



Memorial Hospital

MaineHealth

Strategic Plan FY2021-2023

July 2020

Introduction

This document sets forth, at a high level, Memorial Hospital’s course over the next three years as we embrace the shared mission, vision, values, and strategic priorities of the health system. It offers direction 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.”

MaineHealth’s Mission, Vision, Values & Strategic Priorities

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.

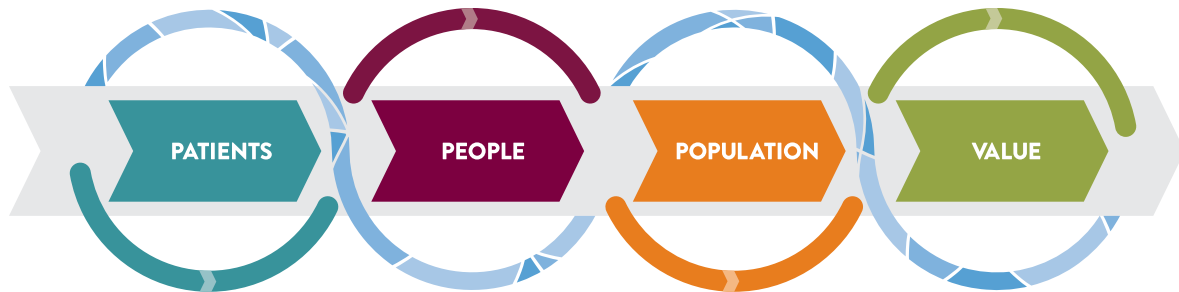
Our Values:

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 embrace diversity and recognize the value of each person.
-  We are honest, transparent and ethical, and maintain a culture of trust and accountability.
-  We set high standards and always strive to exceed expectations.
-  We take responsibility for our actions, follow through on our commitments, and approach challenges with optimism.
-  We welcome diverse perspectives, embrace change, and are committed to lifelong learning.

Our Strategic Priorities:

These four strategic priorities form the foundation of our efforts over the next three years and determine the system's strategic direction and, subsequently, the actions of Memorial Hospital.



Patients:

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 Memorial Hospital, our patients are at the center of all we do. Our patients deserve and expect consistently safe, high quality care that is local, timely, and convenient. To become the provider of choice for our patients, we will build and strengthen relationships with internal and community partners for a seamless and high-performing care delivery system that works collectively to build healthier communities.

Goal:

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

Memorial Hospital will:

FY21 Objectives:

- Meet or exceed system quality dashboard targets by September 30, 2021, in order to ensure quality care that achieves value for money and allocates resources to support organizational priorities
- Convene a subject matter expert (SME) group for women's health (i.e., obstetrics and gynecology), resulting in the development of an actionable workplan and growth target(s) by September 30, 2021

- Continue assessing surgical services improvement opportunities, resulting in the development of phase 1 of the surgical services optimization (SSO) workplan, to include expansion of the surgical services footprint (i.e., central sterile, ASU and PACU, OR3, and procedure room), by June 30, 2021
- Assess the feasibility of offering offsite services and, if determined feasible, develop an implementation plan by September 30, 2021

FY22 Objectives

- Meet or exceed targets on system quality dashboard
- Implement women’s health SME workplan and achieve the growth target(s) by September 30, 2022
- Complete development of phase 2 of the SSO workplan and begin implementation of phase 1 of the plan
- Implement offsite services plan, if determined feasible
- Expand same-day services at specialty clinics by September 30, 2022

FY23 Objectives

- Meet or exceed targets on system quality dashboard
- Implement phase 2 of the SSO workplan and assess further needs
- Begin operations of offsite services, if determined feasible

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 Memorial Hospital, improving patient experience is imperative to delivering safe, effective, and compassionate care. We recognize that the care experience is a continuous, collaborative process that interconnects with safety and quality, and profoundly impacts patients, their families, and their community. We want our patients—at every age and stage of life—to feel respected, empowered, and cared for by our dedicated care teams.

Goal:

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

Memorial Hospital will:

FY21 Objectives:

- Educate inpatient care team members by May 31, 2021, and ambulatory care team members by September 30, 2021, on patient experience survey questions to ensure their understanding of patient experience priorities, and provide care team members with quarterly results to track improvement
- Improve overall “willingness to recommend” patient experience benchmark rating by 7% from FY20 performance

FY22 Objectives

- Improve overall “willingness to recommend” patient experience rating by 7% from FY21 performance
- Achieve or exceed NRC 75th percentile benchmark (73.3%) for the overall Emergency Department patient experience score by September 30, 2022

FY23 Objectives

- Improve overall “willingness to recommend” patient experience rating by 7% from FY22 performance

People:

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 at 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 Memorial Hospital, our culture is one where everyone feels a sense of ownership and wants to be here, as part of a greater care team. As pillars of high quality care, care team members are respected, valued, and trusted to deliver innovative solutions for our patients and community. We recognize our caregivers chose professions to help and to heal those in need; it is our duty to put our care teams first so they can put patients first. To achieve this, we will continue to develop a work experience where care team members are engaged, fulfilled, and inspired to carry on our mission.

Goal:

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

Memorial Hospital will:

FY21 Objectives:

- Meet or exceed the minimum improvement target on the Gallup Engagement survey for care team members set for local entities (Q12 baseline 3.93; target 4.01)
- Meet or exceed the minimum improvement target on the Gallup Engagement survey for providers set for local entities (Q8 baseline 3.70; target 3.78)
- Establish a formal plan to implement a workplace violence prevention training program with 80% of care team members receiving training appropriate to their role
- Leveraging system resources, implement a series of leadership training programs for clinical and non-clinical leadership with 80% or more of leaders at Memorial completing the Manager as Coach training

FY22 Objectives

- Meet or exceed the minimum improvement target on the Gallup Engagement survey for care team members set for local entities
- Meet or exceed the minimum improvement target on the Gallup Engagement survey for providers set for local entities
- Establish a formal plan to implement a workplace violence prevention training program with 85% of care team members receiving training appropriate to their role
- 100% of leaders at Memorial will complete the Manager as Coach training with 50% of leaders participating in at least one other formal leadership course

FY23 Objectives

- Meet or exceed the minimum improvement target on the Gallup Engagement survey for care team members set for local entities
- Meet or exceed the minimum improvement target on the Gallup Engagement survey for providers set for local entities
- Establish a formal plan to implement a workplace violence prevention training program with 90% of care team members receiving the appropriate level of training
- 80% of leaders will participate in at least one formal leadership training with 50% of leaders participating in two or more formal leadership training programs

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.

Organizations today face formidable talent challenges. The ability to sustain a steady supply of critical talent is of strategic importance to Memorial Hospital. To align talent management with business strategy necessitates proactive investment in innovative recruitment and retention efforts, while providing attractive, targeted education and development opportunities to existing care team members. To optimize its workforce, Memorial will hire for cultural fit and skillset, ensure a smooth onboarding process, and promote career development.

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.

Memorial Hospital will:

FY21 Objectives:

- Develop and implement a Medical Assistant training program in partnership with an educational partner(s)
- Meet or exceed MaineHealth benchmark to reduce provider turnover
- Establish one career path for internal team members
- Develop and implement an onboarding program for new providers and new care team members through peer-to-peer coaching and mentorship, resulting in a decrease in first-year turnover

FY22 Objectives

- Partner with a minimum of one new school and/or education institution (e.g., Fryeburg Academy, WMCC) to grow our own workforce
- Address provider and care team burnout by implementing tools to assist in reducing stress, and by assessing the root causes of burnout and implementing any needed operational improvements
- Establish two career paths for internal team members

FY23 Objectives

- Fully support service growth goals by meeting stated recruitment deadlines 100% of the time

Population:

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.

Memorial is invested in the health of everyone in our community. We will continue to grow as a population health leader by not only offering excellent clinical, operational, and administrative services but also by supporting local organizations and initiatives, developing innovative partnerships, and sharing our successes and best practices. It is a privilege to live and work in the Mt. Washington Valley, and together we will continue our vigorous commitment to transforming health and wellness here for everyone.

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.

Memorial Hospital will:

FY21 Objectives:

- Develop a workplan and improvement target for how to increase access to behavioral health services for adult and pediatric patients through telehealth services for medical management, provider-to-provider consult availability, and in-person services
- Collaborate as a lead change agent on impacting the social determinants of health by implementing at least 2 strategies from the CHNA Implementation Plan
- Implement the MaineHealth Diabetes Prevention Program, enrolling at least 60 individuals by September 30, 2021
- Serve at least 200 patients with substance use disorder through the IMAT program by September 30, 2021, and partner with at least 1 community agency to provide comprehensive, multidisciplinary care, including counseling and recovery coaching

FY22 Objectives

- Implement the behavioral health access workplan, achieving the improvement target for increased access to behavioral health services for adult and pediatric populations

- Identify and engage in at least 1 community partnership aimed at addressing the social determinants of health by April 30, 2022, to better leverage community services and extend our reach to various patient populations
- Expand food insecurity screenings for adult patients into other clinical areas and identify at least 1 strategy for providing healthy food to these patients by September 30, 2022
- Increase the number of IMAT patients served by 15% from FY21

FY23 Objectives

- Increase the number of IMAT patients served by 20% from FY22
- Collaborate with Maine Behavioral Healthcare to assess the feasibility of partnering to provide integrated behavioral health services and psychiatric consultations in the Mount Washington Valley

Value:

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 Memorial Hospital, we are responsible financial stewards and we pride ourselves on delivering sustainable care. We will continue to focus on our care teams, to achieve excellence in clinical care, efficiency, and financial results, and to ensure value for those we serve. When community members seek out our services, during uncertain and distressing times of their lives, cost should not be a barrier to care. At Memorial, we are partnering to improve value for our patients when they need us most.

Goal:

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

Memorial Hospital will:

FY21 Objectives:

- Achieve budgeted operating margin by September 30, 2021
- Complete a review of at least 2 departments, identified through Truven Analytics, for potential operational efficiencies by December 31, 2020, and set expense reduction targets to demonstrate value by providing affordable care by June 30, 2021

- Increase internal referrals (i.e., internal PCPs to internal specialists) by 5% and external referrals (i.e., external PCPs to internal specialists) by 5% by September 30, 2021
- Define and achieve targets for Total Expense and Total Gross Revenue per Adjusted Discharge (as defined by the MaineHealth System Operational Efficiency Dashboard) by September 30, 2021

FY22 Objectives

- Achieve the budgeted operating margin
- Meet or exceed the targets for Total Expense and Total Gross Revenue per Adjusted Discharge by September 30, 2022
- Identify opportunities to improve coding accuracy and charge capture by implementing training for providers to improve documentation, and develop baseline and target metrics for inpatient and outpatient services by end of fiscal year
- Reduce avoidable ED visits among Memorial patients by 20% through increased access to primary care
- Assess Memorial's performance on consumer sensitive pricing and develop a plan to adjust prices, if determined financially feasible, by September 30, 2022

FY23 Objectives

- Achieve the budgeted operating margin

Synopsis

This strategic plan and its strategic priorities serve as our compass and guide our efforts to fulfill our mission and vision.

Memorial Hospital will create an environment that rewards innovation and that 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 healthcare 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 Memorial Hospital, realize its mission and vision to improve the health of the communities we are privileged to serve.