



MRH STRATEGIC PLAN

2021-2022

The purpose of Millinocket Regional Hospital's two-year strategic plan is to identify key areas to focus on to improve and build on the high-quality services we provide. The strategic plan was developed based on MRH's Mission, Vision, and Values in conjunction with our 2019 Community Needs Assessment Data. Millinocket Regional Hospital is committed to providing health care services that employees and community are proud of!

MISSION:

ACCESS TO EXCELLENCE IN HEALTH CARE

VISION:

STRIVING TO BE YOUR FIRST CHOICE, ALWAYS

VALUES:

TO SERVE WITH QUALITY, COMPASSION, AND DIGNITY

GOALS:

- **QUALITY AND SAFETY:** Provide high quality and safe care in accordance with national standards.
- **PEOPLE:** Recruit and retain a highly functional workforce that is engaged in MRH's Mission, Vision and Values
- **SERVICE:** Deliver services that meet and exceed patient and families' expectations
- **COMMUNITY HEALTH:** Develop services and processes to enhance our Community Health needs
- **TECHNOLOGY ENHANCEMENTS:** Provide up to date technology for effective communication between the community and the staff.
- **FACILITY MASTER PLAN:** Renew the facility master plan based upon the community needs. Prioritize those need



GOAL: PROVIDE HIGH QUALITY AND SAFE CARE BASED ON NATIONAL STANDARDS

Strategies to achieve goal:

1. Identify and strive for best practices in clinical settings
2. Enhance the culture of safety
3. Align care given with patient expectations

Initiatives to Achieve goal:

1. Community Care Partners of Maine (CCPM):
 - Evidence based medicine
 - Outcomes scorecard
 - Improve technology in the delivery of care
2. Ensure staff understand the culture of safety and their responsibility in patient/staff safety
3. Enhancement of Value Based Care
 - Annual Wellness Focus
 - Gaps in Care in the Primary Care Offices
4. Patient satisfaction surveys
 - Improvement based upon HCAHPS survey results

Outcome Measurement:

1. HCAHPS Survey
2. CCPM Quality metrics
3. National Healthcare Safety Network (NHSN)



GOAL: RECRUIT AND RETAIN A HIGH PERFORMING WORKFORCE THAT IS ENGAGED IN MRH'S MISSION, VISION, AND VALUES**Strategies or Achieve Goal:**

1. Hire and retain high functioning employees
2. Develop a highly engaged workforce
3. Create a culture of accountability
4. Create a culture of high performance

Initiatives to Achieve Goal:

1. Workforce plan identifying shortages and overages.
 - Identify recruitment needs and recruitment companies to assist with recruitment
 - identify strategies to retain employees
2. Engage employees in workplace decisions
3. Enhance job performance descriptions
 - hold managers and employees accountable based upon performance measures
 - develop goals for achievement within the departments
4. Encourage team building exercises
 - encourage hospital wide education
 - support career development
 - develop career achievement ladders
5. Merit based Performance increases

Outcome Measures:

1. Retention of workforce-Percentage of turnover
2. Employee satisfaction survey
3. Recruitment of workforce-jobs available and number of jobs filled



GOAL: DELIVERY OF SERVICES THAT MEET AND EXCEED PATIENT AND FAMILIES' EXPECTATIONS**Strategies or Achieve Goal:**

1. Convenient access to care
2. Consistent delivery of outstanding patient care with every encounter
3. Enhance transitions of care throughout the organization
4. Provide healthcare education to the community on a consistent basis

Initiatives to Achieve Goal:

1. Keep the care local by enhancing the service
 - Telehealth
 - Pursue Care
 - Acadia Health
 - Oncology
 - Same day access or next day access to Primary Care Provider's office
2. Communication among team members to provide outstanding patient care
 - shorter wait times to be admitted to Medical Surgical Unit
 - shorter wait time for Hospitalist to present to the ED to admit patients
 - Team effort throughout the organization
3. Enhance discharge planning
 - Communication upon admission regarding discharge plans
 - Focused studies based upon the HCAHPS survey
 - Team rounding
 - Improved communication with Primary Care Provider at time of discharge
4. Community Education
 - Internet communication monthly
 - In hospital TVs (I do not believe these are even used at this time)
 - Updates on the hospital website
 - Updates on the MRH employee area

Outcome Measures:

1. HCAHPS survey
2. Quality Review of wait times in the ED-time of decision to admit to time admitted



GOAL: DEVELOPMENT OF SERVICES AND PROCESSES TO ENHANCE OUR COMMUNITY HEALTH NEEDS

Strategies to Achieve Goal:

1. Alignment with partners in Penobscot County to implement Community Health Needs Assessment: Hunger/Food Security, Obesity, Chronic Disease Management, Mental Health Services, Substance Use Disorder, Covid-19
2. Provide leadership in the completion of the upcoming CHNA assessment
3. Develop a Community Benefits Report

Initiatives to Achieve Goal:

Work with community partners to identify resources and projects to advance community health

1. Hunger/Food Security
 - Thrive Penobscot
 - Mobilize Katahdin
 - Good Shepherd Food Bank
 - Mainers Feeding Mainers Program
2. Obesity
 - MRH LIFEstyle Fitness
 - Diabetes Prevention Program
 - MRH Dietician
3. Chronic Disease Management
 - National Diabetes Prevention Program
 - Community Care Partners of Maine
 - Maine Diabetes Prevention Program
 - Care Management Delivery
 - Improve childhood vaccination rates (age 6 months-18 years)
4. Mental Health Services:
 - Acadia Health
 - Pursue Care
 - King Congressionally Directed Spend Request
5. Substance Use Disorder
 - Enhancement of narcotic contracting with patients on opioids
 - Katahdin Response Network
 - Development of a MAT program in the Primary Care office



6. Covid-19
 - Continued education on Covid-19
 - Increase community vaccination rates
7. Active participation in Community Health Improvement
 - Shared CHNA Facilitator and Scribe
 - Group of MRH employees to work on the CHNA
8. Community Benefit Report
 - work simultaneously on the CHNA and the Community Benefit Report
 - establish work groups to achieve this goal

Outcome Measures:

1. Mainers feeding Mainers food distribution
2. Participation in the Diabetes Prevention Program
3. Childhood vaccination rates provided by the Maine Immunization Program (MIP)-Goals to achieve are determined by MIP.
4. Readmission Rates
5. Covid-19 vaccination rates-based national standards



GOAL: TECHNOLOGY ENHANCEMENTS

Strategies or Achieve Goal:

1. Technology enhancements to advance clinical care
2. Potential business opportunities
3. Maintain financial performance
4. Development or enhancement of new clinical programs and services

Initiatives to Achieve Goal:

1. Growth in our technology to achieve higher level of patient outreach
2. Enhancement in Patient Portal
3. Enhancement in telehealth services
4. Potential growth in new clinical programs utilizing telehealth services

Outcome Measures:

1. Communication via text messaging or via the patient portal
2. Education to both public and staff on the patient portal
3. Training on utilization of the patient portal
4. Increase telehealth services in the Primary Care office
5. Initiate tele triage in the Emergency Department
6. Seek opportunities in new clinical telehealth programs



GOAL: FACILITY MASTER PLANNING

Strategies or Achieve Goal:

1. Update Facility Master
2. Work with Board of Trustees and Leadership to develop facility plan

Initiatives to Achieve Goal:

1. Prioritization of the Facility Master Plan
 - MRH Entry way
 - Primary Care Practices
2. Plan should be prioritized based on community needs
3. Develop financial strategies to achieve the facility master plan
4. Develop workgroup to focus on the Facility Master Plan

Outcome Measures:

1. Facility Master Plan development
2. Financial strategies moving forward with facility planning

