

STRATEGIC PLAN 2026-2027

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 Penobscot County Community Needs Assessment Data from 2025. Millinocket Regional Hospital is committed to providing health care services that the employees and the community are proud of!

These goals were developed in 2025 based on the Penobscot County Community Needs Assessment data from 2025 and continue to be strategic goals in 2026-2027. MRH will continue to make progress on these goals.

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
 - Medicare Annual Wellness Exams
4. Patient satisfaction surveys
 - Improvement based upon HCAHPS(Hospital Consumer Assessment of Healthcare Providers and Systems) survey results

Outcome Measurement:

1. HCAHPS Survey
2. CCPM Quality metrics
3. National Healthcare Safety Network (NHSN)
4. Continuous Quality Improvement Team
5. Maine Health Data Organization (MHDO)

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
 - identify strategies to replace locum and contracted employees with hospital employed staff
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

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. Secure Primary Care for Provider availability
4. Provide healthcare education to the community on a consistent basis

Initiatives to Achieve Goal:

1. Keep the care local by enhancing the service
 - Walk-In Care
 - Pursue Care
 - Acadia Health
 - Oncology
 - Picasso MD
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
 - Provide Primary Care
3. Enhance discharge planning
 - Communication upon admission regarding discharge plans
 - Focused studies based upon the HCAHPS survey
 - Access to Primary Care Providers upon discharge from the hospital
 - Improved communication with Primary Care Provider at time of discharge
4. Community Education
 - Internet communication monthly
 - 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
3. Picasso MD: Ability to speak to a live Specialist within 1-3 minutes of calling.

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. Participate in the Penquis District Chapter meetings
3. Participation in the Katahdin Response Network

Initiatives to Achieve Goal:

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

1. Hunger/Food Security
 - Thrive Penobscot
 - Millinocket Public Library
 - Good Shepherd Food Bank
 - Mainers Feeding Mainers Program
2. Obesity
 - MRH LIFEstyle Fitness
 - Diabetes Prevention Program
3. Chronic Disease Management
 - National Diabetes Prevention Program
 - Community Care Partners of Maine
 - Maine Diabetes Prevention Program
 - Care Management Delivery
4. Mental Health Services:
 - Acadia Health
 - Pursue Care
 - True Connections Behavioral Health Services
 - Picasso MD
5. Substance Use Disorder
 - Enhancement of narcotic contracting with patients on opioids
 - Katahdin Response Network
 - Sublocade administration
 - 1000 Lives Campaign implemented in the Emergency Department

6. Active participation in Community Health Needs Assessment
 - Participation in the development of the 2025 Community Health Needs Assessment

Outcome Measures:

1. Mainers feeding Mainers food distribution
2. Social Determinants of Health
3. Participation in the Diabetes Prevention Program
4. Readmission Rates
5. Provider panels

GOAL: TECHNOLOGY ENHANCEMENTS

Strategies to Achieve Goal:

1. Technology enhancements to advance clinical care
2. Potential business opportunities
3. Maintain financial performance
4. IT upgrades and maintenance

Initiatives to Achieve Goal:

1. Growth in our technology to achieve higher level of patient outreach
2. Enhancement in Patient Portal

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. IT enhancements-Windows 11 upgrade

GOAL: FACILITY MASTER PLANNING

Strategies to Achieve Goal:

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

Initiatives to Achieve Goal:

1. Prioritization of the Facility Master Plan
 - Completion of the new Emergency Room
 - Sell the former Walk-In Clinic in East Millinocket
 - Sell White Birch Medical Center
 - Relocate staff from White Birch Medical Center to existing locations
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