



22 BRAMHALL STREET  
PORTLAND, MAINE 04102

[MMC.ORG](http://MMC.ORG)



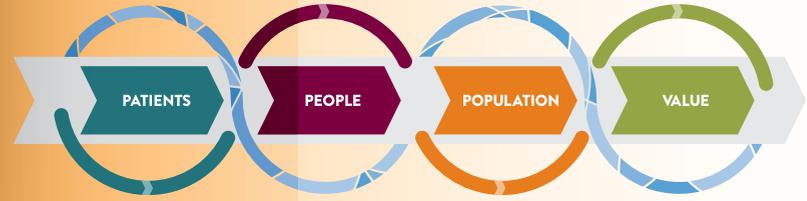
## MISSION

MaineHealth is a not-for-profit health system dedicated to improving the health of our patients and communities by providing high-quality affordable care, educating tomorrow's caregivers, and researching better ways to provide care.

## VISION

Working together so our communities are the healthiest in America

## STRATEGIC PRIORITIES



## VALUES



This document sets forth, at a high level, Maine Medical Center's course over the next three years and articulates a shared mission and vision, as the MaineHealth system and its local health systems work together toward common goals. It explains our organization's strategic priorities and offers direction for on-going planning, helping to guide critical decisions regarding resource allocation, including both capital and human resources, as well as how we navigate the opportunities and challenges ahead. This strategic plan outlines a clear path for advancing our vision for the future, and provides the framework for establishing our detailed set of annual objectives.



## A CARE TEAM THAT IS STRONGER AS ONE

As the region's academic medical center, Maine Medical Center has always played a critical role in the health and wellbeing of the patients it serves, scientific discovery and education. The organization and its dedicated team of health professionals has tremendous capabilities to pursue our mission of providing high-quality, affordable care, researching better ways to provide care and educating tomorrow's caregivers.

But in today's health care landscape, we must think and act differently in order to serve our diverse communities, our care team members and our patients.

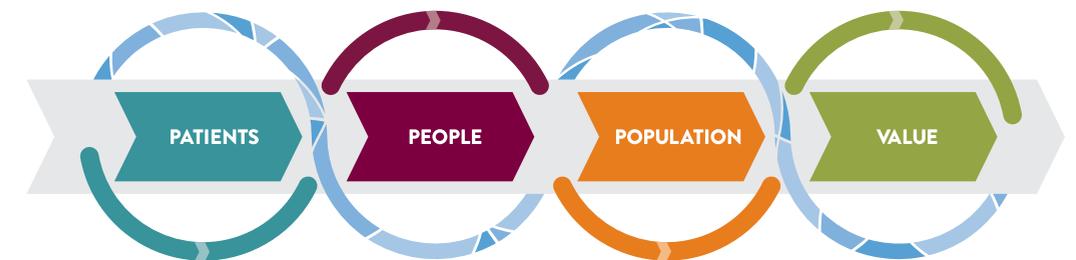
Maine Medical Center's 2021-2023 Strategic Plan documents our aspirations to be a better health care provider. It also makes clear that we must work together in order to achieve the positive health goals we are setting for ourselves. This plan is an affirmation that every colleague at Maine Medical Center is a Care Team Member with the power to help patients and that we are all an important part of MaineHealth. Each local health system, including Maine Medical Center, is working toward our common goals detailed in this Strategic Plan.

Together, we are a unified and integrated health system with one shared vision of *working together so our communities are the healthiest in America.*

We are Stronger as One.

## STRATEGIC PRIORITIES

These four strategic priorities form the foundation for our efforts over the next three years and determine MaineHealth's strategic direction. In essence, these priorities are our interpretation of the Quadruple Aim: 1) Enhance the Patient Experience (including quality, safety and service), 2) Improve Care Team Well-Being, 3) Improve Population Health, and 4) Make Care More Affordable.



# PATIENTS



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Patient-centered care is the first of our six values, and the first of our four strategic priorities. Putting patients and their families first means focusing on the health outcomes that are important to them. It involves informing and involving patients and their families in a care plan, providing care that is respectful and responsive to individual preferences and ensuring that a patient's values guide clinical decisions. Patient-centered care at MaineHealth empowers patients and their families to become active participants in their care and helps them achieve their best health outcome.

At Maine Medical Center, we strive to exceed patient expectations on all levels. Access to care is easy and coordinated; those who need specialty care at MMC receive it in a timely manner, as do patients who can receive the same quality of care closer to home. Transitions in care, both inpatient and outpatient, are effortless to our patients and their families so that they can focus on their health and well-being. As the largest tertiary care hospital in Northern New England, our patients also have access to the latest research and clinical trial opportunities at state-of-the-art facilities. With the imperatives of advancing a culture of safety and reducing harm, Maine Medical Center will strive to attain both a Leapfrog Safety Grade of "A" as well as a top decile performance on the Leapfrog annual survey.

## GOAL

MaineHealth will deliver high-quality, safe, effective, patient-centered care and will aspire to top-decile performance in nationally benchmarked metrics.

## OBJECTIVES

- In an ongoing effort to optimize patient quality outcomes, we will focus on identifying innovative ways to reduce variation in care, as measured in our performance against national benchmarks.
- We will monitor performance and provide support for improvement efforts on the system-wide quality dashboard set of measures and the MaineHealth Accountable Care Organization metrics.
- MMC will work collaboratively within the MaineHealth Southern Region to identify innovative opportunities to re-engineer access and build capacity.
- Primary Care remains foundational to our focus on promoting health, preventing disease and managing chronic illness. We identify innovative solutions to support the evolution of the care model, maximizing technology, expanding the care team and improving access to quality services including access to important clinical trials in the Primary Care setting.

A positive patient and family experience at MaineHealth is of paramount importance. We must live our values by ensuring well-coordinated care, providing information in easily understood terms, ensuring physical and emotional comfort, and involving patients and their families in the care plan. Each and every care team member is empowered to enhance our patients' experiences based on compassion, mutual respect and partnering with patients and their families.

At Maine Medical Center, we recognize that the care experience is the culmination of a patient's physical, emotional and mental well-being. We want our patients to feel empowered, cared for and respected by dedicated care teams who are proud of the integrated services they provide. We offer a safe, age-friendly environment where technology is leveraged based on the patient's preference.

## GOAL

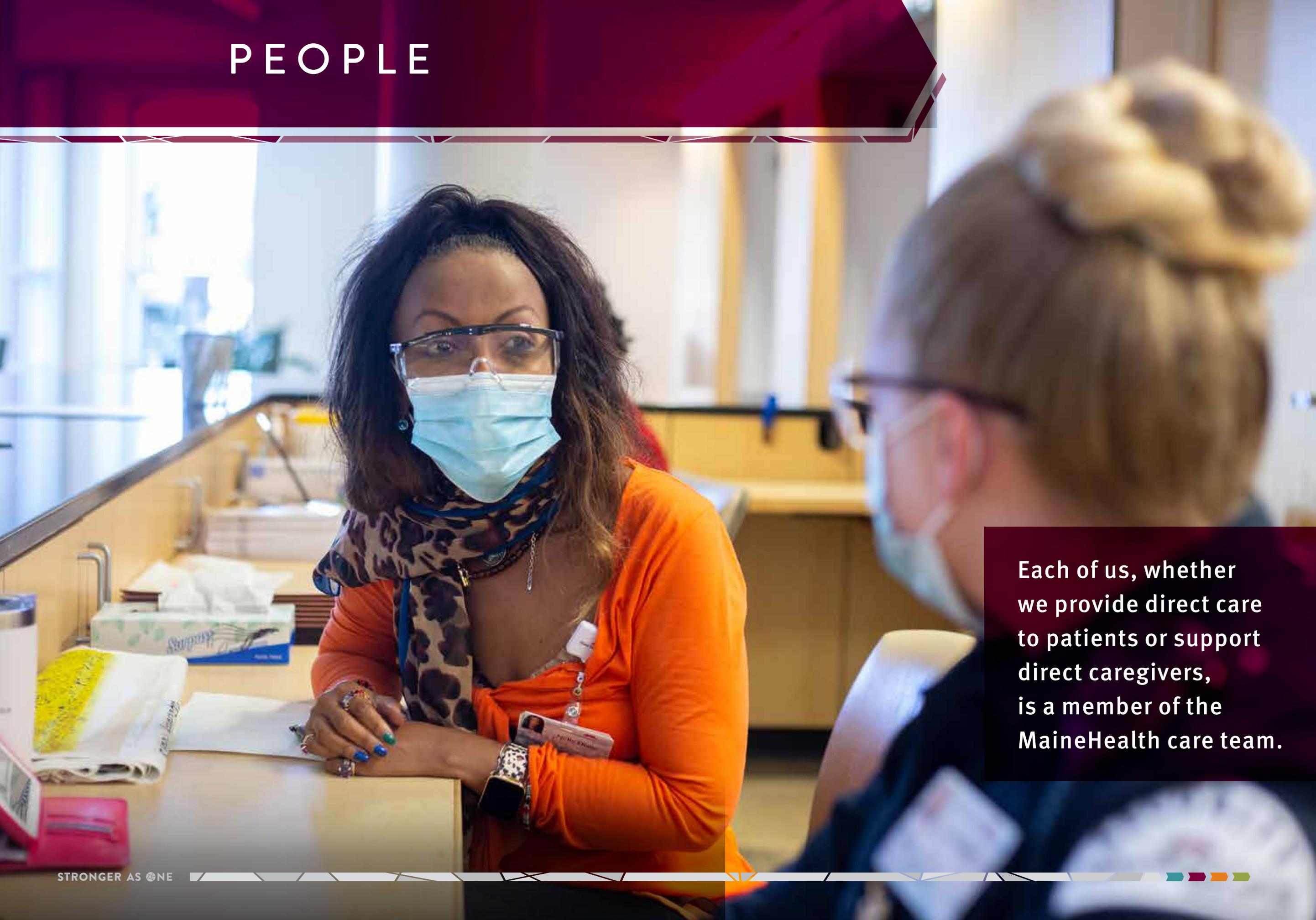
MaineHealth will aspire to top-quartile performance in nationally benchmarked measures of patient experience in all facets of the care delivery system.

## OBJECTIVES

- Advance a culture of safety, transparency, accountability and sustained performance improvement.
- Engage our leaders in modeling behaviors and ensuring accountability for a high-quality patient experience.
- In striving to optimize communication between team members and with patients, we will continuously advance our performance on measures of courtesy and respect and appointment scheduling.



# PEOPLE



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Each of us, whether we provide direct care to patients or support direct caregivers, is a member of the MaineHealth care team. And the correlation between an engaged, supported care team and superior organizational performance is well established. Health care provider organizations with higher engagement scores have higher quality scores, lower infection rates, higher safety scores, higher patient experience scores and lower overall turnover and vacancy rates. Engagement is an operational imperative. MaineHealth must nurture a culture that enables members of the care team to perform their best; fully commit to the health system's goals and objectives; contribute to a positive patient experience and enhance their own well-being.

At Maine Medical Center, our culture is one where everyone feels a sense of ownership and wants to be here, as part of a greater care team. As a leading employer in the region with high levels of employee engagement, our care teams feel respected, valued and empowered to solve problems. Our workforce pipeline is strong and we offer competitive benefits that support families, caregivers and learners. We leverage community partnerships to better invest in our care teams and develop shared resources and opportunities with Southern Maine Health Care. We embrace an inclusive culture where all levels of leadership, including the Board, is representative of the diverse population we serve.

## GOAL

MaineHealth will aspire to achieve top-quartile performance in nationally benchmarked measures of care team engagement.

## OBJECTIVES

- Invest in our commitment to care team well-being, provider wellness and engagement.
- Develop a culture of leadership accountability to care team well-being and engagement.
- Support care teams by further enhancing team member safety.
- Develop effective strategies to reduce provider and care team burnout.

Our people are the most important asset in the pursuit of our mission and vision. They are the core of our success and are valued for the care they deliver, the work they perform and the passion they demonstrate for high-quality care each day.

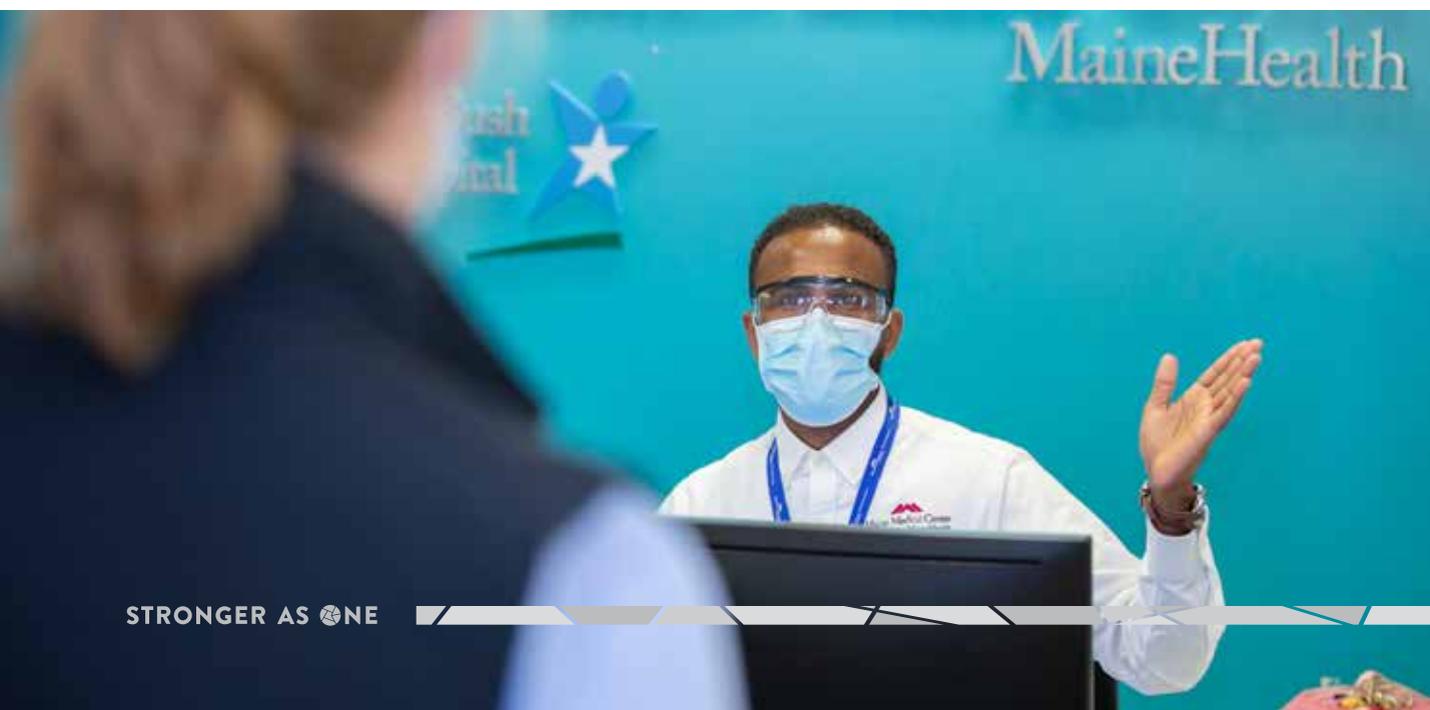
Talent management is intensely competitive in health care. Maine Medical Center must invest in innovative recruitment and retention efforts while providing attractive and targeted education and training opportunities to team members through the advancement of career pathways, both internally and with external partners. This includes recruiting at the manager level and better supporting and empowering managers to lead employee engagement and retention.

## GOAL

MaineHealth will exceed the national median in retention and recruitment performance through the deployment of innovative programs, with education and training experiences that advance our mission and vision.

## OBJECTIVES

- In collaboration with external partners, create training and development programs that contribute to reduced vacancy rates below the national benchmark.
- Invest in and strengthen the system's primary care network through innovative recruitment and retention strategies.
- Expand our care team diversity, equity and inclusion to be more reflective of the populations we serve.
- In partnership with medical education, develop a program to expand the introduction of rural healthcare delivery to medical students and residents.
- Develop an on-boarding, mentoring and support program for new team members and thereby reduce first-year turnover to less than the national benchmark.



# POPULATION

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MaineHealth's commitment to population health improvement differentiates our system from others and forms the basis for innovative, proactive initiatives that measurably improve the health status of individuals and communities alike. MaineHealth's vision has supported this unique focus for two decades. The health system acknowledges the impact of a community's environment, individual behaviors and public policy in addition to clinical care on overall health status. We must broaden our focus beyond the disease prevention and wellness strategies historically implemented and adopt actions that more deeply impact the social determinants of health and reduce health disparities.

At Maine Medical Center, we continue to be a population health partner, facilitator, funder and leader throughout Northern New England. We leverage technology and implement new models of integrated care that extend our reach in order to meet patients where they are physically, mentally and socially. We invest in the research and education components of our tripartite mission — since we are all learners — and are nationally recognized as a model for rural and geriatric care. We promote a collaborative, inclusive culture committed to the wellness of our patients, care teams and communities. As a regional leader, we must continue to advocate for more resources across the care continuum and strive to leverage system resources for an upstream impact on the social determinants of health.

## GOAL

MaineHealth will continue to lead and collaborate in the development and implementation of disease prevention initiatives and adopt innovative strategies that measurably and positively impact the determinants of health and the overall health of our service area.

## OBJECTIVES

- Through community partnerships, implement the Maine Medical Center Community Health Needs Assessment Action Plan.
- Leverage partnerships and advocacy roles that reduce food insecurity in our community.
- Advance the integration of behavioral health into our overall care delivery models.



# VALUE

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As the largest health system in our region, MaineHealth is uniquely capable of having a profound impact on the affordability of health care in the communities we serve. We must seize the opportunities available to us to further reduce the cost of care delivered by our health system and improve the overall value proposition. MaineHealth, within its purview, will continue to take action to manage the total cost of care and make care more affordable for the residents of our region.

At Maine Medical Center, value is achieved when patients receive the right care, at the right place and time, at reasonable cost. We provide care teams with the staff, supplies and space they need to provide efficient and effective care to our patients. We better leverage our tools, data and technology to improve both the quality and cost of the services we deliver. Our billing processes and communication are comprehensible and transparent to our patients, and our cost of care is on par with competitor hospitals.

## GOAL

MaineHealth will aspire to deliver health care services at a cost below the national median.

## OBJECTIVES

- Develop cost-of-care analyses in clinical care models within the system-wide service lines.
- Promulgate the use of evidence-based practices to reduce care variation.
- Establish a core set of metrics to manage operating efficiency and develop performance improvement targets based on baseline measures.
- Succeed in our accountable care value-based contracts to mitigate the increase in the total cost of care.
- Planned and purposeful structural integration between MMC and SMHC with a desire to drive both economies of scale and Local Health System brand strength.
- Complete components of Phase IIB (Congress St. Tower and Scarborough Medical Office Building) of the Master Facility Plan on time and on budget.



# THE MAINEHEALTH SYSTEM

(AS OF MARCH 1, 2020)

## REGIONAL ENTITIES

MAINEHEALTH ACCOUNTABLE CARE ORGANIZATION

MAINE BEHAVIORAL HEALTHCARE

MAINEHEALTH CARE AT HOME

NORDX

FRANKLIN COMMUNITY HEALTH NETWORK

MAINEGENERAL HEALTH\*

### COASTAL HEALTHCARE ALLIANCE

WALDO COUNTY GENERAL HOSPITAL

PEN BAY MEDICAL CENTER

### LINCOLNHEALTH

MILES CAMPUS

ST. ANDREWS CAMPUS

ST. MARY'S HEALTH SYSTEM\*

MID COAST-PARKVIEW HEALTH

WESTERN MAINE HEALTH

SPRING HARBOR HOSPITAL  
(MAINE BEHAVIORAL HEALTHCARE)

NEW ENGLAND REHABILITATION HOSPITAL OF PORTLAND\*

MAINE MEDICAL CENTER

MEMORIAL HOSPITAL

### SOUTHERN MAINE HEALTH CARE

SMHC MEDICAL CENTER – BIDDEFORD

SMHC MEDICAL CENTER – SANFORD

\*AFFILIATES

## SYNOPSIS

**This strategic plan and its strategic priorities serves as our compass and guides our efforts to fulfill our mission and vision.**

Maine Medical Center will create an environment that rewards innovation and positions us to be nimble and adaptive to changing clinical, political, and economic trends. We will proceed with the assumption that our partners at all levels are well-intended and searching openly and honestly to find the right solutions to the challenges ahead. We must provide leadership in nurturing a diverse workplace, celebrating successes in ways that are expressive and meaningful. And we must constantly reinforce our commitment to continuous improvement and a culture of excellence, innovation and accountability that delivers real value for the health care dollar.

We will continue to adopt technological innovations that improve care delivery, and will develop and/or expand care protocols that deliver the right care at the right time at the right cost. And we will remain committed to reducing care variation and spreading consistent best practices across our network.

MaineHealth must take the responsibility – partnering with others as appropriate – to set a course for the sustainable delivery of high-quality, safe, reliable, patient- and family-centered affordable health care. This strategic plan provides the direction necessary to help our system, and Maine Medical Center, realize its mission and vision to improve the health of the communities we are privileged to serve.