



STRATEGIC PLAN

creating a healthier Lancaster Community

2022-2026

*R*ooted in the tradition of the Sisters of St. Francis of Philadelphia, CHI St. Joseph Children's Health strives to create a healthier Lancaster Community. Progress toward a healthier community requires patience, persistence, and passion all nestled in an unconditional love for the community and an unwavering commitment to holding and uplifting both the needs and the beauty of each one of our neighbors.

Finding our calling requires that we listen and that we observe the children, the families and the residents of the community for our work is greater than ourselves and brings the healing power of God into the lives of those we touch. Through the years our journey has traversed a path filled with challenges, successes, adventures and opportunities. In the 1880s, the needs of the community called for the creation of a hospital, and the Sisters responded. When others were equipped to meet those challenges, we reflected and we transitioned, always following the path God set out before us to improve the health of children and families and to go where the needs were greatest.

Now as an innovative and nimble Community Health Service Organization (CHSO) dedicated to the Lancaster Community, our journey continues and each day our work prevents illness, provides treatment and educates both children and families.

In all our forms throughout the years, our calling has remained constant.

By trusting in our faith, believing in the dignity of all people and committing to serve as a champion for the common good, we have taken on difficult tasks and inspired others to join us. Along the way we have evolved as an organization to meet the demands of our time and to address the needs, challenges and opportunities presented to children and families in the Lancaster Community.

While our goal of a healthier community has remained constant, some of our areas of focus and current activities in the community may never have been envisioned nor imagined when the Sisters first arrived in Lancaster almost 140 years ago. Today, much as the Sisters presented when they arrived, our journey continues filled with faith, wonder and reverence for the beauty of God's creation, for those whom we serve and for our community.



About CommonSpirit Health

CHI St. Joseph Children's Health is a location of CommonSpirit Health located in Lancaster, Pennsylvania.

CommonSpirit Health™ is committed to building healthier communities, advocating for those who are poor and vulnerable, and innovating how and where healing can happen—both inside our hospitals and out in the community.

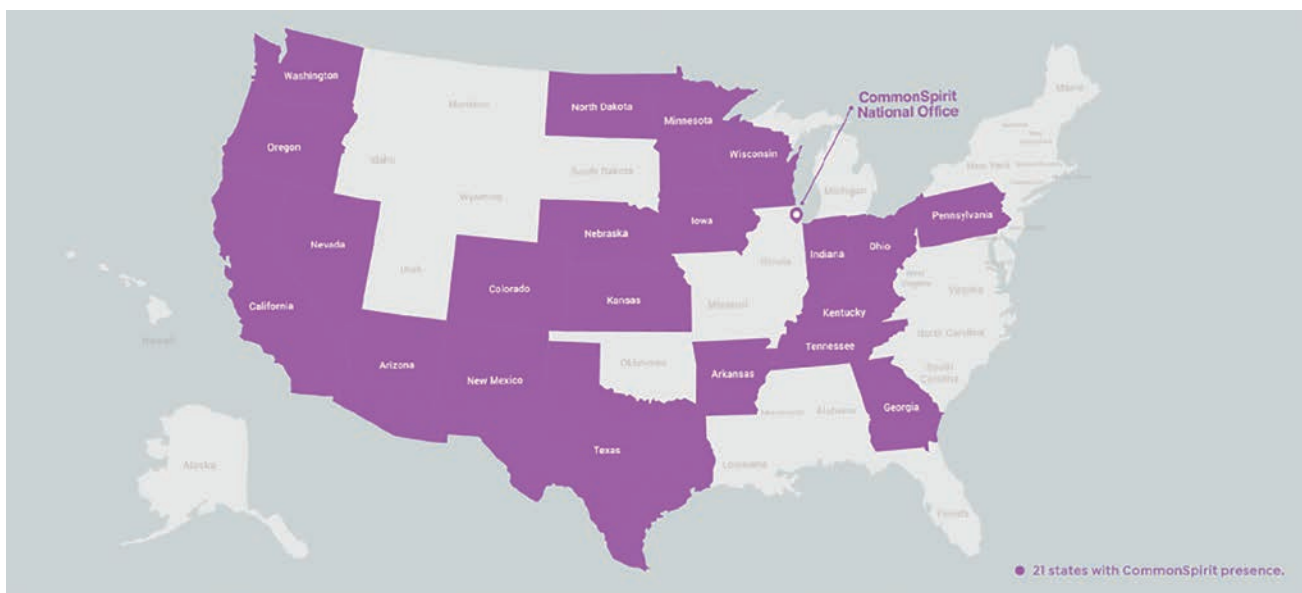
CommonSpirit was created by the alignment of Catholic Health Initiatives and Dignity Health as a single ministry in early 2019.

Our commitment to serve the common good is delivered through the dedicated work of thousands of physicians, advanced practice clinicians, nurses, and staff; through clinical excellence delivered across a system of 137 hospitals and more than 1,000 care centers serving 21 states; and through more than \$4 billion annually in charity care, community benefits, and government program services.

With a large geographic footprint representing diverse populations across the U.S. and a mission to serve the most vulnerable, CommonSpirit is a leader in advancing the shift from sick care to well care, and advocating for social justice.

CommonSpirit Health also supports a range of community health programs, research programs, virtual care services, and home health programs addressing the root causes of poor health such as access to quality care and health equity, affordable housing, safe neighborhoods, and a healthy environment.

CommonSpirit Health is guided by a strong, diverse team of experienced, mission-driven health care leaders.



About CHI St. Joseph Children's Health

Our commitment to the health and well-being of the Lancaster Community began with the arrivals of Sr. Eusebis Scheivert and Sr. Genevieve Wolpert in 1883. These two inspirational Women Religious from the Sisters of St. Francis of Philadelphia arrived with a clear mission to care for the sick and vulnerable in Lancaster, Pennsylvania. Arriving with \$2.58, two apples and their strong faith, the Sisters founded the first hospital in Lancaster County – St. Joseph Hospital. Never shying away from doing what is difficult, the legacy and passion of the Sisters and their journey to improve the health of our local community continues to fuel the work and the direction of CHI St. Joseph Children's Health.

CHI St. Joseph Children's Health formed from the sale of St. Joseph Hospital and is the next incarnation of the Sisters' mission to constantly evolve, never resting in their pursuit to improve the health of the Lancaster Community. Our work continues to embody Catholic Health Initiatives' commitment to the creation of healthy communities across the United States of America.

Today, the work and programs of CHI St. Joseph Children's Health embody the next steps in community health. Our programs and services positively impact the health of children and families by deploying a host of tactics and strategies. Each of our programs and services strive to bring health care and the concept of health into the community and outside the walls of a hospital or physician's office.

Listening to and working in partnership with individuals and organizations in the local community, we strive to develop and facilitate the creation of community-based programming and services – both clinical and psychosocial in nature – that keenly focus upon cultivating healthier behaviors, eliminating barriers to improved health, preventing illness and fostering opportunity for children and families throughout the Lancaster Community.



OUR MISSION

As CommonSpirit Health, we make the healing presence of God known in our world by improving the health of the people we serve, especially those who are vulnerable, while we advance social justice for all. The local purpose of our ministry is to improve the health of children and families in the Lancaster Community.

OUR VISION

A healthier future for all – inspired by faith, driven by innovation and powered by our humanity.

OUR VALUES

COMPASSION

- » Care with listening, empathy and love.
- » Accompany and comfort those in need of healing.

INCLUSION

- » Celebrate each person's gifts and voice.
- » Respect the dignity of all.

INTEGRITY

- » Inspire trust through honesty.
- » Demonstrate courage in the face of inequity.

EXCELLENCE

- » Serve with fullest passion, creativity, and stewardship.
- » Exceed expectations of others and ourselves.

COLLABORATION

- » Commit to the power of working together.
- » Build and nurture meaningful relationships.

Our Mission, Vision and Values



OUR LOCAL PURPOSE

CHI St. Joseph Children's Health improves the health of children and families in the Lancaster Community.

OUR LOCAL GOAL

The children we engage know who they are, what they value, and that they belong. They understand they have a role to play in the larger community and they have the ability and confidence to stand in their power.

OUR GUIDING PRINCIPLES

CHI St. Joseph Children's Health believes that:

- » The assurance of human rights and human dignity are the key to improving the health and wellbeing of children and families in our community.
- » Health and wellbeing assure opportunity.
- » Opportunity should not be limited by means nor geography.
- » All children deserve every opportunity to be successful.
- » Health and preventive care, access to fresh and nutritious foods, quality early childhood experience and education, and safe neighborhoods inclusive of affordable housing are essential elements of a healthy community; CHI St. Joseph Children's Health believes these to be human rights which are owed to all children, families and individuals.



Transforming Children's Health

Many efforts to address children's health focus on the immediate needs of the child. Why wouldn't the key to improved health be to address that child's specific needs? It intuitively makes sense to discover what types of services and care are needed and what barriers exist for this child on their health journey.

Yet there's a flaw in that approach.

In our quest to improve children's health, we too often forget that children do not live in isolation – or should not live in isolation. As providers, program designers, teachers, and concerned members of the community we often fail to realize that a child's health journey is influenced, shaped and sometimes controlled by the world around them. The relationships children form, the environments in which they live and grow, the educational systems in which they learn, the neighborhoods where they reside and the families they are welcomed into all impact the quality of life, the emotional wellbeing, the physical health and ultimately the child's entire life journey.

At CHI St. Joseph Children's Health we take a holistic approach to children's health. Our strategy is to help children thrive by creating the supports, structures, innovations and programs necessary to address the individual needs of each child while also creating safe and affirming homes and vibrant communities that support and nurture children as they grow. This three-fold approach unlocks the potential and possibility in every child we encounter.

Services and Programs – Children deserve to be children. The programs, services and opportunities afforded to them must recognize, embrace and reflect the magic and wonder of childhood. Each program, whether medical, behavioral, or educational must create safe spaces, provide affirming engagements and present stimulating opportunities that care for the child with developmentally appropriate and evidence-based strategies that help the child discover and better understand themselves and their welcomed place in the community.

Homes and Families – According to Dr. Tom Foley, "Home and families should be places of deep love, acceptance, connection and safety for children." Within such an environment children are permitted to develop and evolve into the individuals they are destined to become and are not forced into roles, decisions and choices pre-selected for them. The programs and services offered by CHI St. Joseph Children's Health create, foster and nurture the opportunity for such ideal homes and families to exist for every child in our community.

Structures and Communities – Children and families do not live in isolation, they interact with many different organizations and systems throughout the community for day-to-day life needs, for work, for learning and for recreation. The work of CHI St. Joseph Children's Health supports community-based programs and services through direct programming, training and professional development in order to implement and create mindful strategies, spaces and structures to support the growth and development of both children and their families.



Core Pillars of Organizational Capacity

As a part of CommonSpirit, CHI St. Joseph Children's Health's strategic direction is built upon three pillars of operational capacity that are vital to our vision for children's health. Related strategic objectives provide focus for our multi-year efforts and investments to fulfill our strategic initiatives.

Our People: CommonSpirit's first priority has always been safety and well-being. The success of our ministry depends upon engaging individuals who are strongly committed to our mission, share our values and are representative of the diverse communities served and are able to provide the new skills and expertise necessary to thrive in a changing and often challenging environment for children and families.

How we get there:

- » Create a learning environment and a high-performance culture that can equip our ministry with and retain the exceptional talent needed to achieve our vision.
- » Develop leaders throughout the organization (board, staff and volunteers) who are characterized by their focus on our mission and values, their ability to engage others and the community, their ability to build strategic partnerships and their ability to create and manage results.
- » Cultivate community partnerships with organizations, schools, churches, businesses and communities that share the values of CHI St. Joseph Children's Health and our commitment to creating an environment in the Lancaster Community where every child will be healthy and happy.

Our Excellence: CommonSpirit's vision of "a healthier future for all" requires an unwavering commitment to the highest standards of quality and innovation and our intention to lead our communities in the advancement of health equity among diverse communities. All of this requires a rock-solid financial foundation, which we will build through continuous improvements in our operational excellence. CHI St. Joseph Children's Health shall be recognized as a leader in the provision of innovative and impactful children's health and educational programming, services and advocacy. Our programs and services must demonstrate superior quality through measurable impact upon the lives of individuals and the quality-of-life for children and families, positive patient, client and student experiences and increases in the accessibility of health-related services, developmentally appropriate programming and learning opportunities and benefits for children in the Lancaster Community.

How we get there:

- » Implement and incorporate evidence-based programs and services that drive superior client, patient and family satisfaction and outcomes in order to address gaps in children's health and learning.
- » Foster innovation in service delivery, development and implementation to be a leader in children's health and educational issues.
- » Encourage the integration of models of care and learning that reduce barriers and increase access to health-related and developmentally appropriate educational services and programs.

Our Excellence

Our People

Our Future: As a part of the nation's largest nonprofit health system, we have both the opportunity and the responsibility to help shape both our community and America's health care landscape. We accept that responsibility, and lean into that opportunity. It challenges us to take a leadership role in creating a more person-centered care and learning experience, a broader continuum of care, a keen focus on preventative strategies and resilience and a more integrated model of care delivery.

CHI St. Joseph Children's Health believes our organization has a greater ability to impact the health and wellbeing of children and families in the Lancaster Community and will grow and diversify our services to fulfill our potential. In addition to growing our core operations and programs, we will develop new and creative ways to meet the health-related and learning needs of children and families. Our expanded impact may be achieved through direct service, through partnerships and collaborations, through funding relationships and investment or other means of advocating for or securing appropriate services and programs which improve the health of children and families.

How we get there:

- » Develop appropriate funding partnerships to support services and programs provided by CHI St. Joseph Children's Health through reimbursement, grant support and community investments.
- » Increase the efficiency of ongoing operations to enhance the capacity of CHI St. Joseph Children's Health to improve the health and wellbeing of children and families.
- » Pursue growth of existing programs to create appropriate scale and scope to fulfill the vision of CHI St. Joseph Children's Health and improve the health outcomes of children and families.
- » Cultivate and invest in community partnerships that complement the existing services and programs of CHI St. Joseph Children's Health and our efforts to improve the health of children and families and increase access to appropriate health and educational services.
- » Develop and invest in promising new opportunities to improve the health of children and families in the Lancaster Community.



Our Future

Our Lancaster Strategic Initiatives

All of the programs, services and partnerships of CHI St. Joseph Children's Health strive to create the possibility that every child will know who they are, what they value, and that they belong. They will understand they have a role to play in the larger community and have the ability and confidence to stand in their power.

Children's Behavioral Health

Children in our community are hurting. This was true prior to the COVID pandemic. Significant percentages of children in the Lancaster Community report poor mental health days and documented behavioral challenges. Mental Health - adult and child - is identified as a top health need in the Community in each of the Community Health Needs Assessments completed by the hospital systems serving the County. In the midst of the COVID-19 pandemic, the difficulties facing children and families did not go away. Rather the needs and the challenges facing kids and their families increased, intensified, and became even more complex. The path forward is not to be found in a traditional approach to children's behavioral health. We cannot hope to "fix" the child and ignore the world around them.

As children's mental health professionals, we have mistakenly embraced the idea that working with a child in isolation can "fix" the problem. In reality, this single focused approach often creates a troubling and infuriating pattern for the children and families we serve. We recognize this at CHI St. Joseph Children's Health and adopt and invest in family-focused approaches to children's mental health. We believe that children's behavioral health, and our ability to unleash the brilliant potential of the children we serve, requires us to recognize, work with, and strengthen the individual, the family, and the systems with which the child engages.

Our Goal: Provide children and their families with the skills, strategies, resources and resilience to navigate the world and live the lives they envision.

Education and Childhood Experience

Adverse childhood experiences (ACEs) directly impact the health and wellbeing of children, not just at the moments and times when the experiences occur, but throughout their lifetimes. Investing in the health of our children is paramount to creating and sustaining healthy communities. This investment requires a commitment to and development of strategies and programs that work to create the support children and families need while developing the skills necessary to prevent and limit the potential impact of ACEs on children and families.

A driving force in nurturing enhanced resilience in children is the number of meaningful adult relationships that each child is able to develop. While assuring that appropriate services and supports are in place to meet the needs of children and families – children and families are housed, are fed, have access to medical and other health services and more – attention must be given to developing and supporting programs in both social services and education that meet children in developmentally appropriate ways and also create and foster opportunities for the formation of essential and healthy adult-child relationships.

Such opportunities must be available and accessible to all children and families in our community regardless of race, ethnicity, class or geography.

Our Goal: Close the opportunity gap for children and families in the Lancaster Community through the support and creation of relationship-driven social services and educational systems that foster resilience in both the child and the family while reducing the likelihood of adverse childhood experiences.

Our Lancaster Strategic Initiatives, *continued*

Healthy Communities

Communities are where we live, grow, love, work, and learn – they are our launching point and where we build a foundation. They impact our physical and mental health and are integral in every phase and area of our lives. This is essential in understanding the elements and pillars of healthy communities.

A healthy community creates and assures opportunity for all, especially children and families. Health, from our perspective, is the foundation upon which individual and community opportunity emerges and serves as a gateway to possibility. Efforts to create a healthy community embrace, expand and create the means and resources necessary in a community for health to take root. We believe this necessitates an abundance perspective—a foundational belief that, through working together, sufficient resources exist to assure every resident, regardless of income, is healthy, fed, housed, and educated.

Through programs, partnerships, and investments of time and resources, we work to strengthen four community pillars upon which we believe a healthy community can be built and thrive.

- » Early Childhood Experience and Education
- » Fresh Food Access and Nutrition
- » Safe Homes and Neighborhoods
- » Health Services and Wellness Programming

Our Goal: Develop, coordinate and facilitate the services, programs and partnerships necessary to both expand opportunity and affirm the dignity and value of every resident.

Emerging Issues in Children's Health

When CommonSpirit Health was founded by the Congregations of Women Religious, the Sisters envisioned a pioneering health ministry that would evolve to meet the changing needs of our community and provide innovative models of service and care.

CHI St. Joseph Children's Health embraces the spirit and the legacy of our founding Sisters and recognizes that the health needs of children and families in our community are constantly changing and evolving. Our role in addressing and improving children's health must also evolve. To fulfill our commitment to improving the health of children and families in the Lancaster region we must engage in an ongoing effort to understand and assess the needs of the community. It is through our efforts and assessment that we will determine how we are being called to service and may most effectively utilize our resources to provide opportunity, care, support and, ultimately, solutions.

OUR GOAL: Cultivate a learning environment committed to the development of innovative and impactful solutions not only for our currently identified program areas but also to finding strategies and solutions to address the future health needs, barriers and challenges facing children and families in the Lancaster Community.





creating a healthier Lancaster Community



CHI St. Joseph Children's Health

1929 Lincoln Hwy E, Lancaster, PA 17602 | 717.397.7625

Check out our new website!

www.stjosephchildrenshealth.org