In 2018, PSJH adopted its first integrated strategic and financial plan (ISFP) to guide the organization through 2022. While the ISFP’s three areas of focus and 15 goals are intended to remain consistent throughout the life of the plan, the ISFP is revised for 2019 to reflect updated system, regional and line of business strategies and tactics to support the goals. Metrics and targets have also been reviewed, validated and updated as appropriate.

This toolkit is a resource to help you:
- Share the 2018-2022 ISFP to reinforce engagement, enthusiasm and commitment to the areas of strategic focus, goals and metrics that enable our vision of Health for a Better World.
- Appropriately share the ISFP with senior leadership, core leaders, and frontline caregivers to inspire confidence in the future of the organization and to help caregivers connect their work to the strategic goals.

Suggestions for using this tool:
- Share this deck in gatherings with leaders and caregivers as appropriate to illustrate the long-term future of the organization and how we will achieve our strategic goals.
- Use the updated narrative in the appendix as a guide to focus on key themes and messages.
- Insert Regional or Line of Business strategic plans and highlight local tactics and metric results to connect caregivers’ work to the goals and inspire confidence in the long-term future of the organization.
- Use the instructions in the appendix as a guide for connecting your caregivers to the ISFP.
• **Health for a Better World**
  – Our story leads with our Mission, values, vision and promise.
  – Engagement is an expression of our Mission, values, vision and promise.
  – Engaged caregivers carry our strategy, link their work to the goals and results follow.

• **2018-2022 Integrated Strategic and Financial Plan**
  – Our areas of strategic focus and the 15 goals remain consistent.
  – The ISFP metrics measure our progress toward our goals.
  – Accomplishing our goals helps us achieve our vision of Health for a Better World.

• **Health 2.0**
  – The environment in which we designed our 2018-2022 ISFP.

• **Accelerating**
  – A portfolio of work that will help us to accelerate progress toward several goals in our ISFP.

• **Caregiver Worksheet**
  – A simple exercise for caregivers to connect their work to our organization’s goals as expressions of the Mission.
Caregiver Experience

**Mission, Values, Vision, Promise**

**Strategy**

**Know Me, Care for Me, Ease My Way**

Is our promise we make to one another.

- **Inspired**
  "We take pride in knowing our work serves a greater purpose."

- **Valued**
  "We honor one another as whole and unique people."

- **Supported**
  "We strive to minimize obstacles that get in our way."

- **Empowered**
  "We cultivate a trusting environment where we can do our best work."

- **Connected**
  "We foster a sense of community so we can all feel we belong."

---

**Providence St. Joseph Health**
We will deliver outstanding, affordable health care, housing, education and other essential services to our patients and communities. We seek to create a place where caregivers are fulfilled and inspired to carry on the Mission.

1. Create a work experience where caregivers are developed, fulfilled and inspired to carry on the Mission
2. Deliver safe, compassionate, high-value health care
3. Make PSJH the provider partner of choice in all our communities
4. Steward our resources to improve operational earnings
5. Foster community commitment to our Mission via philanthropy

We will be our communities’ health partner, aiming for physical, spiritual and emotional well-being. We seek to ease the way of our neighbors in their journey to good life.

1. Transform care and improve population health outcomes, especially for the poor and vulnerable
2. Lead the way in improving our nation’s mental and emotional well-being
3. Extend our commitment to whole person care for people at every age and stage of life
4. Engage with partners in addressing the social determinants of health, with a focus on education, housing and the environment
5. Be the preferred health partner for those we serve

We will respond to the signs of the times, pursuing new opportunities that transform our services. We seek to expand and sustain our Mission.

1. Diversify sources of earnings to ensure sustainability of the ministry
2. Digitally enable, simplify, and personalize the health experience
3. Create an integrated scientific wellness, clinical research and genomics program that is nationally recognized for breakthrough advances
4. Utilize insights and value from data to drive strategic transformation
5. Activate the voice and presence of PSJH nationally to improve health
The PSJH System Dashboard tracks monthly progress toward our goals

**STRENGTHEN THE CORE**

<table>
<thead>
<tr>
<th>METRIC</th>
<th>ACTUAL</th>
<th>YTD THRESHOLD</th>
<th>YTD OUTFSTANDING</th>
<th>YEAR END</th>
<th>YEAR END OUTFSTANDING</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Year Overall Turnover</td>
<td>28.8%</td>
<td>30.2%</td>
<td>30.7%</td>
<td>30.2%</td>
<td>28.2%</td>
</tr>
<tr>
<td>Staff (Health Care Acq and Infection Rate)</td>
<td>1.680</td>
<td>1.671</td>
<td>1.688</td>
<td>1.686</td>
<td>1.71</td>
</tr>
<tr>
<td>Effective (SIP/SPAR/Performance Rate)</td>
<td>78.4%</td>
<td>78.1%</td>
<td>79.1%</td>
<td>79.1%</td>
<td>79.8%</td>
</tr>
<tr>
<td>Inpatient Readmission (RIS)</td>
<td>0.73</td>
<td>0.71</td>
<td>0.72</td>
<td>0.72</td>
<td>0.73</td>
</tr>
<tr>
<td>Personalized (Patient Reported Outcomes)</td>
<td>0.012</td>
<td>0.012</td>
<td>0.013</td>
<td>0.013</td>
<td>0.014</td>
</tr>
<tr>
<td>High Value Care (Work Improvement)</td>
<td>$11,391</td>
<td>$11,391</td>
<td>$11,391</td>
<td>$11,391</td>
<td>$11,391</td>
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<tr>
<td>Provider Engagement</td>
<td>3.75</td>
<td>3.75</td>
<td>3.75</td>
<td>3.75</td>
<td>3.75</td>
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<tr>
<td>Operating (EBITDA)</td>
<td>$56.0M</td>
<td>$56.7M</td>
<td>$55.1M</td>
<td>$54.8M</td>
<td>$54.4M</td>
</tr>
<tr>
<td>Operating (EBITDA %)</td>
<td>4.7%</td>
<td>4.2%</td>
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<td>4.9%</td>
<td>5.5%</td>
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<tr>
<td>Commercial Growth (Initiatives)</td>
<td>33.8%</td>
<td>33.8%</td>
<td>33.8%</td>
<td>33.8%</td>
<td>33.8%</td>
</tr>
<tr>
<td>Philanthropy Production</td>
<td>$220.8M</td>
<td>$220.8M</td>
<td>$220.8M</td>
<td>$220.8M</td>
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</table>

**BE OUR COMMUNITIES’ HEALTH PARTNER**

<table>
<thead>
<tr>
<th>METRIC</th>
<th>ACTUAL</th>
<th>YTD THRESHOLD</th>
<th>YTD OUTFSTANDING</th>
<th>YEAR END</th>
<th>YEAR END OUTFSTANDING</th>
</tr>
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<tbody>
<tr>
<td>Transform Care</td>
<td>6 of 7</td>
<td>0 of 7</td>
<td>0 of 7</td>
<td>0 of 7</td>
<td>0 of 7</td>
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<tr>
<td>Improve Ambulatory Care for All Populations</td>
<td>46.4%</td>
<td>47.1%</td>
<td>47.1%</td>
<td>48.1%</td>
<td>48.4%</td>
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<tr>
<td>Diabetes Management Bundle</td>
<td>76.6%</td>
<td>76.6%</td>
<td>76.6%</td>
<td>77.2%</td>
<td>77.7%</td>
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<tr>
<td>Cardiovascular Patient Stay</td>
<td>57.9%</td>
<td>58.5%</td>
<td>58.5%</td>
<td>59.0%</td>
<td>59.3%</td>
</tr>
<tr>
<td>Depression Assessment</td>
<td>73.6%</td>
<td>73.2%</td>
<td>73.2%</td>
<td>73.2%</td>
<td>73.3%</td>
</tr>
<tr>
<td>Breast Cancer Screening</td>
<td>70.8%</td>
<td>70.8%</td>
<td>70.8%</td>
<td>70.8%</td>
<td>70.8%</td>
</tr>
<tr>
<td>Colon Cancer Screening</td>
<td>73.5%</td>
<td>73.5%</td>
<td>73.5%</td>
<td>73.5%</td>
<td>73.5%</td>
</tr>
<tr>
<td>Cervical Cancer Screening</td>
<td>77.9%</td>
<td>77.9%</td>
<td>77.9%</td>
<td>77.9%</td>
<td>77.9%</td>
</tr>
<tr>
<td>Pediatric Immunization</td>
<td>78.7%</td>
<td>78.7%</td>
<td>78.7%</td>
<td>78.7%</td>
<td>78.7%</td>
</tr>
<tr>
<td>Improve Patient Access and Connectivity</td>
<td>0 of 6</td>
<td>1 of 6</td>
<td>1 of 6</td>
<td>1 of 6</td>
<td>1 of 6</td>
</tr>
<tr>
<td>Improve Cancer Health - Reduce Readmissions &amp; Mortality</td>
<td>26.4%</td>
<td>26.4%</td>
<td>26.4%</td>
<td>26.4%</td>
<td>26.4%</td>
</tr>
<tr>
<td>Transform MedicareCare</td>
<td>1 of 2</td>
<td>1 of 2</td>
<td>1 of 2</td>
<td>1 of 2</td>
<td>1 of 2</td>
</tr>
<tr>
<td>Regional Medicare Improvement Plan</td>
<td>35.5%</td>
<td>35.5%</td>
<td>35.5%</td>
<td>35.5%</td>
<td>35.5%</td>
</tr>
<tr>
<td>Improve Mental Health - Reduce Readmissions &amp; Mortality</td>
<td>7 of 16</td>
<td>16 of 16</td>
<td>16 of 16</td>
<td>16 of 16</td>
<td>16 of 16</td>
</tr>
<tr>
<td>Whole Person Care</td>
<td>12.0%</td>
<td>12.0%</td>
<td>12.0%</td>
<td>12.0%</td>
<td>12.0%</td>
</tr>
<tr>
<td>% Ku1 Admissions in 7 Days with Goals of Care Conversation</td>
<td>21.0%</td>
<td>21.0%</td>
<td>21.0%</td>
<td>21.0%</td>
<td>21.0%</td>
</tr>
<tr>
<td>% Respond to an Outpatient Setting with Advance Direction</td>
<td>7 of 14</td>
<td>14 of 14</td>
<td>14 of 14</td>
<td>14 of 14</td>
<td>14 of 14</td>
</tr>
<tr>
<td>Improve Health or Oral Care or Chronic Care</td>
<td>2.3%</td>
<td>2.3%</td>
<td>2.3%</td>
<td>2.3%</td>
<td>2.3%</td>
</tr>
<tr>
<td>% Outpatient Visits - Engaged visits (MetaCare, Healthworks, MyChart, &amp; MyChartHealth)</td>
<td>902,920</td>
<td>902,920</td>
<td>902,920</td>
<td>902,920</td>
<td>902,920</td>
</tr>
<tr>
<td>Brand Equity - Risk to Risk in Markets</td>
<td>86.0%</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

**TRANSFORM OUR FUTURE**

<table>
<thead>
<tr>
<th>METRIC</th>
<th>ACTUAL</th>
<th>YTD THRESHOLD</th>
<th>YTD OUTFSTANDING</th>
<th>YEAR END</th>
<th>YEAR END OUTFSTANDING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Digital Experience</td>
<td>2,311,219</td>
<td>2,340,899</td>
<td>2,362,749</td>
<td>2,405,801</td>
<td>2,622,008</td>
</tr>
<tr>
<td>*Digitally enabled Patient Transmissions (online scheduling, check-in, etc.)</td>
<td>26,752</td>
<td>33,000</td>
<td>20,001</td>
<td>25,000</td>
<td>48,000</td>
</tr>
<tr>
<td>Advances in Scientific Research &amp; Publications</td>
<td>400</td>
<td>400</td>
<td>400</td>
<td>400</td>
<td>400</td>
</tr>
<tr>
<td>*Publications (e.g. journal publications, book chapters, posters/conference presentations)</td>
<td>125</td>
<td>75</td>
<td>75</td>
<td>75</td>
<td>75</td>
</tr>
<tr>
<td>Data Assets</td>
<td>2.0</td>
<td>5.0</td>
<td>5.0</td>
<td>5.0</td>
<td>5.0</td>
</tr>
</tbody>
</table>

**Visibility & Voice**

<table>
<thead>
<tr>
<th>METRIC</th>
<th>ACTUAL</th>
<th>YTD THRESHOLD</th>
<th>YTD OUTFSTANDING</th>
<th>YEAR END</th>
<th>YEAR END OUTFSTANDING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visibility &amp; Voice</td>
<td>30.0%</td>
<td>35.0%</td>
<td>35.0%</td>
<td>35.0%</td>
<td>35.0%</td>
</tr>
<tr>
<td>Visibility &amp; Voice - Patient Health</td>
<td>17.0%</td>
<td>19.0%</td>
<td>19.0%</td>
<td>19.0%</td>
<td>19.0%</td>
</tr>
<tr>
<td>Visibility &amp; Voice - Stakeholder Management</td>
<td>121</td>
<td>137</td>
<td>137</td>
<td>137</td>
<td>137</td>
</tr>
</tbody>
</table>

**MTRIC KEY**

- [A] Annual Metric
- [B] Quarterly Metric
- [C] Bi-Monthly/Bi-Annual Metric

**STATES/YTD**

<table>
<thead>
<tr>
<th>METRIC</th>
<th>ACTIVE TRENDS TO OUTSTANDING</th>
<th>PERFORMANCE DECENDED</th>
<th>PERFORMANCE IMPROVED</th>
</tr>
</thead>
<tbody>
<tr>
<td>BE OUR COMMUNITIES' HEALTH PARTNER</td>
<td>6 of 7</td>
<td>PERFORMANCE IMPROVED</td>
<td>PERFORMANCE IMPROVED</td>
</tr>
<tr>
<td>TRANSFORM OUR FUTURE</td>
<td>2,311,219</td>
<td>PERFORMANCE IMPROVED</td>
<td>PERFORMANCE IMPROVED</td>
</tr>
</tbody>
</table>

Click here to see an example dashboard PDF
MISSION, VALUES, VISION, PROMISE

MISSION
As expressions of God’s healing love, witnessed through the ministry of Jesus, we are steadfast in serving all, especially those who are poor and vulnerable.

VALUES
- Compassion
- Dignity
- Justice
- Excellence
- Integrity

VISION
Health for a Better World

PROMISE
Know me, care for me, ease my way.

PROVIDENCE ST. JOSEPH HEALTH: BUILDING TO HEALTH 2.0

HEALTH 2.0
(FUTURE)

DIGITALLY ENABLED

CAREGIVERS ENABLED

Patients & Consumers

Health Partners Share of Lives & Health Spend
- Patients and consumer centric, utilizing multiple sites of care as well as virtual services
- Digitally enabled to enhance the core and broaden system reach
- System engages in strategic partnerships more deeply
- New sources of revenue less dependent on payer reimbursement

Share of Inpatient Market
- All patient touch-points serve to feed hospital referrals
- System owns assets; reach is geographically and physically constrained

Share of Lives
- System utilizes multiple sites of care to manage patients and lives
- Digital innovation serves to enhance core
- Reach spreading beyond geographic and physical boundaries

Geographically anchored
The Accelerate portfolios move us quicker toward achieving several areas of our integrated strategic and financial plan.
1. Create a work experience where caregivers are developed, fulfilled and inspired to carry on the Mission
2. Deliver safe, compassionate, high-value health care
3. Make PSJH the provider partner of choice in all our communities
4. Steward our resources to improve operational earnings
5. Foster community commitment to our Mission via philanthropy

How I support this work:

Who else I will work with:

1. Transform care and improve population health outcomes, especially for the poor and vulnerable
2. Lead the way in improving our nation’s mental and emotional well-being
3. Extend our commitment to whole person care for people at every age and stage of life
4. Engage with partners in addressing the social determinants of health, with a focus on education, housing and the environment
5. Be the preferred health partner for those we serve

How I support this work:

Who else I will work with:

1. Diversify sources of earnings to ensure sustainability of the ministry
2. Digitally enable, simplify, and personalize the health experience
3. Create an integrated scientific wellness, clinical research and genomics program that is nationally recognized for breakthrough advances
4. Utilize insights and value from data to drive strategic transformation
5. Activate the voice and presence of PSJH nationally to improve health

How I support this work:

Who else I will work with:
• Health for a Better World narrative
  – This is the talk track to the slides.
• Mission, Values, Vision and Promise resources
• Larger, PSJH System Dashboard slides
• ISFP Cascade Instructions
  – These slides explain how to cascade the ISFP with your teams.
The Mission compels us to remain steadfast in serving all, especially those who are poor and vulnerable. Inspired by the Mission, our 120,000+ caregivers across Providence St. Joseph Health and our family of brands serve as living examples of our values—Compassion, Dignity, Justice, Excellence and Integrity—to fulfill their calling and offer their best care every day. Together, we make a personal commitment to deliver on our promise of “Know me, care for me, ease my way” for one another and those we serve.

Our caregivers are engaged because we invest in an experience where each person is valued, supported, empowered, connected and inspired. Each of us connect the work we do to the goals of the organization and see accomplishing those goals as an expression of the Mission. Together, we carry the vision of Health for a Better World in our hearts and the results follow—our goals are achieved, our outcomes improve, and the communities we serve are healthier.
The 2018-2022 Integrated Strategic and Financial Plan

Our three strategic areas of focus illustrate how we will fulfill our vision of Health for a Better World.

**Strengthen the Core |** We will deliver outstanding, affordable health care, housing, education and other essential services to our patients and communities. We seek to create a place where caregivers are fulfilled and inspired to carry on the Mission.

**Be Our Communities’ Health Partner |** We will be our communities’ health partner, aiming for physical, spiritual and emotional well-being. We seek to ease the way of our neighbors in their journey to good life.

**Transform Our Future |** We will respond to the signs of the times, pursuing new opportunities that transform our services. We seek to expand and sustain our Mission.

The metrics of the ISFP are how we consistently measure our progress toward our goals and achieving Health for a Better World.
Health 2.0
The Health 2.0 graphic is an illustration of the environment in which we designed our 2018-2022 integrated strategic and financial plan. The metrics of the ISFP are how we consistently measure our progress toward our goals and achieving Health for a Better World.

Health 2.0 is a model for how we are transforming health in our communities and a visual for Health for a Better World.

Accelerating to Health 2.0
We have accelerated the work on some metrics to better position us to transform health for the communities we serve. The ISFP outlines our 2018-2022 goals and strategies to achieve Health for a Better World. To move us more quickly toward our goals and to respond to the signs of the times, we have identified more than 50 work teams divided into three core areas known as the accelerate portfolios:

Revenue growth. Ministries and partners need to increase revenue and diversify revenue streams in anticipation of a significant decline in inpatient revenue between now and 2022.

Capital efficiency. As ministries and partners grow revenue, they need to use capital wisely and identify areas where they can be more efficient and reduce costs.

Modernization and functional excellence. To better enable caregivers to contribute to the Mission and operate efficiently and effectively, ministries and partners need to use the latest technology, expertise and best practices.
How does your work contribute to Health for a Better World?

We aspire to a caregiver experience where each person is valued, supported, empowered, connected and inspired. When each of us connect the work we do to the goals of the organization and see accomplishing those goals as an expression of the Mission, we carry the vision of Health for a Better World in our hearts and the results follow—our goals are achieved, our outcomes improve, and the communities we serve are healthier.

Take a few minutes to reflect on the Mission, values, vision and promise. Think about how you are inspired by the Mission, the work you do and how you do it as a reflection of the values, and think about our promise and how it is present in your daily work.

Read through the three areas of strategic focus and write down how you support this work. You may not be directly involved in all areas, but consider how you may act as an advocate or connector for those areas.

Write down who or what other functions you may work with to support the strategic focus.
PSJH Mission, Values, Vision, Promise

Mission
As expressions of God’s healing love, witnessed through the ministry of Jesus, we are steadfast in serving all, especially those who are poor and vulnerable.

Values
Compassion ● Dignity ● Justice ● Excellence ● Integrity

Vision
Health for a Better World

Promise
“Know me, care for me, ease my way.”
## STRENGTHEN THE CORE

<table>
<thead>
<tr>
<th>Metric</th>
<th>Actual</th>
<th>YTD Threshold</th>
<th>YTD Outstanding</th>
<th>Year-End Threshold</th>
<th>Year-End Outstanding</th>
</tr>
</thead>
<tbody>
<tr>
<td>First-year Overall Turnover</td>
<td>28.0%</td>
<td>30.2%</td>
<td>30.2%</td>
<td>30.2%</td>
<td>28.2%</td>
</tr>
<tr>
<td>Caregiver Engagement – Highly Sustainably Engaged [Q]</td>
<td>41.1%</td>
<td>50.0%</td>
<td>51.0%</td>
<td>50.0%</td>
<td>51.0%</td>
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<tr>
<td>Caregiver Engagement – Resonance with the Mission [Q]</td>
<td>71.4%</td>
<td>77.0%</td>
<td>79.0%</td>
<td>77.0%</td>
<td>79.0%</td>
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<tr>
<td>Mission Formation – % of Leaders Engaged in Formation [Q]</td>
<td></td>
<td></td>
<td></td>
<td>30.0%</td>
<td>33.0%</td>
</tr>
<tr>
<td>Clinical Care</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Safe (# Health Care Acquired Infection Harm Events)</td>
<td></td>
<td></td>
<td></td>
<td>1,680</td>
<td>1,571</td>
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<tr>
<td>Effective (Sepsis O/E Mortality Ratio)</td>
<td></td>
<td></td>
<td></td>
<td>0.89</td>
<td>0.88</td>
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<tr>
<td>Compassionate (Composite of Overall Rating Top Box Scores for AMB, IP, ED, HH)</td>
<td></td>
<td></td>
<td></td>
<td>76.4%</td>
<td>76.7%</td>
</tr>
<tr>
<td>Metric</td>
<td>YTD</td>
<td>3-mo PERFORMANCE</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>-----------------------------------------------------------------------</td>
<td>-------</td>
<td>------------------</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Seamless (Readmission O/E Ratio for CMS Conditions)</td>
<td>0.73</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Personalized (Patient Reported Outcomes)</td>
<td>3,011</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>High Value Care (Value Improvement) [B]</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provider Engagement [A]</td>
<td>3.73</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating EBIDA ($)</td>
<td>$96.0M</td>
<td>$90.7M</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>*Operating EBIDA (%)</td>
<td>4.7%</td>
<td>4.3%</td>
<td></td>
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<td></td>
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<tr>
<td>Commercial Growth Initiatives [Q]</td>
<td>21 of 28</td>
<td>28 of 28</td>
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<tr>
<td>Philanthropy Production [Q]</td>
<td>$206.8M</td>
<td>$229.8M</td>
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* Metric in Common

**STATUS (YTD)**
- **BELOW THRESHOLD**
- **THRESHOLD**
- **DATA NOT AVAILABLE**
- **OUTSTANDING**
- **NOT REPORTED**

- **3-mo PERFORMANCE**
  - ↓ PERFORMANCE DECLINED
  - → PERFORMANCE FLAT
  - ↑ PERFORMANCE IMPROVED
  - NOT AVAILABLE
# PSJH System Dashboard

**January 2019**

## BE OUR COMMUNITIES' HEALTH PARTNER

### METRIC | ACTUAL | YTD THRESHOLD | YTD OUTSTANDING | YEAR-END THRESHOLD | YEAR-END OUTSTANDING
--- | --- | --- | --- | --- | ---
Transform Care

* Improve Ambulatory Care for All Populations (7 Sub-components) | 6 of 7 | 0 of 7 | 0 of 7 | 4 of 7 | 5 of 7

- Diabetes Management Bundle | 46.4% | 47.1% | 47.1% | 48.1% | 48.4%

- Cardiovascular Patient Statin Use | 76.6% | 75.7% | 75.8% | 77.2% | 77.8%

- Depression Assessment | 57.9% | 52.6% | 52.6% | 54.6% | 55.4%

- Breast Cancer Screening | 73.6% | 72.2% | 72.2% | 72.8% | 73.0%

- Colon Cancer Screening | 67.8% | 65.4% | 65.5% | 65.8% | 65.9%

- Cervical Cancer Screening | 77.9% | 69.3% | 69.4% | 70.8% | 71.4%

- Pediatric Immunization | 73.5% | 72.7% | 72.7% | 74.3% | 74.9%

- Improve Patient Access and Connectivity | 0 of 6 | 1 of 6 | 1 of 6 | 6 of 6 | 6 of 6
<table>
<thead>
<tr>
<th>Category</th>
<th>Goal 1</th>
<th>Goal 2</th>
<th>Goal 3</th>
<th>Goal 4</th>
<th>Goal 5</th>
<th>Goal 6</th>
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<th>Goal 18</th>
<th>Goal 19</th>
<th>Goal 20</th>
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<tbody>
<tr>
<td>Transform Medicaid Care</td>
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<td>Regional Medicaid Improvement Plans [Q]</td>
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<tr>
<td>Improve Medicaid Health - Reduce Avoidable ED Utilization</td>
<td>1 of 2</td>
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<td>Mental Health &amp; Wellness [Q]</td>
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<td>Whole Person Care</td>
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<td>% ICU Admissions ≥ 5 Days with Goals of Care Conversation</td>
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<td>% Patients 65+ in Outpatient Setting with Advance Directive</td>
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<td>Improve Health in Our Communities [B]</td>
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<td>Community Benefit – Discretionary % of Net Service Revenue [Q]</td>
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<td>Digital Engaged Users – Engaged users (Circle, Healthconnect, MyChart, &amp; FollowMyHealth)</td>
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<td>Brand Equity – #1 or #2 in % of Markets [Q]</td>
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</tbody>
</table>
## PSJH System Dashboard

**January 2019**

### TRANSFORM OUR FUTURE

<table>
<thead>
<tr>
<th>METRIC</th>
<th>ACTUAL</th>
<th>YTD THRESHOLD</th>
<th>YTD OUTSTANDING</th>
<th>YEAR-END THRESHOLD</th>
<th>YEAR-END OUTSTANDING</th>
</tr>
</thead>
<tbody>
<tr>
<td>EBIDA via Incremental Diversified Revenue Sources [Q]</td>
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<tr>
<td><strong>Digital Experience</strong></td>
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<tr>
<td>Digital Registered Users (Health Connect, MyChart, Circle, etc.)</td>
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<td>2,351,219</td>
<td>2,307,689</td>
<td>2,382,793</td>
<td>2,553,580</td>
</tr>
<tr>
<td>*Digitally-enabled Patient Transactions (online scheduling, telehealth, etc.)</td>
<td></td>
<td>36,702</td>
<td>31,600</td>
<td>39,031</td>
<td>390,682</td>
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<tr>
<td><strong>Advances in Scientific Research &amp; Publications</strong></td>
<td></td>
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<tr>
<td>Early Phase &amp; Investigator-initiated Studies</td>
<td></td>
<td>650</td>
<td>40</td>
<td>40</td>
<td>475</td>
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<tr>
<td>Publications (e.g. journal publications, book chapters, poster/conference presentations)</td>
<td></td>
<td>136</td>
<td>75</td>
<td>79</td>
<td>900</td>
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<tr>
<td>Data Assets [Q]</td>
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</table>

*Thresholds indicate progress towards goals.*
<table>
<thead>
<tr>
<th>Metric</th>
<th>Value 1</th>
<th>Value 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visibility &amp; Voice – Awareness [A]</td>
<td>31.0%</td>
<td>35.0%</td>
</tr>
<tr>
<td>Visibility &amp; Voice – Favorability [A]</td>
<td>17.0%</td>
<td>19.0%</td>
</tr>
<tr>
<td>Visibility &amp; Voice – Stakeholder Management [A]</td>
<td>121</td>
<td>132</td>
</tr>
</tbody>
</table>


*Metric in Common

**STATUS (YTD)**
- **Below Threshold**
- **Threshold**
- **Data Not Available**
- **Outstanding**
- **Not Reported**

**3-mo PERFORMANCE**
- **Performance Declined**
- **Performance Flat**
- **Performance Improved**
- **Not Available**
The following slides can be used as a guide to share the ISFP with your team, as well as involve them in connecting their work to the ISFP.

1. Set aside 45-60 min with your team to review the ISFP slides (4-9) and complete the exercise.

2. Using the Health for a Better World narrative (slides 11-14), share the ISFP with your team. Where appropriate, insert your updated regional/line of business ISFP to localize the strategies and tactics.

3. Use the worksheet on slide 9 to reflect upon the Mission and document, individually and then together as a team, how you will support the ISFP, and who else / what other functions you will need to work with to successfully implement your strategies and tactics.

4. Utilizing the suggestions on the next page, build follow-up into your team’s ongoing systems and structures.
Now that you’ve shared the ISFP with your team, here’s what you can do next to ensure we achieve our goals and strategies:

1. Build an annual department/team workplan to achieve the strategies you identified with key milestones for achievement.

2. Use the priorities/programs you identified and tie these to core leader and team performance goals.

3. Share the ISFP and identified functional/team tactics with all of your caregivers, gather feedback from and inspire them to align tactics/individual actions as expressions of the Mission.

4. Regularly review priority/program progress on a monthly basis during your team/leadership meetings.

5. Review performance against goals utilizing the PSJH System Dashboard, distributed monthly and published in Core Leader News.

6. Review ISFP on quarterly basis with your team, continue to ensure alignment of work to the ISFP.
Questions?

• For ISFP communication planning questions, please contact:
  – **Darrin Godin**, executive director, organizational communication or your regional communication leader.
• For ISFP cascading questions, please contact:
  – **Kristina Hansen Smith**, group vice president, strategic services or your regional strategy officer.
• For Mission and values questions, please contact:
  – Your regional mission leader.
Appendix 2

- Includes versions of ISFP and caregiver worksheet without the PSJH Mission, values, vision, promise statements and versions with just the vision and promise for areas of the organization that have not adopted some or all of the common statements.
We will deliver outstanding, affordable health care, housing, education and other essential services to our patients and communities. We seek to create a place where caregivers are fulfilled and inspired to carry on the Mission.

1. Create a work experience where caregivers are developed, fulfilled and inspired to carry on the Mission
2. Deliver safe, compassionate, high-value health care
3. Make PSJH the provider partner of choice in all our communities
4. Steward our resources to improve operational earnings
5. Foster community commitment to our Mission via philanthropy

We will be our communities’ health partner, aiming for physical, spiritual and emotional well-being. We seek to ease the way of our neighbors in their journey to good life.

1. Transform care and improve population health outcomes, especially for the poor and vulnerable
2. Lead the way in improving our nation’s mental and emotional well-being
3. Extend our commitment to whole person care for people at every age and stage of life
4. Engage with partners in addressing the social determinants of health, with a focus on education, housing and the environment
5. Be the preferred health partner for those we serve

We will respond to the signs of the times, pursuing new opportunities that transform our services. We seek to expand and sustain our Mission.

1. Diversify sources of earnings to ensure sustainability of the ministry
2. Digitally enable, simplify, and personalize the health experience
3. Create an integrated scientific wellness, clinical research and genomics program that is nationally recognized for breakthrough advances
4. Utilize insights and value from data to drive strategic transformation
5. Activate the voice and presence of PSJH nationally to improve health
1. Create a work experience where caregivers are developed, fulfilled and inspired to carry on the Mission
2. Deliver safe, compassionate, high-value health care
3. Make PSJH the provider partner of choice in all our communities
4. Steward our resources to improve operational earnings
5. Foster community commitment to our Mission via philanthropy

How I support this work:

Who else I will work with:

---

1. Transform care and improve population health outcomes, especially for the poor and vulnerable
2. Lead the way in improving our nation’s mental and emotional well-being
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How I support this work:

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---

1. Diversify sources of earnings to ensure sustainability of the ministry
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