

System Quality Plan

2025 - 2027

EXECUTIVE SUMMARY

Avera's strategic plan, Illuminate, outlines five pillars guiding vision and prioritization of work. Specifically related to this Quality plan is Pillar 1, "Exceptional Patient, Employee and Community Experience". The strategic initiative within this pillar is to create a plan that achieves top decile quality performance. It further details to become a "learning organization," embracing learning and endorsing a culture of safety, quality, excellence in patient experience, and standardized care across Avera.

The Quality Plan aligns with Avera's strategic plan and provides a structure to monitor, assess and improve clinical outcomes, safety of care, and enhance the care experience across our health ministry. It also supports Avera's mission to make a positive impact in the lives and health of persons and communities by providing quality services guided by Christian values.

Embracing continuous improvement is an important part of becoming a learning organization. This means being willing to embrace the 5 Traits of a Learning Organization:

- Preoccupation with failure
- Reluctance to Simplify
- Sensitivity to Operations
- Commitment to Resilience
- Deference to Expertise

The committees that support the Quality Plan are multidisciplinary and include representatives from Avera Health Plans, Avera@Home, Long Term Care, Avera Medical Group, and hospitals. Ultimate accountability is the Avera Health Governing Board, who is firmly committed to the continued advancement of Avera's clinical quality.

PURPOSE

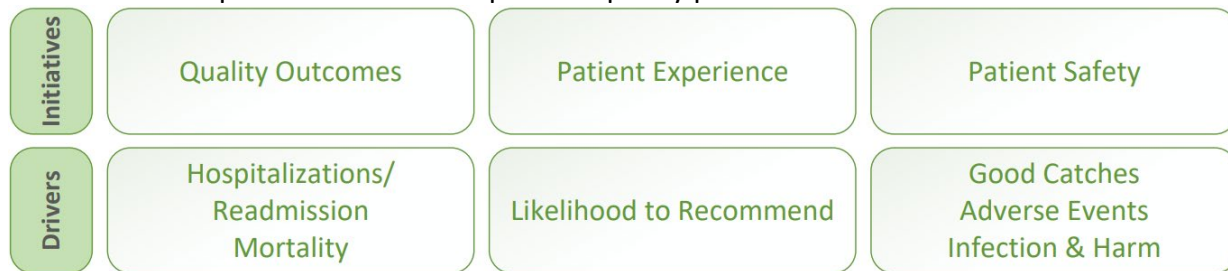
The Avera Quality Plan supports a more holistic quality approach across our health ministry, including all customers, patients, and residents we serve. Initiatives are designed to support Avera's focus on Quality Outcomes, Patient Experience, and Patient Safety. The plan is intended to provide a framework and guidance to all entities. This structure will set the expectation for all leaders and staff to participate in the performance improvement process.

SCOPE

The Avera Quality Plan is a collaborative approach with Avera’s hospitals, clinics, long-term care, Avera@Home, and Avera Health Plans. Entities develop goals to support performance improvement focusing on Quality Outcomes, Patient Experience, Patient Safety. The Quality Plan goals should align to the Avera strategic plan and the initiatives and drivers listed below:

Pillar 1: Exceptional Patient, Employee, and Community Experience

- Create a plan that achieves top decile quality performance.



These goals become the core of performance improvement activities throughout the Health Ministry. Entities should consider regulatory and accreditation requirements when setting priorities.

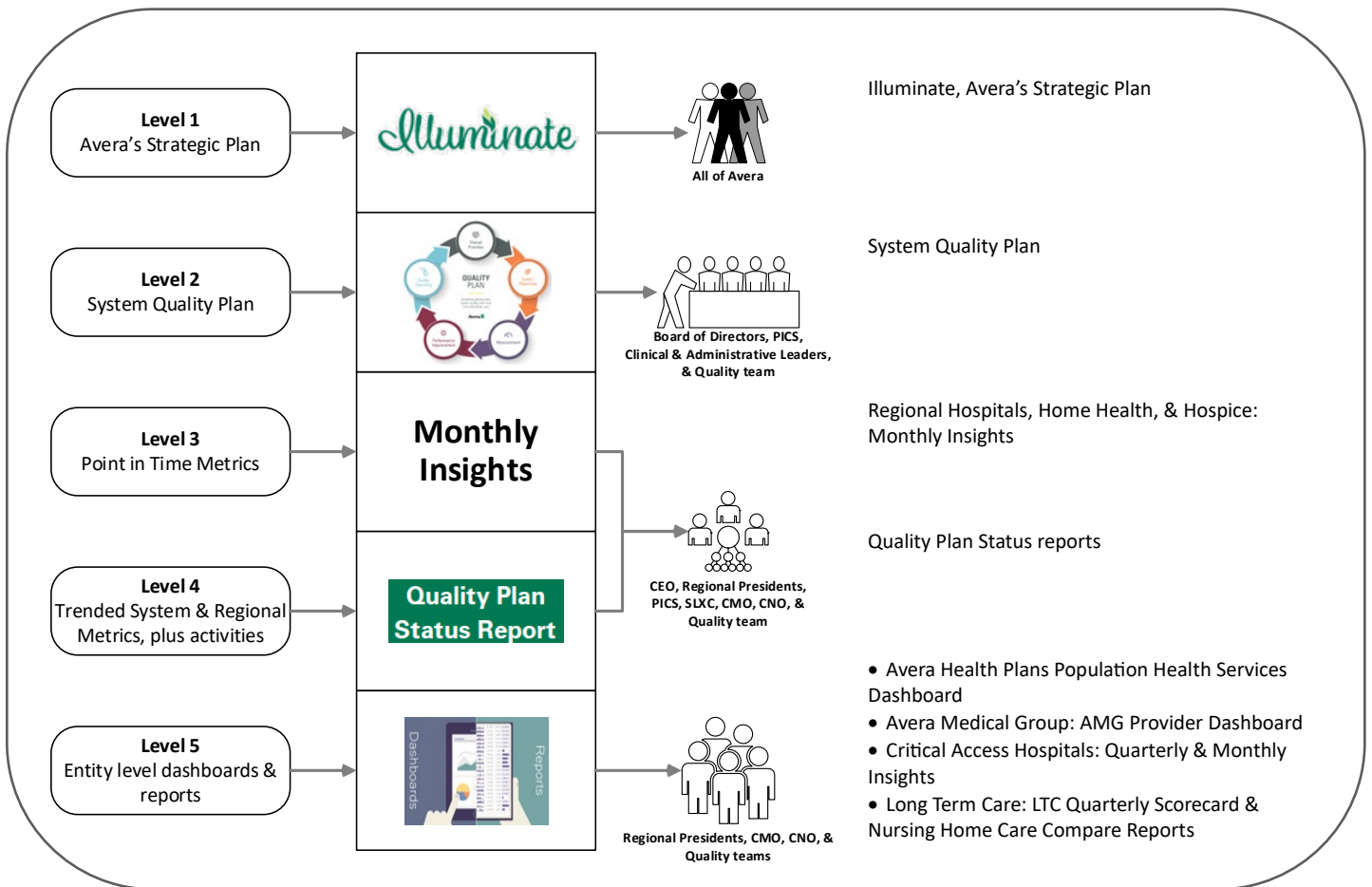
Infection Prevention Plans in Avera’s acute and long-term care spaces are also within the scope of the Quality Plan.

METHODOLOGY

Quality assurance is the process for ensuring certain standards are met. Performance improvement is the process for identifying and addressing areas of improvement. Avera will continuously review quality outcomes, patient experience and patient safety by using quality assurance and performance improvement (QAPI). To support QAPI, areas of improvement will be patient focused, data driven and evidence-based initiatives, while utilizing quality improvement (QI) models to monitor and test initiatives. Avera embraces the QI model, Plan- Do- Study- Act (PDSA), however other methodologies are used as appropriate for each initiative.

DATA STRATEGY

Avera utilizes a top-down data strategy to support quality activities. The items referenced below are Avera’s standardized outputs and source of truth for this plan.



GOVERNANCE AND LEADERSHIP

System Level Governance

The Governing Board has overall accountability for setting the system strategic priorities that result in a culture of safety and quality across the health ministry.

Performance Improvement & Consumer Satisfaction Committee (PICS) has oversight of Quality Outcomes, Patient Experience, and Patient Safety outcomes consistent with the values and philosophy of religious sponsors.

Clinical Leaders, including Service Lines, Physician and Nursing leaders, are responsible for improvement efforts.

Centralized System Quality, including the Quality Leadership Council, provides expertise, consults, and overall quality support across Avera.

Entity Level

Governing Boards have focused oversight into the implementation and monitoring of quality initiatives.

Leadership, including Quality teams, is accountable to:

- Set specific priorities and provide appropriate resources.
- Work with their respective boards to ensure safe care.
- Ensure compliance, regulatory, and accreditation requirements are being met.
- Develop Quality Initiatives that integrate with this plan and further define specific entity priorities and goals.