

VALLEYWISE HEALTH 5-YEAR STRATEGIC PLAN: FY25 – FY30

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 five years. Its purpose is also to provide Valleywise Health staff with a working roadmap developed in partnership with Valleywise Health Executive Leadership, Clinicians and approval of the Board of Directors. 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 Pillars Leads/Executive Team are accountable to the CEO for the goals outlined which are monitored through a quarterly report to the Board of Directors.

BACKGROUND

Valleywise Health is the safety-net system of care and only public teaching hospital for Maricopa County, Arizona. Established almost 150 years ago, Valleywise Health proudly serves its patients and communities through tireless dedication to its mission, vision and values.

Mission: Provide exceptional care, without exception, every patient, every time.

Vision: 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

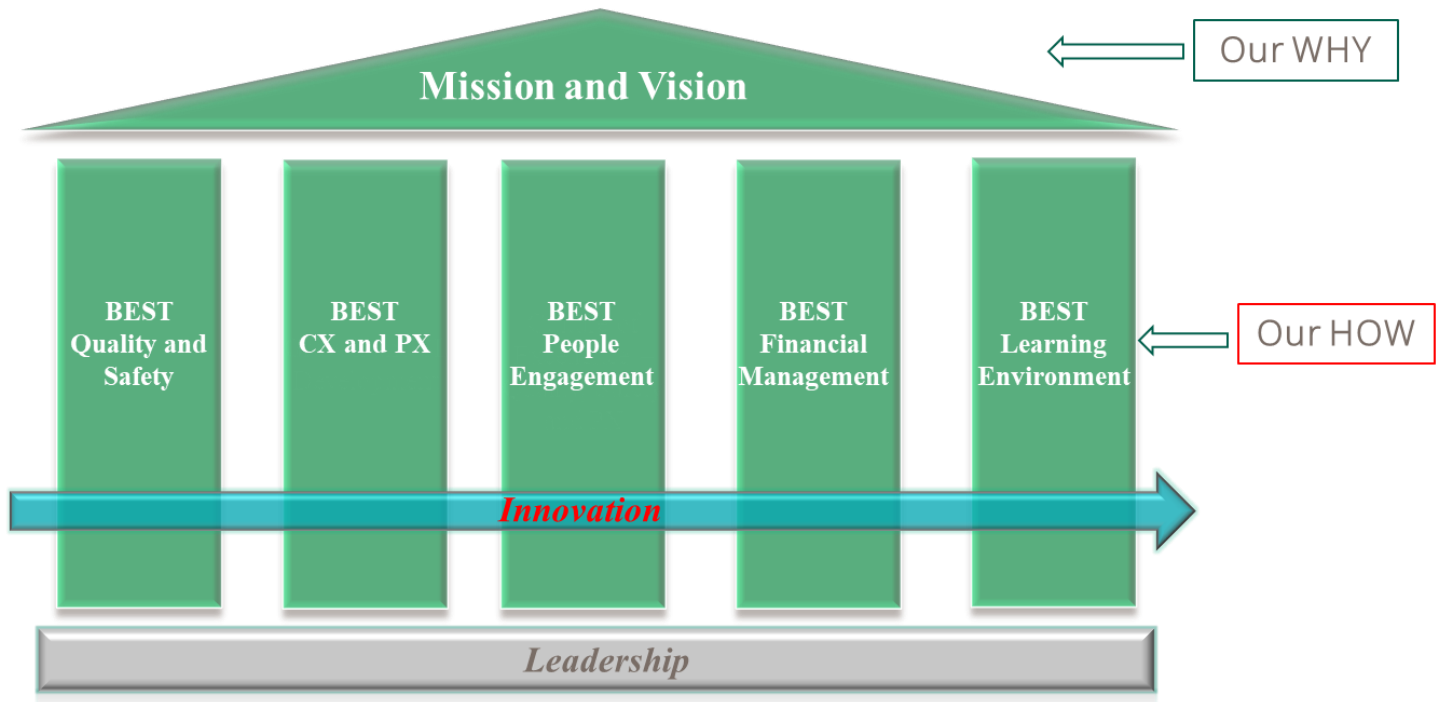
INTRODUCTION

A 5-year strategic plan provides us with a structure and framework to guide our work, so that we can remain unwavering in our commitment to our mission and vision. This plan defines aspirational goals for our organization, aligns business decisions around our strengths, fosters collaboration across departments, and aims to inspire the BEST from our people.

STRATEGIC PILLARS

We want to be recognized as the best place to work, the best place for medical training, and the best place to receive care. We resolve to collaboratively traverse heights, transcend barriers, break stereotypes and

invest in our people, to continue serving our vulnerable communities. Our proud history will center us, and our innovative spirit will guide our future path.



BEST Quality and Safety: Providing the safest and highest-quality care for our patients by continually improving standards and practices.

Strategic Priorities

1. We will be nationally recognized as high quality safe hospital as measured by the Leapfrog Group's Hospital Safety Grade, and we will maintain this designation.

<u>Strategic Priority</u>	<u>KPI</u>	<u>5-Year Goal</u>
Be nationally recognized as a "A High Quality and Safe Healthcare System"	Leapfrog Hospital Safety Grade	A

BEST Patient Experience: Delivering compassionate, personalized care for our patients that exceeds expectations, ensuring every patient feels heard and valued.

Strategic Priorities

1. We will achieve excellence in our patient experience scores across our acute care, ambulatory and behavioral health domains.
2. We will “Lead with a Customer First Mindset” by enhancing our operational procedures to place our patients and families first. We will employ data-drive decision making to ensure that our patients are able to access care when they need it, where they need it, and how they need it.
3. We will be recognized for providing equitable care to our patients and communities by achieving accreditation by the National Committee for Quality Assurance.

<u>Strategic Priority</u>	<u>KPI</u>	<u>5-Year Goal</u>
1. Achieve excellence in patient experience across acute, ambulatory and BH domains	Increase percentile rank in PX scores	Achieve top performance
2. Lead with a Customer First Mindset	# Multi-year projects completed	2 by FY30
3. Provide Equitable Care	NCQA Accreditation	By FY30

BEST People Engagement: Creating a supportive, inclusive work culture where employees are engaged, valued, and motivated to succeed.

Strategic Priorities

1. We will build, sustain and retain a highly engaged and high performing workforce.
2. We will enhance a culture that prioritizes well-being and reflects our core values.

<u>Strategic Priority</u>	<u>KPI</u>	<u>5-Year Goal</u>
1. Build, sustain and retain a highly engaged and high performing workforce	<ul style="list-style-type: none"> - Decrease Vacancy Rate - Reduce Turnover - Improve Engagement Favorability 	Exceed industry standard
2. Enhance a culture that prioritizes well-being and reflects our core values	Increase # employees engaged in personal well-being initiatives to achieve eligibility for reduced health benefits contribution costs	Year over year improvement

BEST Financial Management: Responsibly managing resources to ensure we can continue serving our community with excellence and sustainability.

Strategic Priorities

1. We will achieve financial sustainability by continuing to be good stewards of our financial and public resources through discipline, intentionality, and strategic decision making, so that our organization is able to thrive in both the short-term and long-term future.
2. We will create operational capacity in our health system across our acute care, ambulatory and behavioral health domains.

<u>Strategic Priority</u>	<u>KPI</u>	<u>5-Year Goal</u>
1. Financial Sustainability	Days cash on hand	By FY30
2. Create Operational Capacity	# Multi-year projects completed	2 by FY30

BEST Learning Environment: Cultivating a culture of continuous improvement that encourages collaboration, inspires creativity, and values teaching and innovation.

Strategic Priorities

1. We will move towards becoming a Learning Health System:
 - a. Have leaders who are committed to a culture of continuous learning and improvement.
 - b. Systematically gather and apply evidence in real-time to guide care.
 - c. Employ IT methods to share new evidence with clinicians to improve decision-making.
 - d. Capture and analyze data and care experiences to improve care.
 - e. Continually assess outcomes and refine processes and training to create a feedback cycle for learning and improvement.

<u>Strategic Priority</u>	<u>KPI</u>	<u>5-Year Goal</u>
Become a Learning Health System	# Multi-year projects completed	1 by FY30