

Yale HEALTH

# PAVING A BOLD PATH FORWARD

2030 Strategic Plan

Yale HEALTH

55 Lock Street  
PO Box 208237  
New Haven, CT 06520-8237

[yalehealth.yale.edu](https://yalehealth.yale.edu)

ENGAGE | CARE | THRIVE

OUR VISION  
A Thriving Yale

OUR MISSION

Empowering vibrant well-being for Yale students, employees, and their families through inspired, compassionate, affordable, and patient-centered healthcare that enhances health outcomes for all.

ENGAGE | CARE | THRIVE



Dear Yale Health Community,

I am honored to reflect on Yale Health’s incredible progress since its establishment in 1971 as a pioneering campus healthcare provider. Over the last five decades, Yale Health has grown into a vital support system for over 49,000 members and their families. Today, our state-of-the-art, light-filled facility at 55 Lock Street in New Haven is more than just a health clinic; it symbolizes **our dedication to providing all members of the community with the personalized, comprehensive care they need to thrive.**

As we look ahead, the Yale Health 2030 Strategic Plan is designed to help us navigate the oncoming challenges of a rapidly evolving healthcare landscape, including rising costs and limits to access. We stand at a pivotal moment where these challenges can present opportunities for growth, as long as our dedication to excellence and innovation remains central. By advancing our systems for care and keeping our focus on our patients’ and employees’ experiences, Yale Health is prepared to lead with resilience and foresight.

**We believe that healthcare is more than a service;** it’s a commitment to our members. Together we will navigate challenges, uphold our legacy of excellence, and cultivate a collaborative environment where patients, providers, and employees feel empowered to achieve their goals.

Let us continue to drive positive change and earn the trust of the Yale community every day through our integrity and quality of care.

Thank you for joining us on this journey.

With deep appreciation,

A handwritten signature in black ink, appearing to read 'J. Fish', written in a cursive, flowing style.

Jason S. Fish, MD, MSHS, MS-MAS  
*Chief Executive Officer and  
Clinical Professor of Internal Medicine*



# OUR CORE VALUES

## Yale-CAREs

The values that drive our everyday actions and interactions, creating a cohesive and supportive environment

At Yale Health, five core values guide every decision we make and every interaction we have. Together, they are Yale-CAREs.

1

### YALE COMMUNITY

Our members and staff are part of one big Yale Health family. We believe in the power of collaborative partnership and recognize that healthcare is a collective effort in which patients, families, and providers work together to achieve the best possible outcomes.

2

### COMPASSION

Compassion is at the heart of our healthcare delivery. Our healthcare professionals are trained to listen actively and to respond with kindness so that patients feel understood and supported, especially during their most vulnerable moments.

3

### ACCOUNTABILITY

We hold ourselves accountable for our actions, decisions, and the quality of the care we provide. Transparency about our processes, outcomes, and challenges is paramount. We welcome feedback and relentlessly pursue improvement.

4

### RESPECT

Respect is the cornerstone of every interaction. We recognize each patient's and staff member's unique background, perspective, and experience. We value all people and strive to honor their goals, priorities, and choices.

5

### EXCELLENCE

We adhere to the highest standards of practice and continuously seek ways to improve our services by staying at the forefront of medical research, embracing innovation, and implementing evidence-based practices.



# OUR FOUNDATIONAL PRIORITIES

## Thriving at Yale

As we look to the future and build a healthier tomorrow for all who rely on us, our commitment to the core values of Yale-CAREs informs three foundational priorities for 2030.

1

### CONTINUED POSITION AS YALE'S CHOICE FOR HEALTHCARE

- **Transform** healthcare into a patient-centered journey.
- **Deliver** quality care with compassion, setting new standards in service excellence.
- **Earn** member trust and loyalty while addressing the unique needs of every individual.

2

### EMPOWERED EMPLOYEES

- **Inspire** a workforce fueled by learning, adaptability, and mutual respect.
- **Empower** every team member to be a catalyst for innovation.
- **Foster** a vibrant community built on collaboration and professional growth.

3

### FIDUCIARY ACCOUNTABILITY

- **Lead** with integrity and transparency, managing resources with precision and foresight.
- **Cultivate** a culture of trust through clear communication and strategic decision-making.
- **Maintain** financial strength and sustainability to support groundbreaking healthcare initiatives.

# OUR GOALS

### Achieve the top 10% for patient experience.

Patient experience is the bedrock of effective healthcare, not just a public relations effort. Research shows that when patients feel heard, respected, and involved, they're more likely to follow treatment plans, keep appointments, and actively manage their health, leading to faster recoveries and greater overall well-being. From the moment a patient contacts our team or comes through our doors, we will meet their needs with empathy and offer a streamlined process that's easy to navigate. A strong patient experience drives our reputation, builds trust within the community, and helps attract critical resources.

### Achieve the top 10% as the best place to work.

When employees thrive, so do patients. Healthcare systems that rank in the top 10% for best places to work foster a supportive culture where professionals feel valued. This environment leads to motivated, collaborative employees who are committed to delivering exceptional patient care. Investment in employee development enhances job satisfaction and lowers turnover, resulting in stronger patient-provider relationships and improved clinical outcomes.

### Market Affordability and Budget Neutrality.

Preserving market affordability and budget neutrality is crucial for achieving our goals by 2030. By maintaining a balanced budget, we can allocate resources efficiently, support our innovative care models, and keep up Yale Health's financial strength. This strategic focus will enable us to deliver exceptional patient and employee experiences without compromising on cost-effectiveness, ensuring that our community receives the best possible care within a sustainable framework.

# Reaching New Heights



# OUR PILLARS

Our 2030 Strategic Pillars represent the building blocks we will put into place as we work toward achieving our strategic goals over the next five years. Each pillar outlines essential steps we will take in four key areas to reach our overarching goal of setting new standards of excellence in healthcare by 2030.

## YALE HEALTH IN 2025

NEARLY  
**80%**  
OF YALE UNIVERSITY  
STAFF CHOOSE  
YALE HEALTH

OVER  
**49,000**  
MEMBERS  
AND STUDENTS

**36,000**  
PATIENT CARE VISITS  
IN INTERNAL MEDICINE  
IN FY24

NEARLY  
**700**  
STAFF MEMBERS  
AT YALE HEALTH

### PATIENT AND EMPLOYEE ENGAGEMENT

#### What We Will Do

- Enhance experiences for patients and employees.
- Create a positive and supportive environment by listening to patients' and employees' needs and concerns.

#### How We Will Achieve It

- *Collect insights:* Use surveys, focus groups, and direct communication to gather feedback.
- *Use advanced technology:* Leverage technology to collect and analyze feedback in real time.
- *Visual frameworks:* Create easy-to-understand visual data representations for clear communication and resolution of issues.

#### Deliverables

- *Enhance feedback mechanisms:* Improve ways to collect and respond to feedback.
- *Innovative technological solutions:* Introduce new technologies for actionable insights.
- *Journey maps:* Develop detailed maps outlining patient and employee experiences.

### PARTNERSHIPS AND ALIGNMENT

#### What We Will Do

- Build strong partnerships and align our goals with university and community needs to enhance service delivery and resource sharing.

#### How We Will Achieve It

- *Establish strategic partnerships:* Form alliances to improve service delivery and optimize resource use.
- *Integrate objectives:* Align strategic planning with university objectives and community needs.
- *Ongoing assessments:* Regularly evaluate provider network and facilities to meet high standards and serve the community effectively.

#### Deliverables

- *Innovative models:* Implement new workplace and patient care models that meet evolving community needs.
- *Aligned initiatives:* Link expansion efforts with university objectives and community requirements.
- *Quality network:* Maintain a high-quality, cost-effective healthcare network.

### GOALS

Achieve top decile  
patient and employee  
experiences and  
reach new standards  
of excellence by 2030.

### INNOVATION

#### What We Will Do

- Adopt innovative technologies and care models to support employees and patients, driving value-based care delivery.

#### How We Will Achieve It

- *Adopt innovative technology:* Enhance support systems with cutting-edge technology.
- *Incorporate research:* Integrate the latest research and care models into practice.
- *Engagement strategies:* Implement strategies to foster a culture of innovation and collaboration.

#### Deliverables

- *Enhance technology infrastructure:* Upgrade technology to support value-based care.
- *Develop advanced care models:* Introduce new clinical practices to improve patient care.
- *Incorporate research findings:* Regularly integrate the latest research into healthcare services.
- *Launch initiatives:* Focus on employee engagement and performance.

### SYSTEMS EXCELLENCE

#### What We Will Do

- Strive for excellence by fostering individual growth, leadership, and continuous improvement in operational practices.

#### How We Will Achieve It

- *Tailored development plans:* Create personalized plans to enhance leadership skills.
- *Comprehensive training programs:* Boost staff skills with comprehensive training initiatives.
- *Measure performance:* Develop KPIs to monitor and measure progress.
- *Continuous evaluation:* Regularly evaluate delivery systems and workplace environment.

#### Deliverables

- *Mentorship and leadership programs:* Launch programs for mentorship and leadership development.
- *Training initiatives:* Roll out training programs to enhance skills and capabilities.
- *Interactive dashboards:* Create dashboards to visualize KPIs and track progress.
- *Assess and communicate:* Conduct regular assessments and communicate actions and improvements.



# ENGAGE — CARE — THRIVE



Learn more about  
the 2030 Strategic Plan at  
[yalehealth.yale.edu/yale-health-2030-strategic-plan](https://yalehealth.yale.edu/yale-health-2030-strategic-plan)