



Strategic Plan

FY 2024 – 2029

Planning for a Healthy Future



Strategy Overview

In a comprehensive effort, St. John's Health (SJH) collaborated with consultants from Kaufman Hall & Associates (KHA) to conduct an extensive market analysis and evaluation of SJH's financial and operational performance. The insights gained from this analysis were instrumental in shaping a strategic plan designed to ensure SJH's ability to consistently provide high-quality care, maintain strong organizational performance, and preserve its independence, enabling it to best respond to our community's needs.

The strategic plan serves as a roadmap, positioning the organization for continued success in an ever evolving and competitive health care landscape.

HIGHLIGHTS OF THE PLAN INCLUDE:

- Enhancing service access through a new patient navigation program.
- Supporting SJH's workforce through clinical education, leadership development, and an ongoing commitment to workforce housing.
- Advancing clinical care in areas such as oncology, orthopedics, trauma care, behavioral health, neurology, pulmonology, with investments in staff, facilities, and equipment.



Key Factors and Considerations

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COMMUNITY INPUT

Under the leadership of CEO Jeff Sollis and with active involvement from the HR/Strategy and Finance committees of the Board of Trustees, the development of the Strategic Plan was a community-driven effort.

- **Community Engagement Sessions:** These sessions emphasized the ongoing need for SJH to partner with the community to enhance behavioral and mental health services.
- **Public Survey Findings:** The primary obstacle to receiving care at SJH was identified as “Lack of Services Needed,” based on the findings from our public survey.
- **Voices JH Focus Groups:** Focus groups were conducted to gather input from our Spanish-speaking community, highlighting access barriers as a predominant theme.



Key Factors and Considerations



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HEALTH CARE TRENDS AND MARKET DYNAMICS

- Modest growth in the local population.
- Rising demand for age-related diagnoses.
- Increasing patient expectations for digital and virtual health care capabilities.
- The aging population leading to a shift in our payor mix towards Medicare, placing greater pressure on revenue.



Key Factors and Considerations



COMMITMENT TO FINANCIAL SUSTAINABILITY

The strategic plan is designed to support our operating income, ensuring long-term sustainability and continued independence. Achieving sustainability will require a rigorous approach to our financial performance.

- **Operational Improvements:** Focus on core operational improvements, optimize current services, and work on both existing and new initiatives that drive higher volumes, ultimately increasing net revenue.
- **Financial Sustainability:** Meeting cash flow needs for program expansions will depend on enhanced operational performance improvements and continuing our reliance on mill levy tax collections to support unreimbursed and charity care.
- **Foundation Support:** St. John's Health Foundation will play a significant role in addressing capital and other financial requirements to enhance the sustainability of SJH.



Our Brand Strategy

PURPOSE

To provide our unique community and visitors with exceptional and ever-advancing, individualized care.

VISION

SJH will be a trusted, independent healthcare partner with the community, enabling people to live their best possible lives.

STRATEGIC PLAN GOAL

Sustainably advance SJH as the first choice for primary care and appropriate specialty care in our community.

STRATEGIC PLAN PILLARS

Drive quality & operational excellence



Strengthen and Support our Workforce



Enhancing Breadth and Depth of Care for the Community



VALUES

Care • Collaboration • Excellence • Sustainability • Trust



The Pillars of our Strategic Plan

PILLAR 1

DRIVE QUALITY & OPERATIONAL EXCELLENCE

Enhance Efficiencies

Streamline physician clinic access and efficiency to expedite the scheduling of appointments, reducing wait times for patients.

Patient Navigation

Introduce patient navigation services for the broader community, while ensuring easy access to necessary care for all.

Care Coordination

Foster stronger care coordination with tertiary partners, ensuring that patients receive care in Jackson when it is the appropriate choice.

Strategic Investments

Continue to invest in existing services and medical staff and leverage the opportunities identified in service lines such as oncology, trauma, pulmonology, and neurology.



The Pillars of our Strategic Plan

PILLAR 2

STRENGTHEN & SUPPORT OUR WORKFORCE

Workforce Housing

Sustain our commitment to prioritize employee housing, including the ongoing development of the King and Karns housing project and the upcoming Hitching Post project.

Clinical Education

Continue to enhance our clinical education offerings for our staff, providing them with the tools they need for professional growth.

Leadership Development

Provide essential resources and training to ensure the success of our leaders in their roles.

Recruitment and Retention

Continuously refine our strategies for recruiting top-tier talent and retaining our dedicated team members.



The Pillars of our Strategic Plan

PILLAR 3

ENHANCING BREADTH & DEPTH OF CARE FOR THE COMMUNITY

Orthopedic Excellence

Solidify SJH's regional reputation in orthopedic services by retaining local patients, drawing from a wider geographic area, and recruiting an orthopedic traumatologist to establish a dedicated trauma care team.

Service Line Expansions

Upcoming enhancements to an array of specialty service lines, including trauma care, oncology, mental health, neurology, pulmonology, general surgery, and gastroenterology.

Enhanced Medical Care Coordination

Elevate surgical patient care through the creation of a standardized perioperative 'medical home' for improved pre-procedure care.

Market-Responsive Flexibility

Maintain adaptability in a dynamic market by integrating flexibility into operational and financial planning, ensuring agility in response to changes in competition, technology, workforce, and the economy.



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Next Steps

Financial Analysis and Funding Plan

Staff and board committees will develop a financial analysis and funding plan.

Facilities and Staffing Master Plans

Develop comprehensive plans for facilities and staffing.

Resource Determination

SJH administration will define priorities, tactics, milestones, and resources required.



