

**Monadnock Community Hospital**

**Strategic Three Year Plan**

**2024 – 2027**

**Approved Board of Trustees: September 27, 2023**

### **The MCH Planning Committee**

The most recent Strategic Plan was developed in 2018. Following approval of the plan, GraniteOne Health and Dartmouth Hitchcock Health made the decision to “Combine”.

In May 2022, after 4 years of collaborative work, the proposed “Combination of GOH and DHH” failed to achieve approval of the Attorney General of the State of NH.

The Executive Committee of the Board became the Planning Committee of the Board of Trustees at that time and began the process of evaluating next steps for MCH. An in depth evaluation of the success of GraniteOne Health and the impacts of the COVID Pandemic, led MCH to reach out to former consultant, Wyatt Jenkins of BKD to assist the Board in evaluating our position in the market and to think about next steps for MCH. In October 2022, the Board of Trustees voted unanimously to dissolve GraniteOne Health after lengthy consideration and evaluation and recognizing that the clinical affiliations within the GraniteOne Health System were contractual in nature between MCH and CMC and were not GOH services. A lot of time was spent on the proposed combination and the pandemic left the hospital with challenges related to staffing services requiring MCH to focus inward.

In August of 2022, MCH further engaged FORVIS formerly BKD to lead MCH through another Strategic Planning Process. There were four processes conducted over the last year including: 1) Discovery, 2) Leadership Workshop and Surveys, 3) Blue Sky Visioning and formulation of strategies and tactics and finally, 4) Development of a Strategic Play Book.

Attached is the Strategic Planning Document with associated documentation (*Page 1 – 27*)

The 6 Strategic Priorities are as follows:

- Recruit and retain best talent
- Explore potential for a long-term partner / partnership(s)
- Identify opportunities & implementation of deliberate OP service line growth opportunities
- Develop a long-term infrastructure optimization plan to include physical plan and facilities, health informatics and information technology
- Focus on provider alignment
- Leadership Succession Planning

These priorities have associated draft initiatives and a team based infrastructure so as to engage as many staff across the organization as possible.

The Board of Trustees approved the plan as presented on September 27, 2023. The Board of Trustees recognizes that the work will be a process over the next three to five years and is committed to annual updates from the teams regarding their work.

Future attachments will include the Team Assignments/Initiatives/Prioritization/Timelines/Measures of Success for each of the six teams.

Attachments