

Morrill County Community Hospital
STRATEGIC PLAN
2018-2023

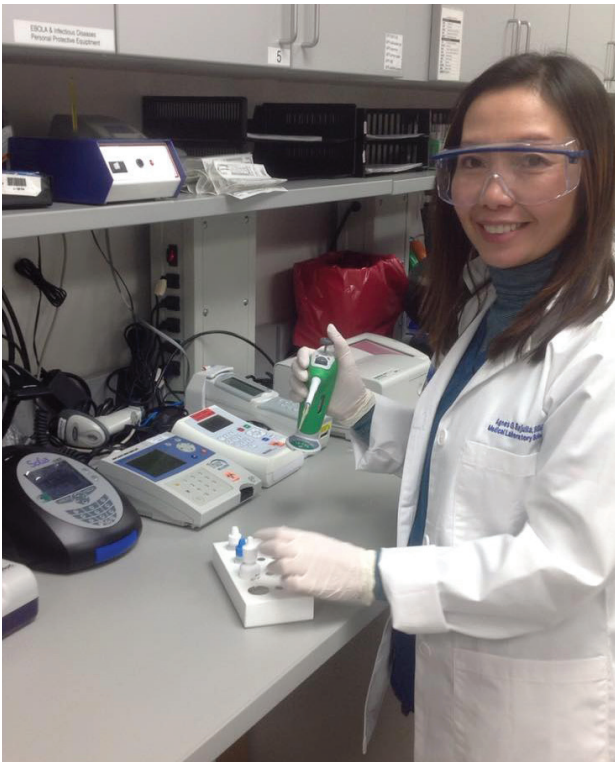


Mission

To exceed the expectations of those we serve by providing the highest quality care services possible. Through collective values, we will create a challenging and inspiring organization of the best people, working together as a team, to accomplish our mission and improve our communities.

Vision

A growing community of excellence, dedicated to providing the best patient care and services.



Values

Commitment

To the individual employee, Morrill County Community Hospital, and its patients.

Compassion

Creating caring and comfortable environments for patients, families, friends, physicians, and staff, and for anyone in need.

Excellence

Leading in quality through expertise and working beyond expectations.

Integrity

The ability to consistently manifest an honesty in thoughts, words, and actions.

Teamwork

Effective together, working harmoniously to achieve a common objective.



Morrill County Community Hospital 2023 Strategic Plan

Several key concepts emerged in the early planning sessions that created momentum for idea generation and continued through all stages of MCCH's 2018 strategic planning process. First, the commitment to planning for sustainable, risk-averse growth was evident from the earliest conversations, and remained a priority throughout the process. Teams were energized and engaged in generating ideas to help MCCH maximize its growth potential. Second, there was a readiness among the teams to capitalize on the opportunities that have been presented in recent history to MCCH. These opportunities, a result of the changing healthcare climate, competitor challenges in their ability to serve surrounding communities, and MCCH's strong financial position, are reflected throughout the goals and objectives set forth by the MCCH Board of Directors and Senior Management Team.

Morrill County Community Hospital Strategic Priorities

Strategic Priority #1

To maintain operational effectiveness through continual process evaluation and improvement.

Strategic Priority #2

To expand upon our current physicians, staff, and services in order to maximize new opportunities for patient care at MCCH, while operating in a fiscally-responsible and sustainable manner.

Strategic Priority #3

To employ and retain highly-trained, engaged, competent employees and hospital advocates.

Strategic Priority #4

To plan and execute space expansion that will serve as a long-term solution for continuing MCCH growth.

Strategic Priority #1: To maintain operational effectiveness through continual process evaluation and improvement.

Measure of Success:

Demonstrate improvement on comparable rural healthcare benchmarks while increasing hospital efficiency.

Short-Term Objectives (before July 1, 2019):

1. Increase Clinic Hours

Highlighted Tactics

- Create a schedule conducive to employee and physician capabilities.
- Advertise and market increased clinic hours to internal and external employees, patients, and stakeholders

Responsible Parties

CEO (Robin Stuart)
HR Director (Rhea Basa)

Measures

- ☐ Change clinic hours by July 1, 2018
- ☐ Improve patient satisfaction surveys
- ☐ Increase number of clinic patients served on a daily, weekly, and monthly basis

2. Complete Lab Module Review

Highlighted Tactics

- Visit neighboring facilities who currently use Centriq. Evaluate pros and cons and conclude applicability for MCCH.

Responsible Parties

Laboratory Administrative Director (Rex Famitangco)

Measures

- ☐ Report to CEO by August 1, 2018

3. Accommodate Patient Transportation Needs in a More Efficient/Affordable Manner

Highlighted Tactics

- Research the number of inpatient transports in need of outside testing. Compile research conclusions and provide recommendation.

Responsible Parties

Director of Nursing (Sylvia Lichius)

Measures

- ☐ Report to CEO by January 31, 2019

4. Expand MRI Service Hours

Highlighted Tactics

- Explore costs/viability of obtaining MRI services seven days per week.

Responsible Parties

Radiology Director (Randi Stichka)

Measures

- ☐ Report to CEO by August 1, 2018
- ☐ Implement by August 31, 2018

5. Improve Viability of Home Health Program and Processes

Highlighted Tactics

- Monitor current changes to home health processes.

Responsible Parties

CEO (Robin Stuart)
CFO (Connie Christensen)

Measures

- ☐ Improve financial benchmarks
- ☐ Re-evaluate financial changes by January 31, 2019

1. Expand and Improve Marketing and Community Outreach

Highlighted Tactics

- Continue to expand upon outreach and marketing of all MCCH Services.
- Identify and market patient satisfaction factors including quality of care and convenience.
- Maintain and nurture positive working relationships with neighboring rural healthcare institutions and providers.
- Increase student outreach by adopting a “grow-from-within” philosophy at MCCH.
- Build and foster relationships with UNMC Students.

Responsible Parties

HR Director (Rhea Basa)

CEO (Robin Stuart)
HR Director (Rhea Basa)

Measures

- ☐
- ☐
- ☐
- ☐
- ☐

2. Support the IT department to Maximize MCCH Safety, Continuity, and Efficiency

Highlighted Tactics

- Continue to review software and hardware needs with the IT department on a semi-annual basis.
- Continue to budget for technological equipment using historical data and regulatory changes.

Responsible Parties

IT Director (Lori Shengle)

Measures

- ☐
- ☐

3. Continue to Secure and Maintain Additional State-of-the-Art Medical Equipment

Highlighted Tactics

- Monitor the use and need for medical equipment on a quarterly basis.
- Budget for medical equipment using historical data and any planned changes in the types of services offered on an annual basis.
- Obtain at least two written bids for any medical equipment purchase/repair/rental, and review these with the user(s), board of directors, and/or hospital purchasing agent(s) a minimum of two weeks before finalizing the transaction.

Responsible Parties

Department Heads

Measures

- ☐
- ☐
- ☐

4. Improve Interdepartmental Communication

Highlighted Tactics

- Improve email correspondence and efficiency.
- Continue to seek learning opportunities for staff.
- Build upon interdepartmental communication flows, processes, and perspectives.
- Continue to hold weekly/monthly departmental staff meetings.

Responsible Parties

Department Heads

Measures

- ☐
- ☐
- ☐
- ☐

Strategic Priority #2: To expand upon our current physicians, staff, and services in order to maximize new opportunities for patient care at MCCH, while operating in a fiscally-responsible and sustainable manner.

Measure of Success:

The addition of services that result in increased generated income and an increase in the number of patients served.

Short-Term Objectives (before July 1, 2019):

1. Wound Clinic Promotion and Expansion		
Highlighted Tactics <ul style="list-style-type: none"> Promote through additional advertising and marketing. Re-evaluate patients served and income generated. 	Responsible Parties HR Director (Rhea Basa) Director of Nursing (Sylvia Lichius) Trauma/ED (Tracy Sterkel)	Measures <ul style="list-style-type: none"> <input type="checkbox"/> Add to marketing by July 1, 2018 <input type="checkbox"/> Report to CEO by March 1, 2019
2. Paramedicine Implementation		
Highlighted Tactics <ul style="list-style-type: none"> Complete policy review and research reimbursement issues. Implement program 	Responsible Parties Director of Nursing (Sylvia Lichius)	Measures <ul style="list-style-type: none"> <input type="checkbox"/> Report policy review conclusions to CEO by November 1, 2018 <input type="checkbox"/> Implement Paramedicine program by February 1, 2019
3. Add Services Offered by Current MCCH Physicians and Specialists		
Highlighted Tactics <ul style="list-style-type: none"> Host meeting for physicians/providers <ul style="list-style-type: none"> Review interest and capabilities in adding services. Move forward as applicable. Gain insight into what types of staff and additional providers would be most beneficial for MCCH in the long-term. 	Responsible Parties CEO (Robin Stuart) All Current Providers Director of Nursing (Sylvia Lichius)	Measures <ul style="list-style-type: none"> <input type="checkbox"/> Meet by April 1, 2019 <input type="checkbox"/> <input type="checkbox"/>

Mid-Term Objectives (July 1, 2019 - June 31, 2021):

1. Recruitment of Orthopedic Surgeon, 2. Recruitment of Pediatrician, & 3. Recruitment of Behavioral Health Specialist

Highlighted Tactics

- Research and apply best practices and common methods for contract negotiation to enhance retention.
- Consider incentive options including Residency Program and competitive wage research.

Responsible Parties CEO (Robin Stuart)

Measures

- ☐ Have Orthopedic Surgeon, Pediatrician, and Behavioral Health Specialist in place by June 30, 2020
- ☐

4. Recruitment of Ultrasound Technician

Highlighted Tactics

- Research and apply best practices and common methods for contract negotiation to enhance retention.
- Consider incentive options including Residency Program and competitive wage research.

Responsible Parties HR Director (Rhea Basa)

Measures

- ☐ Hire Ultrasound Technician by June 30, 2021
- ☐

5. Evaluate and Research Opportunities in Telemedicine

Highlighted Tactics

- Evaluate risk factors and financial viability.

Responsible Parties Director of Nursing (Sylvia Lichius)

Measures

- ☐ Report to CEO by January 31, 2020

Long-Term Objectives (July 1, 2021 - June 31, 2023):

1. Lab/Radiology Service Menu

Highlighted Tactics

- Analyze feasibility of send-out tests.
- Research services not offered.

Responsible Parties Laboratory Administrative Director (Rex Famitangco)

Measures

- ☐ Report to CEO by February 28, 2022
- ☐

2. Add Services to Specialty Clinic

Highlighted Tactics

- Recruit neurologist and add neurology services.
- Develop and implement customer satisfaction surveys.

Responsible Parties CEO (Robin Stuart) Specialty Clinic Office Manager (Tiffany Vergil) Specialty Clinic Director (Candy Lussetto)

Measures

- ☐ Have Neurologist and Neurology services in place by February 28, 2022
- ☐ Have surveys completed by January 31, 2019
- ☐ Evaluate, compile data, and report results to CEO by March 31, 2019

3. Increase Inpatient Pharmacy Services

Highlighted Tactics

- Evaluate increased need for pharmacy services.

Responsible Parties Director of Nursing (Sylvia Lichius)

Measures

- ☐ Report to CEO by March 1, 2020

Ongoing Objectives

1. Recruit Nursing Staff

Highlighted Tactics

- Increase methods/mechanisms for recruitment of RNs, LPNs, and CNAs.

Responsible Parties

HR Director (Rhea Basa)

Measures

☐

2. Continually Monitor for and Accommodate the Need for Additional Specialty Clinic Services

Highlighted Tactics

- Monitor for additional growth opportunities.
- Manage risk by maintaining relationships with other healthcare administrators within the hospital network and surrounding areas.

Responsible Parties

CEO (Robin Stuart)

**Specialty Clinic
Providers and Staff**

Measures

☐

☐



Strategic Priority #3: To employ and retain highly-trained, engaged, competent employees and hospital advocates.

Measure of Success:

Demonstrate continued improvement on benchmarks such as recruitment, retention, safety, employee engagement, and patient satisfaction.

Short-Term Objectives (before July 1, 2019):

1. Offer In-House AHA Certification/Training

Highlighted Tactics

- Complete all requirements to offer in-house AHA Certification/Training.

Responsible Parties
Director of Nursing
(Sylvia Lichius)

Measures

- ☐ Complete requirements, report to CEO by October 31, 2018

2. Develop an Improved, More Comprehensive Employee Wellness Program

Highlighted Tactics

- Contact RCI for ideas and best practices for maximizing wellness programs; research comparable programs.
- Add to existing programs.
- Incentivize Participation.

Responsible Parties
HR Director (Rhea Basa)

Measures

- ☐ Present ideas for improvement to CEO by February 28, 2019
- ☐
- ☐

Ongoing Objectives

1. Provide Front-Line Staff with Customer Service Training

Highlighted Tactics

- Monitor and evaluate feedback in patient satisfaction surveys.
- Offer communication tools and increase professional development opportunities for front-line staff.

Responsible Parties
HR Director (Rhea Basa)

Measures

- ☐
- ☐

2. Promote a Positive Workplace Culture

Highlighted Tactics

- Create methods to increase department leadership accountability.
- Research and pursue the potential of adding a scholarship program for qualified employees.
- Maximize opportunities for employee recognition through the continuation of the 'Caught You Caring' program and annual service awards.

Responsible Parties
CEO (Robin Stuart)
HR Director (Rhea Basa)
MCCH Foundation
HR Director (Rhea Basa)

Measures

- ☐
- ☐ Report drafted plan/processes to CEO by November 1, 2018
- ☐

Strategic Priority #4: To plan and execute space expansion that will serve as a long-term solution for continuing MCCH growth.

Measure of Success:

A hospital addition that can accommodate multiple levels of future MCCH growth.

Mid-Term Objectives (July 1, 2019 - June 31, 2021):

1. Begin Planning an Addition That Accommodates ED, ICU, Inpatient Pharmacy, PACU, Patient Room, Staff Office Needs, and Other Areas as Determined by the Executive Team and Board of Directors

Highlighted Tactics

- Hire a consultant to offer insight regarding trending healthcare services and opportunities for small to mid-size hospitals.
- Ensure that the space expansion plan is in alignment with current needs as well as anticipated growth of services offered.
- Meet with architect to begin the planning process and evaluate options for space expansion. Work with architect, engineer, and other parties to create an architectural plan and cost estimate for the addition. Submit to senior management and board of directors for approval.

Responsible Parties

CEO (Robin Stuart)
Board of Directors
Senior Management Team

Measures

- ☐ Hire consultant by August 2019
- ☐
- ☐ Complete by February 2020

2. Recruit/Contract with Grant-Writer to Assist In the Research and Application for All-Encompassing Grant-Funded Hospital Improvement Opportunities

Highlighted Tactics

- Contract with external grant writer to explore resources and write grants/loan requests to fund the expansion.

Responsible Parties

CEO (Robin Stuart)
HR Director (Rhea Basa)

Measures

- ☐ Have grant-writer in place by March 2020

1. Begin Space Expansion

Highlighted Tactics

- Acquire bids.

Responsible Parties

CEO (Robin Stuart)
Designated Parties

Measures

- ☐ Acquire bids by February 2021

2. Research Viability of New State-of-the-Art Wellness Facility

Highlighted Tactics

- Research viability, community impact, and financials.

Responsible Parties

**RN Head of
Cardiopulmonary Services**
(Kindra Daves)

Measures

- ☐ Report to CEO by February 2021

3. Re-evaluate MCCH's Needs for Adding State-of-the-Art Equipment, Increasing Services, and Hiring Additional Staff (Post-renovation)

Highlighted Tactics

- Obtain Chemotherapy Hood.
- Increase ICU & Interventional Cath Lab Capabilities.
- Recruit Inpatient Pharmacist.
- Improve PACU to maximize OR capabilities.

Responsible Parties

Director of Nursing
(Sylvia Lichius)

HR Director (Rhea Basa)

Director of Nursing
(Sylvia Lichius)
Tom Dredla
Katie Kenahan

Measures

- ☐
- ☐
- ☐



Special Acknowledgement goes to the Board of Directors, Senior Executive Leadership Team, Physicians, and Department Heads who participated in the development of the Morrill County Community Hospital 2018-2023 Strategic Plan.

This Strategic plan is a living document that provides strategic direction and guidance for Morrill County Community Hospital. MCCH is committed to successfully implementing these objectives in our pursuit to exceed the expectations of those we serve by providing the highest quality of care services possible.

Through collective values, we will create a challenging and inspiring organization of the best people, working together as a team, to accomplish our mission and improve our communities.



Jamie N. Weingart
JNW Consulting, LLC.

Let's explore what you do well so that you can do more of it.