

# Strategic Plan

*Fiscal Years 2012 - 2014*

MaineHealth

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This document sets forth, at a high level, MaineHealth’s course over the next three years. It explains our organization’s strategic priorities and offers direction for on-going planning. It will help guide critical decisions regarding the allocation of resources, including both capital and human resources. MaineHealth’s strategic plan articulates a shared vision as it seeks to build the partnerships necessary for our members to work together toward common goals.

This strategic plan also provides the framework for establishing, on an annual basis, a more detailed set of specific “focused goals,” and it outlines a clear path for advancing from our present position to our vision for the future.

### **MaineHealth Vision**

Working together so our communities are the healthiest in America

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## **MaineHealth Mission**

**MaineHealth and its members, reflecting the needs of our communities, acting within available resources and consistent with agreed upon strategic priorities will:**

- Have as its primary goal the continual improvement of the general health of the communities served.
- Maintain an integrated not-for-profit, community owned, comprehensive delivery system providing the continuum of care from prevention and health maintenance through tertiary services, rehabilitation, chronic care, long term care and home care.
- Consist of regionally organized providers operating in concert.
- Provide care regardless of ability to pay.
- Provide high quality, safe and accessible health services which are integrated and delivered with care and compassion.
- Continually redesign our care processes to ensure the highest value (quality and cost).
- Lead health professions' education and research efforts.
- Maintain financial viability.
- Accept and manage financial risk.
- Continually redesign our administrative and support processes to ensure the highest value (quality and cost).

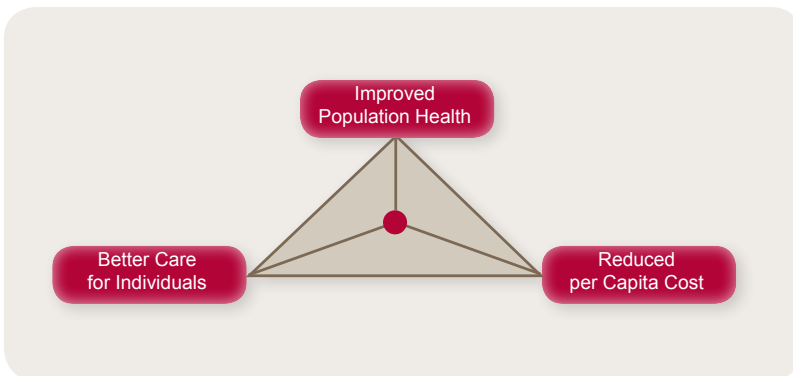
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## Guiding Principles

The rapid pace of change in the health care industry, combined with skyrocketing costs and the recently enacted health care reform legislation, creates an environment that is increasingly complex and will require new capabilities from provider organizations and health systems like MaineHealth.

During these times of volatility, it is widely recognized that there is a need for fundamental changes to some of the long-standing approaches to delivering and financing health care in the United States. These adjustments include a commitment to the notion that quality improvement and cost reduction can be achieved at the same time; recognition that financing reform must provide incentives for both of these objectives; and an expanded focus on improving health status, prevention and wellness. These aspirations have become popularized in the Institute for Health Improvement's Triple Aim – improve the health of the population; enhance the patient experience of care (including quality, access, and reliability); and reduce, or at least control, the per capita cost of care.

### The Triple Aim



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Closely associated with this effort to reorient health care delivery systems is the concept of “accountable care” (often defined as a group of health care providers working together to assume shared responsibility for the quality and cost of care they provide to their communities with an overall focus on improving health care value). The central elements of accountable care are providing care that is proven to be effective, increasing patients’ involvement in decisions about care choices for which there are legitimate alternatives, and reducing care that is not needed or for illnesses that can be prevented. In short, the aim is to put patients first.

With these understandings as a backdrop, the following provides the baseline perspective from which this strategic plan was developed:

- We are committed to improving the health status of our communities.
- We will preserve our commitment to the ideals of our not-for-profit tradition, including access to care for all.
- We are committed to quality, cost-effective, safe, and patient- and family-centered care.
- We believe that integration of physicians and other health care providers is essential to delivering high quality care.
- We recognize that risk management is essential to assuring financial sustainability.
- We will continue to be a leader in health care policy development.
- We are committed to being a leader in reducing the rate of increase in health care costs.
- We are committed to being a leader in innovating system changes that enhance the value of care.
- We recognize that data management and analysis are key to improving the value of care.
- We recognize that a highly qualified and committed workforce is essential to delivering high value care.

# Strategic Priorities

As we look to define the future direction of our health system, MaineHealth must rely on these guiding principles, along with our Vision and Mission statements, to steer clear of distractions that may cloud our resolve to do what is right for our communities. Regardless of the impact of external factors that may or may not come to pass, MaineHealth must remain true to its mission, vision and values.

**The following six strategic priorities will form the foundation for our efforts over the next three years and determine the system's strategic direction. It is recognized that member organizations will have additional strategies and goals reflective of their communities' needs.**

## Accountable Care

**MaineHealth will develop and implement plans to reposition our health system as a leader in accountable care through the redesign of our care delivery and financing systems.**

We will:

- Redesign our care delivery models – aligning with the Triple Aim – which will result in higher value health care.
- Focus efforts on developing care patterns and processes which are patient and family centered.
- Successfully implement our member organizations’ strategies for creating a strong primary care network within each hospital service area and transform our own practices, incorporating the principles of the patient centered medical home.
- Through the regional clinical planning activity, attain the optimal, highly integrated, and networked care model; providing the level of specialty care, hospital and ancillary care services appropriate to each region.
- Actively incorporate principles of population health into the care delivery model to prevent and manage health risk.
- Improve performance on the systemwide accountable care measures of patient experience/quality, population health and costs.
- Continue to seek opportunities to work with Medicare, MaineCare and private payors on the design and testing of new payment arrangements consistent with the Triple Aim.
- Successfully implement our member organizations’ strategies for limiting future increases in the cost of the care delivered to individuals with private health insurance.

## Provider Alignment

**MaineHealth and its members will foster tighter alignment with physicians and others in the provider community.** We will:

- Support the formation of tightly integrated employed physician groups in each of our member organizations.
- Continue to build and augment a systemwide PHO as the preferred model for aligning hospitals and providers.
- Be explicit in our intent to collaborate with all providers willing to share in and achieve our vision, our mission, and the principles embodied within the Triple Aim.

## Quality and Health Status Improvement

**MaineHealth will continue to invest further in improvement efforts in quality and the health status of its communities.** We will:

- Develop and implement a data warehousing, management, analytics, business intelligence, and reporting function to track patient experience/quality, population health, and costs measures to meet our own improvement needs and facilitate interfacing with other external improvement partners.
- Develop a comprehensive and consistent strategy to improve the patient experience (quality, access, and reliability).
- Achieve significant improvement in our Health Index priorities.
- Develop and implement strategies to grow capacity and increase responsibility for population health improvement among MaineHealth member organizations.

## Workforce Development

**MaineHealth will continue to attract the required human resource talent and cultivate an engaged workforce.** We will:

- Develop systemwide plans to address workforce shortages with an initial focus on nursing.
- Develop executive and physician leaders in our member organizations and ensure a continuity program for seamless leadership succession.
- Develop the competencies necessary for information systems literacy to support our investment in information technology

## Information Systems

**MaineHealth will realize the vision of “one patient, one record” by embracing the guiding principles embodied in the Shared Health Record plan.** We will:

- Optimize and leverage the existing investment in the Shared Health Record (SHR).
- Promote transparency, easier access to a patient’s own medical record, and connectedness to referring physicians.
- Promote the standardization of business and clinical practices.
- Develop the capability to identify the innovative technologies that enable new strategic directions.

## System Structure and Governance

**MaineHealth will evaluate its structure and governance models to position our health system for future success. We will:**

- Form an ad hoc systemwide Structure and Governance Committee in the fall of 2012 to review our system's current structure and governance models and recommend changes (if any) to the MaineHealth Board of Trustees.

**With these strategic priorities as a foundation, management at MaineHealth will develop yearly focused goals for consideration and approval by the Board of Trustees. These focused goals will establish realistic objectives – consistent with the strategic plan – and will assign responsibility and accountability to achieve desired results. These focused goals will be straightforward, achievable, and measurable. They will be tracked and revisited from time to time to ensure that accomplishments are documented, reviewed, and reported to the Board of Trustees.**

## Synopsis

This strategic plan and the defined priorities – reviewed and approved by the MaineHealth Board of Trustees – will serve as our compass and guide our efforts to fulfill our vision and mission.

We will create an environment that rewards innovation and positions our health system to be flexible and adaptive to changing clinical, legislative, political, and economic trends. We shall proceed with the assumption that our partners at all levels are well-intentioned and searching openly and honestly to find the right integration and differentiation models. We must provide leadership in creating structure and governance models that serve the collective interest of all involved and fosters alignment with providers. And we must constantly reinforce our commitment to continuous improvement and drive a culture of excellence and accountability that delivers real value for the healthcare dollar.

It is incumbent upon MaineHealth to take the responsibility – partnering with others as appropriate – to set a course for the sustainable delivery of high quality, safe, and affordable health care. This strategic plan, and the focused goals designed to achieve its implementation, will help our system achieve its vision to improve the health of the communities we are privileged to serve.

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