

**Monadnock Community Hospital**  
**Strategic Three Year Plan**  
**2018 -2021**

Approved Board of Trustees: June 26, 2019

## The MCH Planning Committee

MCH became part of GraniteOne Health on January 1, 2017 in response to the major strategic planning decision made at the October 2014 Board Planning Retreat.

Strategic Planning was deferred in 2017 and into 2018 due to the recent affiliation with GraniteOne Health and the desire to be in alignment with any system wide planning process.

In August of 2018, MCH engaged Stratasan Consultants from Knoxville, TN to assist MCH in an updated 3 year Strategic Plan. The planning process began with the consultant conducting onsite interviews with employees, leaders, physicians and Board Members. Similarly, a number of community business leaders were surveyed to evaluate the Strengths, Weaknesses, Threats and Opportunities at MCH.

In addition, a Market Research Analysis undertaken to evaluate market share trends and leakage opportunities for MCH and a community physician and clinician demand analysis.

The following strategic issues emerged for consideration by MCH as high level strategies for 2018 to 2021.

- **Improve access to physicians – primary care**
- **Improve access to physicians – specialists**
- **Improve trust between leadership and physicians through collaboration**
- **Increase behavioral health providers and services**
- **Improve clinical quality (includes EMR, systematic processes)**
- **Improve customer service/patient satisfaction**
- **Improve care coordination with referrals and transfers of patients**
- **Improve employee engagement and leadership training**
- **Improve MCH image and involvement in the community**

A Strategic Planning Retreat was held on September 14, 2018 with participation from the Board of Trustees, the Monadnock Health Partners Board, the Medical Staff Executive Committee, members of Senior Management and several physicians and employees at large. Based upon the feedback collected 3 scenarios were derived as it relates the MCH Vision of “Elevating the health of our community by providing accessible, high quality, and value based care”.

The Mission and Vision were reviewed and updated. Pre-retreat surveys and work identified the following Vision Scenarios for consideration.

- Option 1. Full Service Hospital – multiple specialists on call, meeting 90% of healthcare needs in the community.
- Option 2. Mostly Full Service Hospital – a few specialists on call, visiting specialists, meeting 75% of healthcare needs in the community.

- Option 3. Limited Service Hospital – only elective surgery, most specialties referred out, meeting 50% of healthcare needs in the community.

Survey results ruled out Option 3 as a vision scenario as there were zero votes for this option.

Option 2 was confirmed as the most desirable Vision Scenario which led to a “Vivid Description of the Future” below. (See Mission/Vision/Values Page).

Finally a number of high level strategic issues emerged and the work at the retreat involved prioritizing the strategic issues, brainstorming tactics for MCH to consider to achieve the strategies with prioritization of the tactics.

\*As a footnote, subsequent to the MCH Strategic Planning Retreat, GraniteOne Health decided to move forward with a non binding Letter of Intent to “combine” with the Dartmouth Hitchcock Health System on October 4, 2018.

## **Our Mission**

We are committed to improving the health and well-being of our community.

## **Our Vision**

We will elevate the health of our community by providing accessible, high quality, and value based care.

## **Our Vivid Description for the Future**

Monadnock Community Hospital (MCH) provides inpatient care, inpatient and outpatient surgery, Emergency Services, Primary care including Family Practice, Internal Medicine, Pediatrics, Behavioral Health Services, and 24/7 General and Orthopedic Surgery services including Pain Management, Physical Medicine and Rehabilitation, and Obstetrics/Gynecology services. Partnering with other hospitals, subspecialists are available on a regular basis, but do not take call – GI, Urology, Dermatology, Rheumatology, Neurology, ENT, Pulmonology, and Cardiology.

MCH meets 75% of all healthcare needs in the community and we can't be all things to all people, but we can try to be most things to most people.

MCH has committed, compassionate physicians and advanced practice providers focusing on what's best for the patients. MCH is using tele-health for primary care and specialty care access. Hospital and practice staff put the patients first in all interactions. They are engaged and committed to the future success of the hospital and practices.

MCH has a strong relationship with the community and is a gathering place for the community, who knows MCH is focused on their health and well-being, whether at the Wellness Center, in the Café, as an inpatient, outpatient or as a patient in one of the MCH practices.

MCH is efficient, with consistent, streamlined processes throughout the care sites. MCH is providing high quality healthcare at a cost where the community believes MCH is a good value.

MCH partners with tertiary medical centers for coordinated and seamless transfer of patients. Referrals are smooth and communication flows back and forth. The EMR (electronic medical record) facilitates communication and care coordination for patients and physicians.

Customers are exceedingly pleased with the service they receive at MCH and in the physician practices. Telephone calls are returned promptly, questions are answered when the callers on the phone. Care is coordinated through their primary care physician and patients are receiving care at the appropriate site.

MCH is a model for successful rural hospitals, having high quality, customer satisfaction and value for the community.

## **Our Values & Behaviors**

**Performance ...** We communicate and model commitment to our mission by meeting or exceeding goals and expectations.

**Respect ...** We practice active listening, authentic communication, and we value diversity and the opinions of others. We withhold judgment and check our assumptions.

**Integrity ...** We are honest and transparent; think, speak and act consistently; and honor our commitments.

**Service ...** Believing that satisfaction is defined by the patient or the customer, we strive to recognize, understand, and respond to the needs of others and to create experiences that positively transform the lives in our community.

**Compassionate Care ...** We consistently treat others with courtesy, dignity, and kindness, and are sensitive to the needs of our patients and their families.

**Collaboration ...** We work together to achieve organizational goals, and we are committed to succeed as a team.

**Creativity ...** We foster creativity and innovation. We learn from our experiences and focus on the future.

## **Our Goals & Strategies**

### **Strategy # 1- Access, Growth & Financial Sustainability**

**Goal/Objective - Maintain, grow and strengthen General Surgery and Orthopedic Surgery**

**Goal/Objective - Grow and add Medical and Surgical Specialty Services**

- Medical Specialties
  - Geriatrician
  - Endocrinology
  - Dermatology
  - Rheumatology
  - Neurology
- Surgical Specialties On-Site
  - Urology
  - ENT
- Establish a nurse navigator system to improve, scheduling and logistics

**Goal/Objective - Improve Outpatient Hospital and Physician Services Access**

- Improve MHP productivity, throughput and efficiency
- Reduce Administrative Burden on Physicians
- Review & right size staffing ratios
- Expand Hours of Service

**Goal/Objective - Strengthen and grow Behavioral Health Services**

- Continue Integration with Primary Care Offices
- Evaluate skill mix of professional staff and explore additional LDAC, Social Worker, Psychiatrist (Cost Benefit Analysis)
- Evaluate different models of services, inpatient, acute outpatient, crisis intervention, family and group counseling
- Explore partnerships with other community services providers to improve access
- Explore tele-health support
- Continue NHHA Advocacy to bring funding, improve reimbursement, and improve access

**Goal/Objective - Explore & Expand Telemedicine Services**

- Evaluate Method and Technology to use
- Determine specialties to access
  - Behavioral Health, Pulmonology, Endocrinology

**Goal/Objective - Improve MCH Image/Branding**

- Communicate services offered at MCH & In Physician Offices
- Leadership Team focus on marketing of specialists
- Internal Marketing

**Goal/Objective – Assure Financial Sustainability**

- Create a culture of fiscal accountability
- Create a culture of cost discipline
- Improve Organization-Wide Performance & Efficiency
- Optimize Revenue

**Strategy #2 - The Customer Experience**

**Goal/ Objective - Improve the Patient & Customer Experiences**

- Determine the customer service model and standards
- Provide Customer Service Training for all Staff
- Improve facilities for improved experience
- Treat patient like we would like to be treated
- H.R. - Align rewards & recognition

**Goal/Objective - Improve Access, Convenience & Throughput**

- Improve Website based Access
- Decrease “Wait Times” throughout organization
- Improve communication with patients and families

**Goal/Objective - Improve Care Coordination, Referrals and Transfers**

- Improve the transfer process to decrease delays by collaborating with receiving specialists/hospitals
- Centralize transfer coordination at MCH
- Improve the referral process
- Enhance “Hand-Offs” among patients and clinicians
- Evaluate Case Management Process for Swing Beds
- Consider Care Coordination Office in Primary Care

**Strategy #3 –Quality & Safety**

**Goal/Objective - Improve clinical quality through system and process improvement**

- Fully implement an electronic medical record
- Establish a hardwired system for defining and implementing best practices
- Define & communicate key quality/performance metrics (KPI's)

**Goal/Objective - Establish a leadership driven culture of safety**

- Undertake the AHRQ Culture of Safety Survey Process  
Develop and implement an action plan based upon AHRQ Survey Responses

**Strategy #4 – Organizational Culture**

**Goal/Objective - Improve trust between leadership, physicians and management**

- Implement Leadership Rounding on all campuses
- Hold regular meetings to encourage collaboration

Hold informal meetings and social outings  
Utilize a third party facilitator to assist with trust building

**Goal/Objective** - Improve employee engagement and leadership training

Implement & Enhance Leadership Rounding  
Hold regular meetings to encourage collaboration  
Continue Leadership Development

**Addendums:**

- 1. Annual Corporate Initiatives (M.A.P.) Document 2019**



Corporate Initiatives (M.A.P.)

FY 2019

Second Quarter Report (Year-to Date)



ACTION	COMPLETION DATE	KEY RESPONSIBLE PERSON	BUDGET IMPACT	STATUS
<b>Strategic Goal # 1 - Access &amp; Growth</b>				
<b>Grow and Strengthen Specialty Services</b> General Surgery & Orthopedic Surgery <ul style="list-style-type: none"> <li>• Evaluate Orthopedic Model</li> <li>• Recruit General Surgeon &amp; Shore-up Practice</li> </ul>		CMO		
<b>Improve Primary Care Access</b> <ul style="list-style-type: none"> <li>• Improve Primary Care Office throughput and efficiency</li> <li>• Evaluate Practice Operations, Productivity, Staffing</li> <li>• Implement Plans Related to Practice Operations</li> </ul>		CFO/CMO		
<b>Improve Primary Care Access</b>				
<b>Explore Telemedicine Options to Increase Access to Primary Care, Urgent Care, Behavioral Health and Specialty Services</b>		CMO		
<b>Enhance and strengthen Behavioral Health Services</b> <ul style="list-style-type: none"> <li>• Evaluate Space, Models of Service, Training, Skills, Processes</li> </ul>		CMO/CNO		
<b>Improve MCH Image through marketing &amp; communication</b>		VP Philanthropy & Community Relations		
<b>Achieve FY2019 Budget Plan</b> <ul style="list-style-type: none"> <li>• 1% Operating Margin</li> <li>• Enhanced Accountability Using Axiom/Reporting &amp; Action Planning</li> </ul> <b>Achieve FY2019 Budget Plan</b>		CEO/CFO		o

**Corporate Management Action Plan  
2019**



ACTION	COMPLETION DATE	KEY RESPONSIBLE PERSON	BUDGET IMPACT	STATUS
Support GraniteOne Initiatives		CEO		
<i>Strategic Goal # 2 – Customer Experience</i>				
<b>Improve Patient &amp; Customer Experiences</b> <ul style="list-style-type: none"> <li>Evaluate, Plan and Establish a budget for a customer service program</li> </ul>		CMO/CNO		
<b>Improve Patient &amp; Customer Experiences</b> <b>Improve Access, Convenience &amp; Throughput for patients by:</b> <ul style="list-style-type: none"> <li>Decreasing Wait Times</li> <li>Improved Portal and Web Access/Utilization</li> <li>Improved Communications with Patients</li> </ul> <b>Improve Access, Convenience &amp; Throughput for patients</b>		CMO		
<i>Strategic Goal # 3 – Quality &amp; Performance</i>				
<b>Improve Clinical Quality through Systems &amp; Processes</b> <ul style="list-style-type: none"> <li>Updated EMR both eCW &amp; Paragon with a focus on improved interconnectivity</li> </ul>		CEO/CMO/CIO		
<b>Achieve 5 Star HCAHPS Overall Summary Rating</b>		CEO		
<b>Continue to Integrate LEAN &amp; Performance Improvement Process Work throughout MCH</b>		CMO		
<i>Strategic Goal # 4 – Culture</i>				
<b>Improve Trust between Leadership, Physicians, Management through Engagement Activities:</b>		CEO/VP HR		

**Corporate Management Action Plan  
2019**



ACTION	COMPLETION DATE	KEY RESPONSIBLE PERSON	BUDGET IMPACT	STATUS
<ul style="list-style-type: none"> <li>• Leadership Team Rounding</li> <li>• Explore Third Party Facilitator for Physician Engagement</li> <li>• Increase visibility, informal meetings, and social outings</li> </ul>				
<p><b>Improve Employee Engagement &amp; Leadership Skills</b></p> <ul style="list-style-type: none"> <li>• Improve Engagement Score .01</li> <li>• Focus on understanding and practicing the mission of MCH in our daily work.</li> </ul>		CEO/VP HR		
<p><b>Implement Year One of Leadership Development Training for Managers, Directors and Executive Team</b></p>		VP HR		
<p><b>Support Physician Executive Leadership Training through the Medical Society/NHHA Program</b></p>		CEO/CMO		
<p><b>Begin development of Succession Planning</b></p>		VP HR		