



STRATEGIC FRAMEWORK

"...excellence in all we do..."

Vision

Inspired by our Mission and committed to our Core Values, Catholic Health East will achieve excellence in all we do, creating a system that empowers communities and individuals to achieve optimal health and quality of life.

Health Care Delivery Model

In 2017, Catholic Health East is a Mission-driven health system that:

- Delivers compassionate, holistic person-centered care to all;
- Builds and fosters a values-based culture which attracts diverse individuals dedicated to the healing ministry;
- Demonstrates excellence in quality, service, access and value;
- Leads in the provision of personal health data and professional advice and support that empowers persons to participate in managing their care and optimizing their health;
- Provides coordinated, integrated care management for persons across the continuum of care;
- Advocates for quality care, especially for those who are marginalized; and
- Collaborates broadly to serve persons in our communities.

Organizational Competencies

1. Optimize the use of information technology to meet the needs of persons and providers, create transparency in reporting, and convert data to value-added intelligence.
2. Achieve excellence through disciplined execution.
3. Become a learning organization that embraces and manages change.
4. Cultivate the ability to anticipate and understand market dynamics and the strategic agility to respond quickly.
5. Collaborate effectively and align incentives to meet organizational and community needs.
6. Develop leaders who embrace and embody the Catholic health ministry and equip them to guide these ministries into the future.
7. Create a portfolio of funding mechanisms that support our long-range strategic priorities.
8. Enhance our cultural awareness and skills in relating to an increasingly diverse workforce and the communities we serve.

Mission

Catholic Health East is a community of persons committed to being a transforming, healing presence within the communities we serve.

To effect this Mission:

- We treat all persons whom we serve and with whom we work with respect and compassion, calling forth their best human potential;
- We provide a full range of services that support healthy communities, including quality medical care and holistic approaches to healing body, spirit and mind;
- We collaborate with others who share a common mission and vision;
- We continually seek ways to assure access to services to persons most in need;
- We identify and develop leaders in Catholic health ministry; and
- We advocate public policies and initiatives, particularly those in the area of healthcare, that ensure quality of life for all.

2017 Catholic Health East Goals & Strategies

Pillar	Goals	Strategies
SERVICE	CHE ranks in the top 10% of nationally recognized measures of health care service excellence across the continuum of care.	<ul style="list-style-type: none"> • Focus all clinical and business processes on person-centered care. • Leverage Values in Practice as part of our culture to drive person, physician and colleague satisfaction.
QUALITY	CHE's culture of quality and safety is demonstrated by being ranked in the top 10% of all nationally recognized/accepted quality and safety measures.	<ul style="list-style-type: none"> • Implement evidence-based processes and techniques to improve continually in areas of quality and safety. • Build clinical and cultural competencies to meet the needs of our communities in a compassionate and holistic manner. • Implement clinical data systems to measure improvements in health care value and aid in the delivery of safe/quality care across the continuum.
PEOPLE	Empower persons to make the best decisions for their health and well being.	<ul style="list-style-type: none"> • Establish innovative and collaborative person-centered systems for comprehensive care management across the care continuum in each community we serve. • Provide information flow to the person and the entire health care team.
PEOPLE	CHE is a great place to work (top 10% in colleague commitment) that delivers effective person-centered health care. CHE attracts, develops and retains colleagues with the capability and commitment to deliver <u>great results</u> .	<ul style="list-style-type: none"> • Recruit and retain the right values-based people in the right positions and retain the best-skilled people with core competencies for the future. • Demonstrate that management, governance leaders and colleagues leverage inclusion in all professional and community relationships. • Create a continuous learning environment across CHE that promotes leadership and workforce development and effective career development in support of CHE's mission strategies. • Create a healthy and engaging environment of respect, accountability and performance through effective talent stewardship and competitive total rewards consistent with CHE's mission and core values. • Assist leadership with strategy execution by advising them on how to leverage organizational capability through effective organizational development and change management.
PEOPLE	CHE's commitment to developing colleagues who embrace and embody the Catholic health ministry is demonstrated by the quality and effectiveness of its ministry formation programs.	<ul style="list-style-type: none"> • Integrate spirituality into the workplace, colleagues' experiences and CHE's mission and values to create an organizational culture that is demonstrably values-based. • Implement ministry formation processes that ground and enrich all colleagues.
FINANCE	CHE is in the top 10% in the provision of community benefit (as a % of Operating Revenue) as measured in accordance with the Catholic Health Association's <i>Guide for Planning and Reporting Community Benefit</i> .	<ul style="list-style-type: none"> • Based on community need, develop innovative systems to increase access to all needed services. • Actively participate and collaborate with others in advocacy efforts to achieve fair and balanced health coverage and access for all.
FINANCE	To access sufficient capital to attain its mission, CHE achieves excellence in financial performance and capital formation.	<ul style="list-style-type: none"> • Develop and consistently use a sufficiently diversified growth-oriented capital formation approach. • Attain the highest bond rating category for not-for-profit health care organizations. • Achieve optimal health care value and maintain excellent business process performance through disciplined processes and techniques.
GROWTH	In order to enhance and strengthen Catholic health ministry, CHE serves more persons in the eastern United States than any other not-for-profit health organization.	<ul style="list-style-type: none"> • Pursue growth opportunities by developing collaborative relationships to extend market reach, by growing volume in existing RHCs/JOAs and developing innovative services. • Extend our Catholic presence into new communities, add 10 new sponsors, and enhance the Catholic health care ministry by system-to-system partnerships and/or merger when there is cultural and values alignment.
GROWTH	While growing its capacity to reach out to those most in need, CHE demonstrably improves the health of these vulnerable populations in the communities we serve.	<ul style="list-style-type: none"> • Demonstrate measurable improvement in the health status indicators of the vulnerable populations in each community we serve.

Core Values

As a faith-based healthcare ministry, it is vitally important that we meet both our challenges and opportunities in the context of—and in accordance with—our Core Values:

Reverence For Each Person

We believe that each person is a manifestation of the sacredness of human life.

Community

We demonstrate our connectedness to each other through inclusive and compassionate relationships.

Justice

We advocate for a society in which all can realize their full potential and achieve the common good.

Commitment To Those Who Are Poor

We give priority to those whom society ignores.

Stewardship

We care for and strengthen the ministry and all resources entrusted to us.

Courage

We dare to take the risks our faith demands of us.

Integrity

We keep our word and are faithful to who we say we are.