



JPS Health Network
Fort Worth, Texas



Strategic Plan 2021



Mission, Vision, Values

Vision

To be a regional and national leader in:

- Improving the patient and family experience
- Improving the quality and outcomes of population health
- Improving access to care.

Mission

Transforming healthcare delivery for the communities we serve.

Values

- Trust
- Mutual Respect
- Excellence
- Integrity
- Accountability
- Teamwork

Rules of the Road™



Own It

We take pride in the work we do and the quality care we provide.



Seek Joy

Every shift, every day, JPS team members celebrate our patients, colleagues and successes, finding reasons to smile and emphasize the positive while at work.



Don't be a jerk

Everyone deserves to be treated with courtesy and respect. Every smile, laugh, and act of compassion demonstrates our commitment to our mission of transforming healthcare delivery for the communities we serve.

Table of Contents

2	Mission, Vision, Values
4	Journey of Excellence
5	Strategic Planning Process
6	Strategic Plan
8	Strategic Aspiration
9	Strategic Imperatives, Priorities & Initiatives
16	Strategic Enablers
18	Key Indicators of Success
19	Our Path Forward

*"Make great care
accessible to everyone"*

Journey of Excellence



Robert Earley

President and CEO
JPS Health Network

We believe there is nothing more powerful than caring. And at JPS, we continue to look for ways to care for our patients in the ways they need us most, using our heads and our hearts to move our organization forward in this mission.

Before you is a strategic plan for the network, which we hope will serve as a roadmap and a conscience for the decisions we must make every day. It was developed by many different stakeholders-team members, board members, consultants, community leaders, patients and administrators-all of us coming together to plan with our heads what we know so well in our hearts: how to best care for the health of the people who need us.



Charles Webber, MD

Board Chairman
JPS Health Network

In the following pages, you won't find what makes JPS so special: the smiles, the compassion, the laughter in the halls and the incredible kindness on someone's most difficult day. But what you will find is a thoughtful report on where we're headed and how we plan to go about achieving our goals on behalf of the Tarrant County community that supports us.

Strategic Planning Process

The goal of the new strategic planning process is to create an integrated, comprehensive, multi-year roadmap that guides JPS towards a common direction pointing to the future, while building upon the strong foundation of our past.

Key Stakeholder Interviews

(October 2020 – February 2021)

Gather input and feedback from internal and external stakeholders in order to understand **where we are** and **where we should be going** as a network.

Direction

(February – March 2021)

Offsite workshops with executive leadership and Board of Managers to define the future direction of JPS Health Network and determine **where we are going**.

Strategy Workgroups

Each of the strategic priorities within the strategic imperatives has a workgroup assigned to it, tasked with developing initiatives, tactics, workplans, target goals, and metrics. Each workgroup’s goal is to create and implement comprehensive tactical workplans for each of the strategic priorities that will determine **how we will get there**.



Annual Planning

As a network, we have to change the way we think about planning for the future. In the dynamic healthcare environment we currently live in, we have to be prepared to assess and respond to the rapidly and ever-changing needs of the communities we serve. As we move forward in our planning process, we will implement an annual planning cycle where we will evaluate the progress of our plan, assess the needs of our communities, and adjust our plan accordingly. This cycle will integrate all components of the network and align key workflows and processes with the strategic aspiration and imperatives in order to hold us accountable and ensure we **get to where we want to go**.



Strategic Plan

The Strategic Plan is a roadmap to guide us on our path towards **Focusing on Community, Committing to Excellence**. This Strategic Plan expands on what John Peter Smith began over a century ago and continues to build on our mission of transforming healthcare delivery for the communities we serve. This bold new plan for the future will require the collective efforts of all to achieve the desired outcomes for our patients and communities.

The JPS Health Network Strategic Plan is illustrated on the following page through the Strategic Compass. The JPS Strategic Compass tells the story of how we will Focus on Community and Commit to Excellence. In order for us to get to where we are going, we will focus our efforts around three strategic imperatives:

- Set a New Standard for a Culture of Excellence
- Develop and Deliver Care Models of the Future
- Be at the Forefront of Shaping Thriving, Inclusive, Healthy Communities

At the foundation of this strategic plan, and integral in ensuring we get to where we want to go, are our key strategic enablers:

- Reimagine Facilities and Virtual Access
- Partner Purposefully to Connect Patients to the Services they Need
- Build a Data-Driven Technology-Enabled Organization
- Be the Best Place to Work, Learn, and Practice Medicine
- Sustain Financial Strength

The three strategic imperatives provide the roadmap to how we will get to where we are going. The measures of success identified for each strategic imperative clearly describe the outcomes we are striving to achieve. Linking our organizational goals to these measures of success will allow the network to remain focused on meeting the needs of our communities and committing to achieving excellence in all we do.

True North Our Patients





**Focusing on
Community,
Committing to
Excellence**

Strategic Aspiration

Where Are We Going?

Focusing on Community, Committing to Excellence.

JPS will work together to address the health needs of our community while exceeding the expectations of all we care for by consistently providing the best care when it's needed, where it's needed.

"We need to deliver a level of service and care that when patients come to us, they will make the choice to stay with us"

Strategic Imperatives

How Will We Get There?



Set a New Standard for a Culture of Excellence

Our staff and clinicians are our most valuable asset - they come to work wanting to make a difference and strive to seek joy in everything they do. We will leverage JPS' current culture, centered around our Rules of the Road, to propel our team's individual responsibility and build a stronger foundation rooted in continuous improvement and standardization, ensuring accountability in everything we do in order to be a highly-reliable, performance-driven, sustainable organization.



Develop and Deliver Care Models of the Future

Our patients are our True North - everything we do should be done with them in mind. By learning from them, we will reimagine the way we care for our patients and design a care journey that meets patients where they are and leverages innovative, culturally competent, whole-person care models fortified by highly coordinated transitions and intentional partnerships. By establishing a strong foundation in population health, we will fundamentally change the way we deliver care to our patients through proactive management that will allow us to improve the health of our patients.



Be at the Forefront of Shaping Thriving, Inclusive, Healthy Communities

JPS belongs to the community - we have an obligation and are committed to be a leader in the areas of access, healthcare equity, and outreach to those individuals that have historically been denied. Through vibrant partnerships and collaborations with our communities, we will foster and support a more equitable, diverse, and inclusive environment that continually strives for equity mindedness and elimination of disparities, so all individuals have the opportunity to achieve the highest standard of health.

Strategic Imperative 1



Set a New Standard for a Culture of Excellence

Our staff and clinicians are our most valuable asset - they come to work wanting to make a difference and strive to seek joy in everything they do. We will leverage JPS' current culture, centered around our Rules of the Road, to propel our team's individual responsibility and build a stronger foundation rooted in continuous improvement and standardization, ensuring accountability in everything we do in order to be a highly-reliable, performance-driven, sustainable organization.

STRATEGIC PRIORITIES

- 1.1** Develop and implement the appropriate operational excellence system to build and sustain a culture of high performance and continuous improvement.
- 1.2** Build a quality and safety infrastructure rooted in a "Just Culture" foundation that enables achieving new levels of performance and produces highly-reliable care for every patient, every time.
- 1.3** Drive evidence-based clinical care and best practices across the continuum to improve outcomes and reduce unwarranted clinical variation in care.
- 1.4** Operate as an integrated healthcare delivery system by creating alignment across all areas of the network in order to improve patient experience, safety, clinical outcomes, and resource utilization.

"Excellence in patient and family care"

"Quality means the kind of healthcare you would want your family to receive without special arrangements"

"Enhance quality in all aspects of what we do"

Initiatives *Bring the Strategic Priorities to Life through Action*

Priority 1.1 Develop and implement the appropriate operational excellence system to build and sustain a culture of high performance and continuous improvement.

- Build the necessary collaboration and provide appropriate resources for effective strategy deployment and organizational alignment to cascade the strategic plan's shared vision for the network.
- Conduct current state assessment of organizational processes and performance, management model and infrastructure, and continuous improvement capabilities and functions in order to evaluate opportunities and develop a plan to establish operational excellence within the network.
- Expanding on our current capabilities and resources, establish a Center for Operational Excellence to define, educate and deploy a structured approach for continuous and aligned performance improvement across the network.
- Develop, implement, and hardwire a new end-to-end Operational Management System to drive sustainable daily continuous improvement across the network using a set of standard behaviors, tools, techniques, processes and structure.

Priority 1.2 Build a quality and safety infrastructure rooted in a "Just Culture" foundation that enables achieving new levels of performance and produces highly-reliable care for every patient, every time.

- Make an organization-wide commitment, through education and awareness, to a journey towards eliminating preventable harm and becoming a High Reliability Organization.
- Conduct current state assessment of the culture of safety and high reliability in order to develop an actionable path forward in pursuit of eliminating preventable harm.
- Develop and adopt a Safety Culture through transparency, trust, and accountability whereby we establish a "just culture" in order for all team members to feel empowered to address patient safety.
- Build the appropriate Quality and Safety Management System infrastructure in order to implement and hardwire the Five High Reliability Principles across the network.
- Develop a continuous survey readiness strategy and implement an on-going performance improvement process to ensure we proactively maintain a safe healthcare environment conducive to high quality patient care in alignment with our journey towards high reliability.

Priority 1.3 Drive evidence-based clinical care and best practices across the continuum to improve outcomes and reduce unwarranted clinical variation in care.

- Evaluate existing patient care management processes and identify opportunities to improve and standardize clinical care and patient management across the continuum.
- Develop, implement, and continuously evaluate standardized evidence-based clinical care pathways across the healthcare continuum to reduce variability and improve patient care.
- Combine data analytics, collaborative clinician engagement and supply chain expertise to standardize physician preference items, medications and other supplies across the network using clinical best practices in order to reduce variation and waste, drive savings, and improve patient outcomes.
- Centralize and standardize education for patients, staff and clinicians across the network to ensure clinical education is interdisciplinary, evidence-based, consistent, and coordinated across all care settings and providers.

Priority 1.4 Operate as an integrated healthcare delivery system by creating alignment across all areas of the network in order to improve patient experience, safety, clinical outcomes, and resource utilization.

- Develop a centralized data analytics function and establish clear data governance across the network to create a single source of truth with standardized data, standardized data definitions, and common approaches to analysis to drive transparency and accountability.
- Take a coordinated approach to aligning services across the various locations throughout the network to better meet the needs of the patient.
- Drive technology, process, operations, and workforce standardization and integration across the network and leverage multidisciplinary leadership models, inclusive providers and operational partners to begin working as one collaborative, cohesive, and efficient organization for our patients.
- Develop internal education and training to improve staff, clinician, and leader understanding of the full breadth and scope of the network and equip them with the tools and resources to help patients access additional services.

Strategic Imperative 2



Develop and Deliver Care Models of the Future

Our patients are our True North - everything we do should be done with them in mind. By learning from them, we will reimagine the way we care for our patients and design a care journey that meets patients where they are and leverages innovative, culturally competent, whole-person care models fortified by highly coordinated transitions and intentional partnerships. By establishing a strong foundation in population health, we will fundamentally change the way we deliver care to our patients through proactive management that will allow us to improve the health of our patients.

STRATEGIC PRIORITIES

- 2.1** Analyze and understand our patients in a way that allows us to transform lives by proactively addressing the physical, emotional, social, spiritual, and behavioral needs in a way that produces generational changes for our patients and their families.
- 2.2** Design and implement an easily accessible and highly coordinated care model with the appropriate infrastructure and workforce to deliver the best care for our patients across the health continuum.
- 2.3** Assess and define the clinical services and capabilities we will provide to meet the needs of our communities and build preference for JPS Health Network.

"Take care of the entire person in a culturally competent way"

"Right care, at the right time, in the right setting, by the right provider, at the right cost"

"We need to understand the patients we serve"

Initiatives *Bring the Strategic Priorities to Life through Action*

Priority 2.1 Analyze and understand our patients in a way that allows us to transform lives by proactively addressing the physical, emotional, social, spiritual, and behavioral needs in a way that produces generational changes for our patients and their families.

- Identify and leverage appropriate quantitative data sources to develop a holistic view of our patient populations.
- Identify and implement the appropriate Risk Stratification Model to categorize patients based on health status and other factors in order to better anticipate needs and proactively manage our patients.
- Develop an understanding of patient and family care delivery preferences through ongoing Patient Journey Advisory Groups and individual patient interviews.
- Evaluate and map the multiple journeys across all touchpoints in the care continuum in order to better understand how patients interact with the healthcare system.

Priority 2.2 Design and implement an easily accessible and highly coordinated care model with the appropriate infrastructure and workforce to deliver the best care for our patients across the health continuum.

- Leverage patient and family preferences and quantitative data to design and implement holistic care models that provide care that is responsive to patients' preferences and connects patients to the services they need in order to achieve optimal health.
- Redesign the care teams to build interdisciplinary, collaborative teams that support the holistic care models by leveraging best-practices and practicing at the top of their licensure or certification.
- Establish and implement standardized transitions of care models across the patient care continuum, leveraging industry best-practices .
- Focus on treating the whole person by integrating all aspects of holistic health into the care models, allowing each patient the opportunity to achieve optimal health.
- Develop the appropriate framework, capabilities and processes to begin operating like a value-based healthcare system using accountable care and core health plan principles for patient population management, beginning with the JPS Connection population.

Priority 2.3 Assess and define the clinical services and capabilities we will provide to meet the needs of our communities and build preference for JPS Health Network.

- Identify the necessary data and build the appropriate analytical capabilities to comprehensively evaluate our existing and potential clinical capabilities using a True Measurement framework in order to define JPS' Core Competencies.
- Align the appropriate infrastructure, resources, providers, staff and graduate medical education capabilities around the Core Competencies in order to develop Centers of Excellence.
- Explore opportunities to expand existing and create new bi-directional, collaborative relationships with healthcare organizations and academic partners in order to create a comprehensive delivery network for our patients, ensuring they receive the best care throughout the care continuum.

"Patients need to be at the center of any decision that is made"

"Provide the best care possible to mitigate health disparities through a holistic approach"

"We need to meet our patients where they are"

Strategic Imperative 3



Be at the Forefront of Shaping Thriving, Inclusive, Healthy Communities

JPS belongs to the community - we have an obligation and are committed to be a leader in the areas of access, healthcare equity, and outreach to those individuals that have historically been denied. Through vibrant partnerships and collaborations with our communities, we will foster and support a more equitable, diverse, and inclusive environment that continually strives for equity mindedness and elimination of disparities, so all individuals have the opportunity to achieve the highest standard of health.

STRATEGIC PRIORITIES

- 3.1** Gain a deep understanding of the populations we serve so we can support the overall health of our diverse communities.
- 3.2** Implement a Diversity and Inclusion Strategy for the network to improve cultural competency and equity in all areas of our business, across our workforce, and with the patients we serve.
- 3.3** Establish a Community Engagement and Outcomes-Based Outreach Strategy in order to build meaningful and trusted relationships across the communities we serve to collaboratively reduce community-level health disparities and improve outcomes for disadvantaged populations.

"JPS has an obligation in the community to be a leader in the areas of access to care, healthcare equity, outreach to communities that have historically been denied - that is who we are as an organization"

Initiatives *Bring the Strategic Priorities to Life through Action*

Priority 3.1 Gain a deep understanding of the populations we serve so we can support the overall health of our diverse communities.

- Leverage internal data from the 2020 CHNA combined with external data from community data subject matter experts to better understand the individual communities' health statuses, factors influencing health outcomes, and existing disparities.
- Conduct a Community Asset Mapping exercise to identify the key stakeholders, formal and informal leaders, and our existing relationships within the communities we serve.
- Work with key individuals in the communities we serve to understand the embedded cultures, trusted places for information, healthcare and social needs, and values.

Priority 3.2 Implement a Diversity and Inclusion Strategy for the network to improve cultural competency and equity in all areas of our business, across our workforce, and with the patients we serve.

- Make an organization-wide commitment to eliminate racism, inequities and health care disparities and establish a culture of zero tolerance for discrimination.
- Complete a transparent assessment to understand the current strengths and opportunities for the organization to improve the policies, procedures, practices, partnerships, and infrastructure to enhance cultural competency and support Equity, Diversity, and Inclusion for both our workforce and our patients.
- Develop the appropriate policies, procedures, practices, infrastructure, and accountability to support Equity, Diversity and Inclusion.
- Develop and implement a robust and ongoing Diversity, Equity and Inclusion education and training using curriculum that balances different learning opportunities including coaching and open forums for dialogue, and specifically focuses on addressing unconscious biases and building cultural competencies.
- Foster and support a diverse, inclusive community of providers and team members who continually strive for equity-mindedness and reflect our diverse communities to ensure we provide the highest quality care to patients from all backgrounds.

Priority 3.3 Establish a Community Engagement and Outcomes-Based Outreach Strategy in order to build meaningful and trusted relationships across the communities we serve to collaboratively reduce community-level health disparities and improve outcomes for disadvantaged populations.

- Redefine how JPS solicits input and collaborates with the communities we serve in an on-going way through open forums, advisory boards, resource groups, etc.
- Work with our communities to develop a strategy for ongoing communications and information sharing with residents that considers specific communications needs and preferences and is delivered in a culturally competent way.
- Develop a community outreach action plan to address the specific health education, wellness, and prevention needs in the top 16 zip codes of need in Tarrant County identified through the 2020 Community Health Needs Assessment (CHNA).

"Move in the direction of bettering the community as a whole"

"It is important to understand what happens in the communities"

"Create a connection to the community and the patients served"

Strategic Enablers

Critical to the Success of Getting There

Five strategic enablers are essential to the success of this Strategic Plan and integral to ensuring we get to where we are going. Each strategic enabler has a vital role to play in making the strategic plan a reality.

Reimagine Facilities and Virtual Access

We will redefine our points of access to ensure all patients have easy access to high-value care when it's needed, where it's needed.

Partner Purposefully to Connect Patients to the Services they Need

We will collaborate with community partners to advance integration and value by co-designing and delivering accessible, coordinated services for our patients.

Build a Data-Driven Technology-Enabled Organization

We will mature our technology and data analytics capabilities and transform key workflows to drive high-quality and individualized care while improving the patient, provider and team member experience.

Be the Best Place to Work, Learn, and Practice Medicine

We will deliver a best-in-class work experience for all JPS team members so that we can provide the best care for our patients.

Sustain Financial Strength

We will ensure we have the resources to invest in the programs and services our community needs by optimizing our sources and uses of funds and diversifying our revenue streams.

Strategic Enablers

Reimagine Facilities and Virtual Access

- Conduct current state capacity assessment, inclusive of physical space, technology capabilities, and provider empanelment, to determine opportunities to maximize patient access
- Leverage the newly created care models of the future to develop a coordinated access plan inclusive of JPS' master facility plans and telehealth strategy

Partner Purposefully to Connect Patients to the Services they Need

- Conduct current state assessment and develop central repository of all existing partnerships with organizations and health systems in the community
- Develop a robust partnership process that includes a formalized approval structure, evaluation criteria, and on-going monitoring

Build a Data-Driven Technology-Enabled Organization

- Create an IT strategy for the network that focuses on adopting and advancing technology to provide access to care, improve the delivery of care, and improve the business of healthcare
- Establish clear data governance across the network to create a single source of truth and drive common approaches to data analysis

Be the Best Place to Work, Learn, and Practice Medicine

- Build on our Pathways to Excellence achievements to continue enhancing nursing education and leadership opportunities
- Build and deploy a robust workforce planning strategy in order to recruit and retain the high-performing, diverse team of the future, with an intentional focus on succession planning and retention
- Develop and implement a comprehensive recruitment and retention strategy that will allow JPS to become a premier facility for preeminent faculty, staff, and resident clinicians
- Build an interdisciplinary culture whereby multi-disciplinary teams are developed and implemented across all layers of our daily operations and clinical care

Sustain Financial Strength

- Leverage the strong history of the JPS Foundation in order to expand its role and reach in the Network and ensure philanthropy becomes an organizational priority
- Explore new, innovative revenue generating opportunities in order to advance our mission of transforming healthcare delivery
- Enhance our financial stewardship by actively managing available resources, eliminating waste, and improving efficiencies across the network

Key Indicators of Success

- People will identify JPS Health Network as the most trusted healthcare provider in the community and will choose to come to JPS for their care, every time.
- Employee and clinician engagement scores and retention rates will become some of the top performing in the country.
- The diversity of our team members and clinicians will reflect the diverse communities we serve.
- JPS Health Network will remain strong in generating operating margins consistent with peer Essential Hospitals, and sources of revenue will become more diverse.
- Patients and families will be highly engaged in their care and receive services closer to home.
- Our daily operations will be efficient, effective, and waste-free.
- Healthcare inequities and health disparities will be eliminated in the communities we serve.



"We want the patient to say, 'I wouldn't go anywhere but JPS'"

Our Path Forward

Our Strategic Plan is more than just words on a page or a document that will collect dust on a shelf. It's a promise to provide excellent healthcare to every patient, every time while ensuring we continue to meet the existing and future needs of the communities we are privileged to serve. It will serve as the compass to which we align our focus and work over the next few years.

The strategic plan is intended to be a living document that will undergo annual reviews and updates to ensure JPS stays focused on serving the ever-changing needs of our communities. Using this plan as a foundation, the Strategic Priority Executive Champions will work with each of the Strategic Priority Workgroups to develop annual action plans to implement the three strategic imperatives. The action plans will outline measurable actions, assign responsibility and accountability, establish clearly defined timelines for execution, and determine the appropriate KPI measures.

As the strategic plan moves from concept to reality through the implementation of the annual action plans, the newly created Office of Strategy Management (OSM) will provide ongoing oversight of the implementation of the annual action plans and will be measuring progress through the achievement of annual leading-indicator KPI measures. The OSM will routinely report progress of the plan and annual action plans to the organization, leadership team, and Board of Managers.



It is important that each team member understands where we are going and takes ownership in achieving our strategic aspiration. The OSM, in partnership with the executive team and leaders throughout the network, will be working with each and every team member to translate our strategy into every day operations and align each department's goals to the Strategic Plan Compass scorecard, making it meaningful and relevant for all 7,200 team members.

This Strategic Plan serves as our compass and provides the necessary direction for JPS to realize its mission. Though ambitious, if we remain ***Focused on our Communities***, are fully ***Committed to Excellence*** in all we do, and always keep the patient as our ***True North***, we will transform healthcare delivery in our communities.



JPS Health Network
Fort Worth, Texas