal Year 2020 – 2024 Strategic Plan



Executive Summary

This document was developed and approved by the Maricopa County Special Health Care District Board of Directors to create the strategic priorities for Valleywise Health.

Mission, Vision & Values

The framework for the strategic plan is built upon the organization's stated mission, vision and the values, which together concisely convey Valleywise Health's purpose, direction and driving forces to accomplishing planned objective.

Mission Statement

Our mission is to provide exceptional care, without exception, every patient, every time.

Vision Statement

Our vision is to be nationally recognized for transforming care to improve community health.

Values

Accountability

- We hold ourselves and each other accountable by accepting personal responsibility for all that we do and stewardship of the resources we deploy on behalf of our community.

Compassion

- We demonstrate sensitivity to our patients and each other by offering emotional, spiritual, cultural and physical support.

Excellence

- We are committed to delivering breakthrough quality and service that exceeds expectations, improves outcomes and provides exceptional patient care.

Safety

- We ensure a safe environment for all and a highly reliable, effective care experience.

Purpose

The Strategic Plan is designed to provide a coordinated and systematic framework to establish, monitor and successfully implement Valleywise Health's course and direction over the next four years. Its purpose is also to provide Valleywise Health staff with a working roadmap developed in partnership with the Board of Directors, Valleywise Health Executive Leadership, and Clinicians, toward the reinvention of the Health System through "Care Reimagined," made possible through the passage of proposition 480. "Care Reimagined" is inspirational and denotes a redefining and broadening of the word "care." It is both complimentary to our mission, *"To provide exceptional care, without exception, every patient, every time,"* and our vision, *"To be nationally recognized for transforming care to improve community health."*

This Strategic Plan is also designed to provide strategic focus for the ongoing stewardship of resources, operational execution, and clinical effectiveness necessary to support the Valleywise Health Mission and Vision. The Plan identifies the key strategic goals and the accountable Executive Leads who work collaboratively with other Valleywise Health leaders, the medical staff, and the community to insure responsible implementation and accomplishment. The Executive Leads are accountable to the CEO for the goals outlined which are monitored through a quarterly report to the Board of Directors.

Goal # 1 Culture of Excellence: Quality, Safety & Patient Experience

Effectively use data and outcomes to support all Valleywise Health performance and collectively demonstrate the value that the health care system provides to the community

OBJECTIVES

1. Complete activities and deliverables in accordance with the Care Reimagined timeline and budget to include an expanded Ambulatory Care delivery network, expanded Behavioral Health services, a replacement academic medical center on the Roosevelt Campus, all supported by a new brand strategy, name and image.
2. Explore emerging technologies for care model adaptation and enhancements.
3. Drive organizational diversity and cultural competency throughout the health care system.
4. Improve patient satisfaction, and improve outcomes and quality of care as defined by current evidence-based best practices.

Goal # 2 Growth & Service Line Development

Increase visibility, credibility, and build our business model working closely with all employees, medical/clinical staff, patients/families, payors, and community partners.

OBJECTIVES

1. Develop relationships with payers and identify value based purchasing project opportunities to support Valleywise Health's Model of Care design, increase volumes, and expand integrated behavioral and physical health.
2. Build and maintain strong service lines, as evident by the return on investment, through national benchmarking, local market insights, trends in treatment modalities and service delivery, branding, emerging technologies and physician leader insights.

Goal # 3 Teaching & Training The Next Generation of Healthcare Professionals

Prepare new health care professionals for the challenges of practicing in the 21st century, with a strong commitment to compassionate, patient centered care, teaching and academic excellence.

OBJECTIVES

1. Design a campus and health professional education programs to support an interdisciplinary model of education; design and train those teams in evidence-based care models.
2. Through Valleywise Health's ownership position, support the goals and objectives of the Creighton University Arizona Health Education Alliance as outlined in the Creighton University Arizona Health Education Alliance Agreement.

Goal # 4 Operational Excellence & Stewardship of Resources

Improve operational excellence; becoming the community health provider of choice.

OBJECTIVES

1. Build a strategic financial plan that the Board of Directors and Valleywise Health Executive Leadership can use to assess market strategy and make informed decisions for our limited resources, to accelerate development of risk-bearing competencies with our physician partners, District Medical Group, and identify essential infrastructure.
2. Assist the Valleywise Health Foundation in meeting its fundraising and philanthropic goals.
3. Enhance the Human Resources delivery model to improve employee satisfaction, and recruitment/retention of talent to support Valleywise Health business strategies and to successfully enable emerging models of care.
4. Implement, sustain and enhance a margin improvement plan that increases throughput, improves labor efficiency and enhances service flexibility to meet the mission of the organization.

Goal # 5 Community Health & Community Partnerships

Valleywise Health will build transformative and meaningful partnerships, across the full spectrum of social determinants of health, giving everyone an equal opportunity to live the healthiest life possible.

OBJECTIVES

1. Communicate and coordinate Valleywise Health public policy and governmental relations positions and activities, effectively engaging with key representatives of US, State and local government, essential advocacy organizations, and the community.
2. Identify strategic community partners and develop a Valleywise Health community care model to improve population health.
3. Raise community understanding and positive visibility of Valleywise Health through comprehensive re-branding and image initiatives, and through highly coordinated strategic relationship development outreach.

Evaluation and Monitoring Progress

This Strategic Plan is monitored by the Board of Directors quarterly. The quarterly report will detail the tactics and progress focusing on accomplishments and completion of key milestones. Annual executive review of the Plan is conducted every January to ensure coordination with the budget development calendar.