



Make Health Thrive in '25

STRATEGIC PLAN 2022-2025

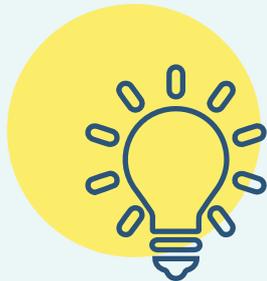
*"Home is the one place where the patient's own priorities hold sway."
- Atul Gawande, MD in his book, Being Mortal*

**moving
healthcare**
forward

moving healthcare forward

Create the Workforce of Tomorrow

Address the concurrent crises of a declining healthcare workforce and an aging population. Provide access to opportunities for more people to become educated and certified as nurses, home health aides and healthcare workers in home and community-based care.

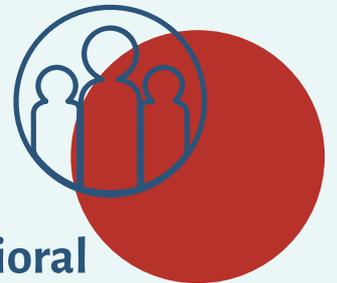


Bring Dignity to Aging

Expand access to expert home-based care, hospice and palliative medicine to help patients remain as independent as possible in the comfort of their homes.

Make Healthcare Equitable

Improve health outcomes for vulnerable and marginalized people by expanding access to high-quality primary and preventive care.



Impact Behavioral Health

Address suicide and drug-related deaths head on by providing those living with mental illness and substance abuse access to evidence-based interventions. Help the elderly deal with anxiety, depression and memory care.

Make Healthcare Equitable

Improve health outcomes for vulnerable and marginalized people by expanding access to high-quality primary and preventive care.

1. Support the growth of the VNACJ Community Health Center and the Parker Advanced Care Institute
2. Expand access to public health outreach to grow our impact in the communities we serve
3. Amplify our impact by becoming the most trusted source of information and ideas for solutions to gaps in health equity

Create the Workforce of Tomorrow

Address the concurrent crises of a declining healthcare workforce and an aging population. Provide access to opportunities for more people to become educated and certified as nurses, home health aides and healthcare workers in home and community-based care.

4. Expand the availability of nurses, aides, and healthcare workers for the home and community-based care for an aging population
5. Conduct feasibility study to launch community focused health professional's school
6. Educate policymakers on the impact of workforce shortages and ideas to address the problem
7. Empower family caregivers of older adults with the resources they need to become an extended part of the care team

Impact Behavioral Health

Address suicide and drug-related deaths head on by providing those living with mental illness and substance abuse access to evidence-based interventions. Help the elderly deal with anxiety, depression and memory care.

8. Lead the expansion of community-based health care services targeted to people at highest risk for serious harm due to substance abuse and/or mental illness
9. Develop a plan to enhance home health services to those struggling with mental illness and substance abuse
10. Enhance brand awareness as a public health advocate for behavioral health

Bring Dignity to Aging

Expand access to expert home-based care, hospice and palliative medicine to help patients remain as independent as possible in the comfort of their homes.

11. Focus on growing the number of people served in our current service areas
12. Implement high-impact models of care and business models to better serve our communities and to diversify our business profile
13. Increase efforts to educate and inform policy makers about issues affecting the availability and quality of homecare and hospice
14. Deliver high-quality patient-centered care

Foundations

People First

We embody an inclusive and engaging culture and are leaders in recruitment and retention, while investing in and developing our people.

15. Lead the home and community health industry in employee engagement and well-being
16. Enhance recruitment and retention within VNA Health Group
17. Diversity, equity, inclusion becomes an integral part of our culture and how we do business
18. Improve organizational performance by investing in learning, specialization, and career development

Philanthropy

We seek to inspire others to join and amplify our cause. We bring financial resources to support services for uninsured and underinsured as well as new and innovative programs.

19. Develop and launch a new \$25 million Comprehensive Campaign. Make Health Thrive in '25
20. Optimize all fundraising channels to maximize impact as part of the Comprehensive Campaign

Care Transformation

We believe that high impact care will require thoughtful use of mobile and digital technologies and emerging value-based financing models that focus on the outcomes and efficiency of care.

21. Develop value-based arrangements with Medicare Advantage, and other risk bearing entities in order to increase financial stability
22. Expand remote chronic care management to other payers and/or providers
23. Expand services investing in new models of care and increase use of digital technologies into the care model

Partnerships

Our success depends on partnerships that combine our strengths and expertise to make a greater difference in partnership than we would by ourselves.

24. Sustain and develop partnerships that will allow the VNAHG to make a bolder impact in our community and to our patients
25. Remain opportunistic and explore new nationwide joint venture opportunities with leading health systems and companies