



STRATEGIC PLAN 2023-2027



CHARTING OUR COURSE

MaineHealth



## OUR 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.



## OUR VISION:

Working together so our communities are the healthiest in America.



## OUR VALUES:

Wherever and whenever you interact with us, you can expect our care teams to embody the following values in action:



We focus on each individual's unique needs, and partner with the people we care for, their families and care teams to develop a shared plan.



We set high standards and always strive to exceed expectations.



We embrace diversity and recognize the value of each person.



We take responsibility for our actions, follow through on our commitments, and approach challenges with optimism.



We are honest, transparent and ethical, and maintain a culture of trust and accountability.



We welcome diverse perspectives, embrace change, and are committed to lifelong learning.





THIS DOCUMENT **SETS FORTH MAINEHEALTH'S COURSE OVER THE NEXT FIVE YEARS** AND ARTICULATES A SHARED VISION, AS THE SYSTEM AND ITS LOCAL HEALTH SYSTEMS WORK TOGETHER TOWARD COMMON GOALS.

It explains our organization's strategic priorities and offers direction for ongoing 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 a scorecard that will serve as a management system to activate this strategic plan.



# THE MAINEHEALTH SYSTEM

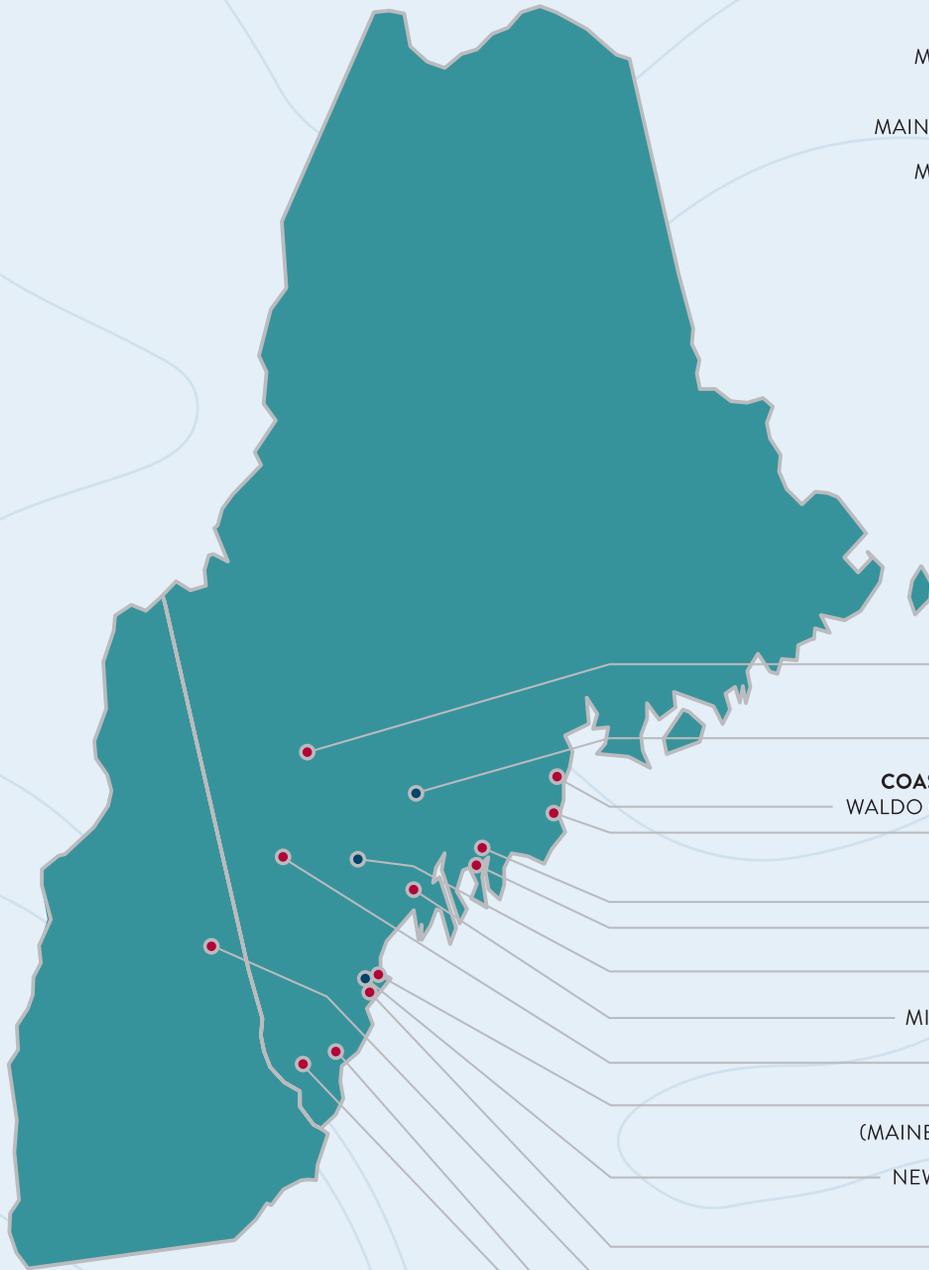
## REGIONAL ENTITIES

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

\*\*JOINT VENTURE PARTNER



## STRATEGIC PRIORITIES

These five strategic priorities form the foundation of our efforts over the next five years and determine the system's strategic direction.





# COMMUNITY

At MaineHealth, we believe that service to our communities is much more than diagnosing and treating people when they are sick or injured. Through our Community Health Needs Assessments, we thoroughly analyze what each of the communities we serve needs, allowing our team to allocate resources to outreach, prevention, education and wellness initiatives that help to promote positive health outcomes. We're more than a health care organization. MaineHealth is an integral partner in our communities, creating opportunities for individuals and organizations alike to work together to help make our communities healthier. This includes actions to build more economically viable communities, continuously pursue creative, long-term solutions to lessen our environmental impact, and actively address the inequities of health and health care.

Over the course of this strategic plan, we will leverage our extensive network of physicians and other clinicians, ambulatory centers, hospitals, diagnostic centers, education and research resources, home health and hospice agencies, and health and wellness programs to make a positive impact on the health, economic, social and environmental issues in the communities where we live and work. This activity will encompass much more than the health promotion and disease prevention work of the past — which will continue — and will include efforts to partner with employers and other providers, address health inequities, and promote environmental sustainability.

## GOAL

MaineHealth will foster trusting partnerships to improve and promote the overall health, environmental, and economic well-being of the communities we are privileged to serve.

### HEALTH EQUITY AND THE SOCIAL DETERMINANTS OF HEALTH:

Expand screening and/or documentation to 100% of appropriate patients system-wide for Social Determinants of Health, Race, Ethnicity & Language, and Sexual Orientation & Gender Identity.

### ENVIRONMENTAL SUSTAINABILITY:

Reduce greenhouse gas emissions 25% by 2027 and reach net-zero emissions by 2050.

### EMPLOYER ENGAGEMENT:

Lower the cost of care for a population of commercially insured individuals.



# PATIENTS

Guided by our Patient-Centered value, MaineHealth delivers a seamless, integrated and coordinated care experience for the patients we serve. We make it easy for patients at each and every touchpoint — from scheduling an appointment to navigating transitions of care. Patients who entrust their care to us can expect timely, high-quality care that meets their needs. This includes addressing health disparities as we work to ensure everyone has the opportunity to be as healthy as possible. We also make the best use of our electronic health record and other technology platforms to engage patients before, during and throughout their care journey.

Looking ahead, the actions outlined in this strategic plan will help us improve access across the entire continuum of care, no matter where patients enter our health system. We will continue to strive for clinical excellence and top performance on quality indicators, while our research and education efforts will help develop new models of care delivery. As a system, we will lead with empathy in every interaction as we work together to deliver a world-class patient experience.

## GOAL

MaineHealth will nurture a culture of caring in which empathy at every interaction with our patients (and each other) leads to a patient's best health outcomes.

### ACCESS:

Provide patients with multi-channel access to high-quality, convenient care at the time and place of their choosing.

### QUALITY:

Achieve 4-Star or greater CMS rating for Quality across the enterprise.

### PATIENT EXPERIENCE:

Achieve top quartile performance in patient experience ratings across the continuum.





# FINANCIAL HEALTH

Despite the unprecedented financial challenges of the past few years, MaineHealth will strengthen our ability to deliver real value for the health care dollar. We remain committed to helping make care more affordable for our communities, and believe that value is created when health outcomes improve. Through our efforts to reduce care variation, increase efficiencies, advance inter-professional care teams, and encourage disciplined clinical inquiry, we will improve the overall financial health of the organization to benefit our care team members, patients and their families. A continued focus on financial stewardship, further exploration of innovative value-based payment models, and intensifying our efforts in earnings diversification will serve to support our vision.

Over the next five years, this strategic plan will help us enhance the value of our health care delivery system to our communities. We will push ourselves to be bold as we partner with others in alignment with our mission, vision and values. Working together, we will continue striving to improve outcomes and help make care more affordable.

## GOAL

MaineHealth will cultivate an affordable and sustainable care delivery model to assure convenient access to high-quality care.

### FINANCIAL PERFORMANCE:

Return the operating margin to at least 3% in order to make strategic infrastructure and programmatic investments.

### CARE VARIATION REDUCTION:

Realize improved quality and lower the cost of care delivery for 30 diagnoses.

### EARNINGS DIVERSIFICATION:

Achieve 20% of earnings sourced from value-based arrangements and new business lines.





# PROCESSES

Good processes lead to ever better outcomes. At MaineHealth, we can only reach our full potential in caring for our communities when all of our processes, both clinical and non-clinical, are as efficient and effective as they can be. Along our journey to becoming a learning health system, MaineHealth will promote a culture of innovation and continuous learning, incorporating methodologies for examining and improving care delivery with inter-professional education supporting our efforts in process improvement. We will strengthen our data analytics and reporting infrastructure capability to monitor and improve quality and patient safety, reduce disparities, fill clinical evidence gaps in care delivery, and encourage care team members to produce, analyze and act on performance data. We will create robust digital experiences that make it easy for patients to access services, connect with our providers, and make available new digital tools to support our care team members in a more efficient and productive work environment.

MaineHealth is committed to building a high reliability organization as we transform the way we work together to improve care delivery. And these process improvement tools, inter-professional education methods, and digital assist technologies will contribute to a culture of “zero harm” across the continuum, demonstrating how everyone is accountable for identifying problems, and developing and implementing corrective actions.

## GOAL

MaineHealth will advance a culture of innovation, continuous learning, and performance improvement, promoting a discipline of accountability.

### LEARNING HEALTH SYSTEM:

Align science, informatics, incentives and culture to accelerate continuous improvement and care innovation throughout MaineHealth.

### HIGH RELIABILITY:

Achieve 20% reduction in measurable harm over five years, as measured by the No Harm Index.

### DIGITAL EXPERIENCE :

Enable 100% of appropriate patient encounters to be performed using digital technologies.



# PEOPLE

Care team members at MaineHealth — whether a direct care giver or someone who supports direct patient care — are the essential core to the system’s mission and vision. The trust we build in our communities and the effectiveness with which we achieve our vision, depends entirely on the people who care for those we serve. We recognize the important and critical contributions they make to our patients, their families and our communities each and every day. We are committed to building an inclusive workplace culture that provides the tools and opportunities they need to thrive and achieve their true and full potential. We aim to deliver the very best care team experience, beginning with a comprehensive onboarding process that inspires individuals to grow their careers and providing flexibility where possible to help balance personal and professional demands. To keep talent within our organization, we will create opportunities to support and nurture the ongoing development of our current and future leaders.

Over the course of this plan, we will continue efforts to bolster the care team experience, engagement and safety, as we further define the culture for MaineHealth. We care deeply about the well-being of our care team and prioritize efforts to recognize their talents, further exploring new ways of working together to encourage innovative approaches for making MaineHealth a better place to work.

## GOAL

MaineHealth will further the development of an inclusive environment where all care team members can thrive and feel supported to realize their full potential.

### CULTURE AND ENGAGEMENT:

Achieve top quartile in overall Care Team Engagement by fostering a culture of inclusion and belonging that supports a growing diversity among our care team and community.

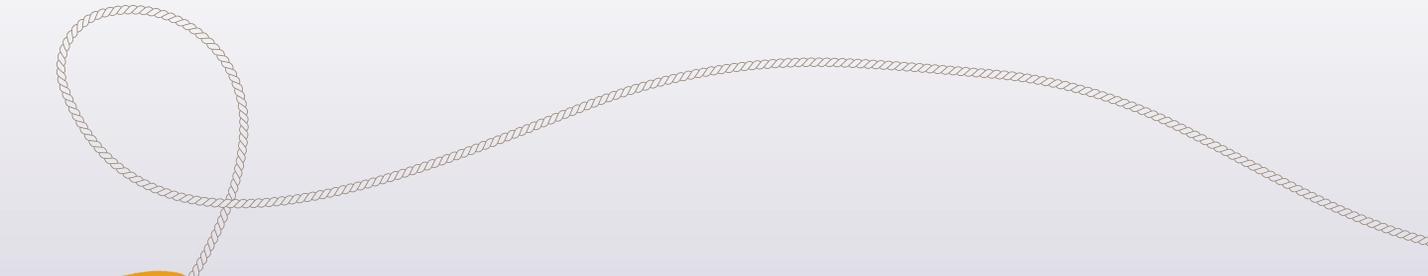
### LEADERSHIP DEVELOPMENT:

Create and implement a comprehensive Leadership Development program that supports our leaders and enables them to advance their teams.

### WORKFORCE DEVELOPMENT:

Prevent and reduce violent incidents by implementing a comprehensive Workplace Violence Prevention Program (WVPP).



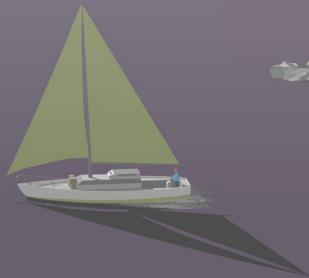


## SYNOPSIS

THIS STRATEGIC PLAN AND ITS FIVE PRIORITIES SERVE AS OUR COMPASS AND GUIDE OUR EFFORTS TO FULFILL OUR MISSION AND VISION.

We will create an environment that rewards innovation and positions our health system 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.

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 realize its vision to improve the health of the communities we are privileged to serve.





# MaineHealth

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