



 Snoqualmie Valley
— HOSPITAL —

Strategic Plan 2021-2023

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Purpose & Method

The purpose of the Strategic Plan is to provide strategic, operational, and financial priorities to guide Snoqualmie Valley Hospital over the next three years. The 2021-2023 Strategic Plan was developed through the collaborative efforts of SVH's board of commissioners, medical staff, community, and hospital staff and leadership.

Data obtained and reviewed in the planning process included market data, financial performance data, the 2019 Community Health Needs Assessment, and national healthcare environmental scan.

Components

Mission | Vision | Values

These are what drive our organization through strategic decisions and daily business practices. We ask that all employees at every level understand and embrace the organization's mission, vision, and values.

Areas of Focus

Components of the organization that are at the core of what we do. If successful in these areas; we are successful as an organization.

Goals

Our goals support the development of the core areas of focus for Snoqualmie Valley Hospital and are the desired outcomes for the areas of focus.

Objectives

Measurable outcomes that determine success in each area of focus.

Strategies

Large scale approaches that will drive performance toward measurable objectives.

Tactics

Activities planned to support the strategic goals, designed to move the mark on the identified objectives and indicators for success.

Assignments

Each tactic within the plan is assigned to a responsible individual with an estimated beginning and completion date. Progress notes and status updates will be tracked within the working plan document.

CULTURAL CHANGES ON THE HORIZON

Throughout the strategic planning process we engaged formal and informal leaders across the organization. It was clear that the organization is primed and ready for change. There was a strong theme and desire to embark upon a cultural change that would result in creating a robust values-driven organization where the organizational values are genuinely lived every day.

The leaders expressed strong opinions that the current values did not adequately represent and were no longer serving the organization as originally intended. We explored ideas for change and dove deep into educational sessions about organizational and individual core values.

This work resulted in a commitment to include organizational value changes into the Strategic Plan by using a thoughtful process and journey, to discover what our new core values should be in order to recognize the culture and vision for the future.

With this in mind, leaders took time to dream about what a perfect future SVH would look like. This response was used as the guiding principles to build the 2021 – 2023 Strategic Plan.



Visioning for the Future

Can you imagine a world for **Snoqualmie Valley Hospital** where our experience is **five-star**, community-centered care? When we care for our community, we care for each individual and the personalization of their experience both within and outside our four walls. A healthy community begins with healthy residents.

Can you image a community committed to the success of our **valued health care partnership** that other communities wish they had? Where doctors know their patients by name both within and outside our four walls? Where providers and medical professionals choose to proudly **call SVH their employer** and the Valley their home? Where they not only care for the children and parents in the community but sit alongside them during school sporting events and recitals?

Can you imagine patients being greeted curbside by Snoqualmie Valley Hospital professionals who **live our CORE VALUES**, are trained in customer service and begin the **Ritz-Carlton-esque experience** before visitors to the hospital step out of their cars. Once inside the hospital, or any one of our locations, they are immersed in a relaxing, yet **refreshing environment**, where their needs are attended to down to the smallest of details. Where we begin calling our patients **“guests?”**

Can you imagine a hospital environment where the **hipness of living and recreating** in an area as beautiful as Snoqualmie Valley is reflected in **the vibe** that begins with a team of professionals who treat our visitors as “guests,” and **exceed guests’ expectations** with the level of care we provide? Where caring about our guests begins with **caring about each other?**

Can you imagine Snoqualmie Valley Hospital as a **center of innovation**, where we fail fast and move forward to provide the **best outcomes and opportunities** for our patients and staff. Where leadership nurtures curiosity and our community inspires creativity and our team becomes the **sought-after thought leaders**. Where we set the **gold standard** for care and experience.

Can you imagine a hospital where patients, who have options to choose providers and health care facilities **choose Snoqualmie** because of our understanding culture? A culture where we understand who we are, who our patients are and meet them where and when they want and need their care. We understand our **ever-evolving community**, celebrating its past and championing its future, where we live our **vested interest in the future** of the Valley and etch SVH into the **Valley's legacy**.

As you imagine the possibilities for Snoqualmie Valley Hospital, its clinics, team and guests, know that we can imagine all of this because of our understanding that **size does matter**: being small gives us an opportunity to **make big impacts** in the lives of our patients, staff and communities because we can more easily reflect all of these aspects in a **nimble manner**, morphing to meet needs and dreams, and to provide all that we can imagine, all while being **resourceful** in providing, building and **dreaming more for less**.

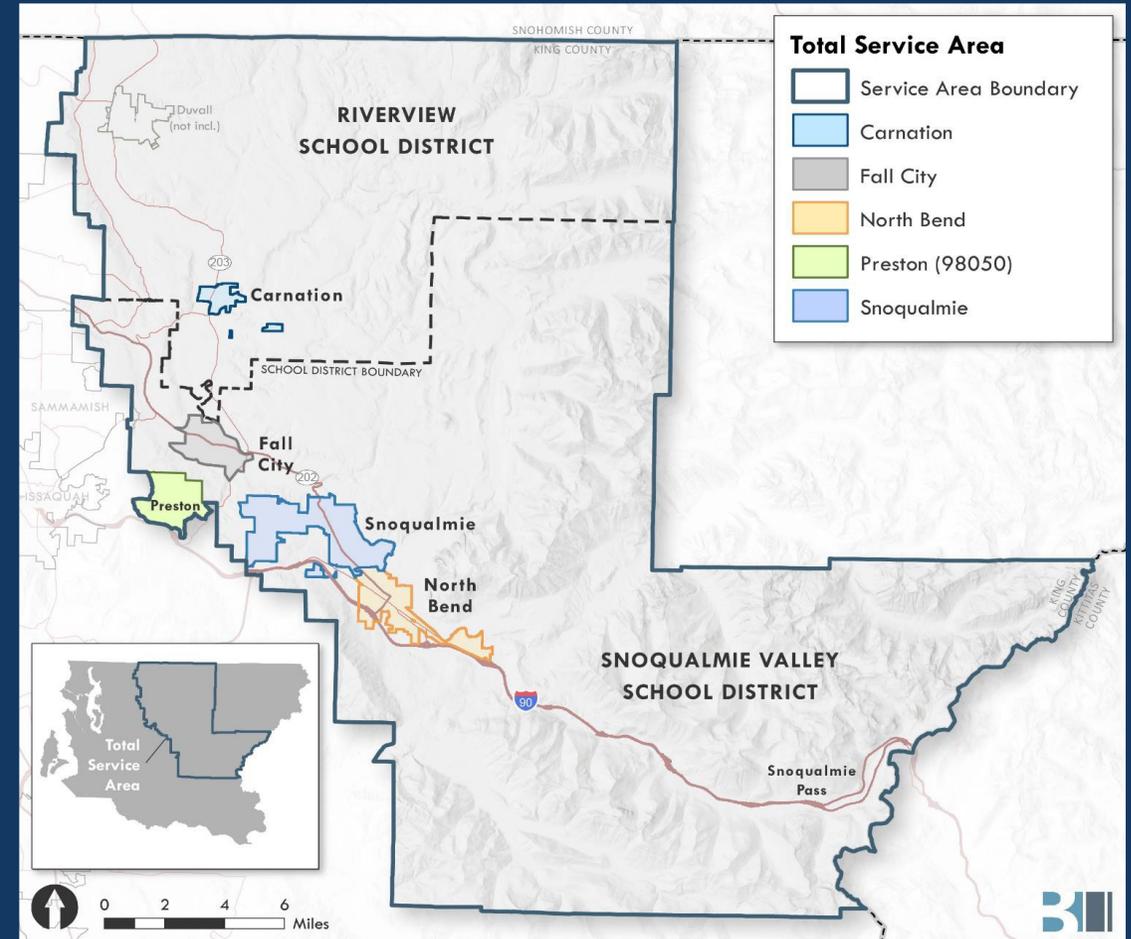
Guest-centered care begins with building the foundations of **trust and respect** for each other, our community and its families. Once built, we will attract the **best and brightest** to work for the hospital and will care for the **best community with unwavering CORE VALUES**.



Service Area/Community Information

The Snoqualmie Valley Hospital Total Service Area is defined as the area contained within the Riverview and Snoqualmie Valley school districts, excluding Duvall, and adding zip code 98050.

This set of geographies best corresponds to Snoqualmie Valley Hospital's public taxing district – King County Public Hospital District #4 – and reflects data widely available for determining needs within the community.



Community Health Needs

The 2019 Community Health Needs Assessment (conducted by Berk Consulting of Seattle and finalized in January of 2020) identified the following areas for health improvement in the Snoqualmie Valley Hospital service area. Health concerns where Snoqualmie Valley Hospital Service Area (East King County) statistics were unfavorable compared to all of King County and Washington State as a whole are noted below.

Notable Risk Factors

- Cigarette Smoking
- Obesity
- Hypertension
- High Blood Cholesterol
- Low Fruit Consumption

Screening Rates

- No flu shot 65+
- No Colorectal Cancer Screening 50-75
- No Mammography within 2 years
- No pap >3 years

Chronic Disease

- Diabetes
- Chronic Respiratory Disease
- Arthritis

Causes of Death

- All Cancers
- Diabetes
- Chronic Lower Respiratory Disease

SWOT Analysis

The SWOT – STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS – was used as an important tool to help our stakeholders understand the “health” of our organization. It allows leadership to identify not only where we stand, but also where we need to improve.

This gives us the ability to be a proactive player in the market while helping us remain competitive.

The SWOT analysis assists in evaluating where we stand in a competitive market and what steps need to be taken for further strategic planning, helping our leadership team draw a future roadmap for SVH.



Five Areas of Strategic Focus

**Foundational
Elements**

**Health System
of Choice**

**Our
Team**

**Community
Health**

**Financial
Stewardship**

FOUNDATIONAL ELEMENTS

GOAL

Build Essential Infrastructure
to support a healthy future





HEALTH SYSTEM OF CHOICE

GOAL

Develop a brand of the future and define the "New SVH"

OUR TEAM

GOAL

Recruit and retain the highest caliber SVH team to successfully execute the vision of the “New SVH”





COMMUNITY HEALTH

GOAL

Develop our programs and infrastructure to meet and support the health needs of our community

FINANCIAL STEWARDSHIP

GOAL

Ensure we have comfortable financial resources to support our ability to provide excellent care and service to our community

