

MILLINOCKET REGIONAL HOSPITAL STRATEGIC PLANNING

Purpose

The purpose of the Strategic Plan is to provide strategic, operational, and financial priorities to guide Millinocket Regional Hospital over the next three years. The 2019-2021 Strategic Plan was developed through the collaborative efforts of MRH board of directors, medical staff, community, and hospital staff & leadership. Data obtained and reviewed in the planning process includes the 2018-19 Community Health Needs Assessment, patient survey trends, and any market/demographic data available.

Components

Mission | Vision | Values

These are what drive our organization through strategic decisions and daily business practices. We ask that all employees at every level understand and embrace the organization's mission, vision, and values.

Strategic Priorities

We have identified 5 core areas of strategic importance for growth and success based on current market conditions, regional growth, and local demand for healthcare services.

Strategic Objectives

Our strategic objectives will support the development of the strategic priorities for Millinocket Regional Hospital.

Operational Goals (To be determined)

Department/Division specific goals to support the strategic objectives.

Operational Initiatives (To be determined)

Department/Division specific activities planned and budgeted for in support of the operational goals and overall strategic objectives and priorities. (who what when detail)

MISSION

Access to excellence in healthcare

VISION

Striving to be your first choice, always.

VALUES

To Serve with Quality, Compassion & Dignity

STRATEGIC PRIORITIES

Strategic Priorities

Increase quality and volume of needed services.

Enhance Population Health.

Become the "employer of choice".

Continue to meet the changing needs of our community.

Strive for Financial Stability.

STRATEGIC OBJECTIVES

QUALITY CARE & SERVICES

Increase quality and volume of needed services

Partner with an FQHC (to increase community access to mental health and substance use healthcare*)

Decrease ER visits for these conditions

Enhance Population Health

Annual Wellness check & preventive healthcare

What measures are already collected here?

PEOPLE

Become the "employer of choice".

Plan for next negotiations contract

Measure: Cost of new contract per year with plan

Develop a Strong Retention and Recruitment Plan

Successful recruits # rate

Turnovers due to dissatisfied working conditions/benefits

Qualified Candidates per opening

Assure a competitive wage, salary, and benefits program

Employed positions below 50th percentile of the market salary

COMMUNITY

Continue to meet the changing needs of our community.

2019 Community Health Needs Assessment priority areas mental health, social determinants of health (SDOH), access to care, and substance use.

Social Determinants of Health

Neighborhood & Built Environment

Health & Healthcare

Social & Community Context

Economic Stability

Education

Access to Care

Substance Abuse

Mental Health

GROWTH & INNOVATION

Continue to meet the changing needs of our community.

Invest in Technology

2-year budget requirements for upgraded technology

Continue to further Streamline Processes

Decrease # platforms or software systems

Decrease and eliminate paper processes

Increase utilization of available functions

FINANCE & FACILITIES

Strive for Financial Stability

Increase Revenue.

Manage Contracts more effectively

Increase Inpatient Bed Usage

Determine feasibility of licensing for other levels of care.

Increase charitable contributions

Start a giving campaign /foundation

\$ contributions

OPERATIONAL GOALS & INITIATIVES

Operational goals will be set to support the strategic objectives and are measured at the MRH's board, divisional, and departmental levels. Operational Initiatives will be developed by divisional and departmental leadership to support the operational goals and overall strategic objectives and priorities and are captured at the departmental level.