NCH Strategic Plan 2025 - 2026

What does NCH need to do over the next two years to integrate and optimize our system to provide consistently excellent healthcare to our communities?

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We are NCH:

Androscoggin Valley Hospital

North Country Home Health & Hospice Agency

Upper Connecticut Valley Hospital

Weeks Medical Center

MISSION

We improve lives by assuring consistently excellent, integrated healthcare.

VISION

Healthy and empowered rural communities supported by our model of excellence and sustainability.

VALUES

Compassion, Innovation, Integrity, Reliability, Teamwork, Transparency

Strategic Priorities:

Objectives:

Developing the NCH Team for the Journey towards High-Reliability

- **Develop a Culture Where High Reliability is the Guiding Principle**
- **Identify and Develop Highly Engaged Employees**
- **Build One NCH Team**
- **Create Partnerships for Tomorrow's Workforce**

Integrating Clinical and Non-Clinical Services to Achieve High-Reliability

- **Define the Work**
- **Design and Develop NCH Structure that Best Supports HRO**
- **Create Common Implementation of HRO**
- **Hardwire Excellence**

Learning from Patients to Improve their Experience

- **Listen to Patients**
- **Create Consistent Patient Experience**
- **Improve Patient Accessibility and Support**
- **Attract and Retain Patients**

Creating a Foundation for Objective Decision Making

- **Standardize Data**
- **Convert Data to Actionable Information**
- **Disseminate Information**
- **Deploy Responsible AI**

For key strategies see: NCH Strategic Plan 2025 - 2026 | Implementation Matrix

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Strategic Priority 1					
	Developing the NCH Team for the Journey Towards High-Reliability		**OBJECTIVES**		**KEY STRATEGIES**
		1A	**Develop a Culture Where High Reliability is the Guiding Principle**	i	Define and educate HRO principles
				ii	Integrate and support HRO operationally
				iii	Create an environment where HRO thrives
		1B	**Identify and Develop Highly Engaged Employees**	i	Develop leaders
				ii	Cultivate and retain talent
				iii	Optimize performance management
		1C	**Build One NCH Team**	i	Connect to common purpose
				ii	Align like services and tear down silos
				iii	Promote learning from failure and successes
		1D	**Create Partnerships for Tomorrow's Workforce**	i	Create advancement tracks for current and future employees
				ii	Partner with traditional student healthcare programs
				iii	Highlight healthcare opportunities for young minds
				iv	Raise community awareness of healthcare opportunities and 'make healthcare cool again'

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Strategic Priority 2					
	Integrating Clinical and Non-Clinical Services to Achieve High-Reliability		**OBJECTIVES**		**KEY STRATEGIES**
		2A	**Define the Work**	i	Understand our processes and process map our work
				ii	Identify and eliminate waste
				iii	Adopt single system standard
		2B	**Design and Develop NCH Structure that Best Supports HRO**	i	Establish functional lead org chart (establish single leadership structure for identical services across the system)
				ii	Research and contemplate single corporation structure
		2C	**Create Common Implementation of HRO**	i	Identify relevant patient metrics
				ii	Integrate expertise into decision making
				iii	Determine process when variation occurs
		2D	**Hardwire Excellence**	i	Leverage and optimize technology
				ii	Adopt automation as appropriate
				iii	Validate and celebrate positive outcomes

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Strategic Priority 3					
	Learning from Patients to Improve Their Experience		**OBJECTIVES**		**KEY STRATEGIES**
		3A	**Listen to Patients**	i	Develop multiple methods to capture patient feedback
				ii	Actualize feedback into patient improvement projects
				iii	Communicate actions back to patients
		3B	**Create Consistent Patient Experience**	i	Standardize customer service training for all employees (scripted)
				ii	Integrate patient experience outcomes in performance evaluations
		3C	**Improve Patient Accessibility and Support**	i	Document patient journey to understand healthcare experience
				ii	Develop a plan to implement what is learned in patient journey
				iii	Improve patient digital experience
		3D	**Attract and Retain Patients**	i	Establish benchmark and goals for expected wait times
				ii	Increase referrals to NCH providers or partners from all sources
				iii	Establish a baseline for all patient experience metrics

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Strategic Priority 4					
	Creating a Foundation for Objective Decision Making		**OBJECTIVES**		**KEY STRATEGIES**
		4A	**Standardize Data**	i	Standardize technology across all functions beyond just informational technology
				ii	Create data structure for quick, easy, and reliable data for decision support team
				iii	Standardize data, information, and reporting that reduce barriers to understanding and interpretation
		4B	**Convert Data to Actionable Information**	i	Decision support function to streamline data and information requests into actionable insights (i.e. analysis, pro forma creation)
				ii	Hardwired After Action Review (AAR) in pro forma or other analyses to enhance learning and improvement
				iii	Mitigate information blind spots
		4C	**Disseminate Information**	i	Implement single source platform to streamline retrieval of information for use in daily operations (i.e. live dashboards)
				ii	Improved and increased knowledge of operational inputs and outcomes
		4D	**Deploy Responsible AI**	i	Establish process for vetting expanded AI technologies
				ii	Adopt AI technologies that enhance outcomes