

Strategic Plan

Fiscal Years 2016–2018

*Working together so our
communities are the
healthiest in America*

MaineHealth

The MaineHealth System

Introduction

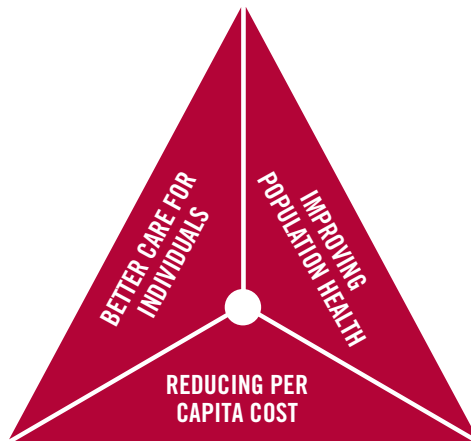
This document sets forth, at a high level, MaineHealth's course over the next three years and articulates a shared vision, as the system seeks to build the partnerships necessary for our members to work together toward common goals. It explains our organization's strategic priorities and offers direction for on-going planning; helping to guide critical decisions regarding allocation of resources, including both capital and human resources. This strategic plan also provides the framework for establishing, on an annual basis, a more detailed set of specific "focused goals," as it outlines a clear path for advancing from our present position to our vision for the future.



Setting the Context

The U.S. healthcare system continues to witness unprecedented changes in disease prevention, the delivery of care, utilization, payment, patient experience and many other facets. Many argue that the accountable care “movement” has become a full-fledged social contract between providers, payors and consumers. Like MaineHealth, health systems across the country have embraced the tenets of the Triple Aim. While many health systems have implemented programs and practices to improve population health, enhance the patient experience of care (including quality, access, and reliability) and reduce, or at least control, the per capita cost of care, much more can be done to match or exceed the expectations of purchasers and consumers of healthcare services.

The Triple Aim



The National Perspective

Utilization on a national scale over the past few years has been relatively flat with pockets of inpatient growth in services such as neurosurgery, general medicine and orthopedics, while cardiac services are projected to continue their decline. Outpatient activity continues to grow at a rate of 1-2% per annum led by oncology services, radiology, and cardiology. The volume shift from inpatient to outpatient continues among all payor categories and Medicare is expected to become the majority payor by 2022 (source: The Advisory Board).

The payment landscape is also experiencing some significant shifts. Medicare fee-for-service payments continue to decline while provider reimbursement rates are showing signs of decline under many (if not most) exchange plans – the majority of which are narrow network arrangements. Among employers, the “traditional” coverage plan is eroding and employers are continuing to shift their risk by increasing cost-sharing to covered employees. Those employees in employer-based plans are choosing high deductible plans with the resultant risk of increased bad debt burdens on providers.

Consumerism in healthcare is growing as individuals are increasingly becoming price sensitive and the narrow networks are becoming more attractive and acceptable to consumers due to price. Consumers are prioritizing convenience and affordability and are demanding more and more transparency – in quality and cost. A patient’s experience continues to be a vital component of consumer loyalty in provider utilization as well as network selection.

The Local Perspective

The population of the twelve counties in Maine and New Hampshire considered to be our service area is not expected to increase materially during the next decade, but the percentage of those aged 65 or older is growing rapidly – expected at nearly 1 in 4 residents by 2025. As our population ages, we become more and more dependent on the Medicare program. Planned reductions in the federal government’s payments for services provided to Medicare beneficiaries will cost our health system more than \$370 million during the decade following the passage of the Affordable Care Act.

Inpatient utilization rates locally are expected to continue to decline, offsetting an aging population’s greater need for inpatient hospital services (source: Sg2). The brunt of that decline in inpatient utilization will be felt by the smallest of Maine’s hospitals, which make up the majority of the providers in our system. Fueled by an aging population, changes in policy and improved systems of care delivery, outpatient and professional services are anticipated to increase (source: Sg2).

Both public and private payors are seeking to change the ways we are paid to reward better quality, improved patient experience, and lower total cost. Like the elimination of services that are unnecessary or of marginal value to our patients, our commitment to be a leader in the Accountable Care movement will magnify the financial challenges we face.

Our active participation in the development and testing of such payment reforms is compulsory. We must demonstrate our commitment to the Triple Aim to regulators, payors and, most importantly, our patients. We also must develop the ability to successfully manage the care of a population within a defined budget.

Recent Initiatives – Competitive Developments and Structure & Governance Committees

Over the past three years, the MaineHealth Board of Trustees formed two Ad Hoc Committees to examine issues of pressing importance to our healthcare system. Along with white papers and research developed by staff, the reports and recommendations of these committees have informed the development of this strategic plan.

The Competitive Developments Committee was formed in May 2013 in response to changes in our competitive market and to increased merger and partnership activity between hospitals and health systems, both locally and nationally. Over the course of five months this committee reviewed market information tracking developments in the Maine, New Hampshire, and Boston markets and delivered recommendations to the MaineHealth Board regarding actions and initiatives that should be undertaken to respond to competitive dynamics, invest in new relationships and partnerships, or to further develop our system in each market.

The Committee on Structure and Governance was formed in January 2014 to review the corporate structure of MaineHealth, the relationship between the health system and its member organizations, and the balance of responsibility and authority among them. This committee recognized the value that our de-centralized, shared model of governance brings to MaineHealth and the significant contributions of local community boards. At the same time, it delivered recommendations that call for greater intra-system coordination, sharing of resources, and streamlining of decision making – all changes that are necessary to succeed in the current healthcare environment.

The work of both these committees has shaped the strategic direction of MaineHealth in the last three years, and in turn influenced the Strategic Planning Committee’s thinking regarding priorities for the next three years. There are many common themes between the recommendations of this strategic plan and those delivered by these committees. These involve greater collaboration and alignment among our member organizations, the importance of forming effective strategic partnerships with other providers in target geographies, and the importance of implementing new strategies to meet the demands of value-based reimbursement and population healthcare.

An Affirmation of Vision and Mission

As a prelude to the development of the 2016-2018 Strategic Plan, the Planning Committee reviewed and discussed the health system's Mission and Vision statements and their connection to member organizations. No changes are recommended to the Vision statement. Minor modifications are recommended to the Mission and Guiding Principles in order to better align the Mission and Vision statements to further cement the system's shared purpose and interrelationships. Finally, the Planning Committee recommended that the Vision statements of member organizations should be more closely aligned with our system's Vision statement.

Vision

Working together so our communities are the healthiest in America.

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 health of the communities served.
- Maintain our integrated not-for-profit, community owned, comprehensive delivery system providing the continuum of care from health and wellness promotion, prevention and health maintenance through physician services, behavioral health, primary and secondary acute care, tertiary services, rehabilitation, chronic care, long term care, home care, palliative care and hospice.
- 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 through a supported and highly engaged workforce.
- 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 / support processes to ensure the highest value (quality and cost).

Guiding Principles

The following provides the baseline perspective from which MaineHealth's efforts are 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 healthcare 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 healthcare policy development.
- We are committed to being a leader in reducing the rate of increase in healthcare 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 keys to improving the value of care.
- We recognize that a highly-qualified, engaged 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, in addition to 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.

Population Health

MaineHealth's commitment to improving the health of the population we serve differentiates the system from other provider organizations and forms the basis for innovative programs and initiatives that measurably improve the health status of individuals and communities. The system's conceptual framework for population health acknowledges the impact of community and environment, behaviors, and policy in addition to clinical care. This perspective has resulted in numerous successes in achieving positive outcomes over time and supports the engagement of partners in the public and private sectors who share our values and common health status improvement goals.

Statement of Intent

MaineHealth will continue to lead in the development of initiatives and services to promote the improvement of health among the population of our service area, as well as specific populations of interest, through the achievement of targets in our health index priorities.

- Assure that MaineHealth is prepared to lead the system's population health efforts and support members in their efforts to improve population health.
- Assure that all MaineHealth member organizations accept accountability for improving the health of the populations they serve.
- Integrate population health strategies, targets, and performance measures into service line development, Patient Centered Medical Home, Accountable Care and other system-wide strategic initiatives.
- Examine current funding approaches for population health and determine effective strategies to maintain and expand funding.
- Expand partnerships to achieve shared population health improvement outcomes.

Local Health System Transformation

The challenges facing local health care delivery sustainability is forcing a renewed commitment to a) innovation, and b) an examination of community needs and wants as well as the ability of our local health systems to meet them. Balanced by budget and payment constraints, local health systems must prepare for, and make investments in, a transformational shift to an even greater focus on primary care; a reduced focus on hospital-based care; a consideration of what components of service lines will be delivered at the local level; and a refinement of post-acute services to meet the needs of the communities they serve.

Statement of Intent

MaineHealth will lead the transformation of our local healthcare systems, recognizing the unique challenges facing each of our organizations, to ensure that every patient receives the same standard of care and care options, and that the communities we serve have access to a best-in-class, and an affordable continuum of coordinated primary, secondary and tertiary healthcare now and in the future.

- Systematically assess the viability of healthcare services offered in each local service area and define a core set of services for ongoing growth and investment, built upon a robust foundation of primary and post-acute care.
- In support of the guidance provided by the Governance & Structure Committee and in conjunction with system service line and regional clinical planning, create linkages and opportunities for shared investment at a system and/or regional level.
- Pursue partnerships with payer and purchaser organizations that support our efforts to transform our local systems of care.
- Develop the clinical and financial governance or management capabilities required to implement change.
- Develop our Accountable Care Organization (ACO) network to be the “partner of choice” for independent primary, behavioral health, and specialty physicians, and long-term care providers in each local community.
- Develop and sustain new partnerships with community and social service organizations to bridge health and social service care needs of our patients in local communities.

Provider Alignment

Health systems across the country recognize the quality and patient experience improvements, physician and provider satisfaction, and cost reductions that can result from aligned and engaged providers and physicians. For some, alignment is in the form of incentives with no structural interdependencies. For others, alignment is a fully integrated, employed medical group. MaineHealth recognizes the value in continued relationships with all partners willing to work together to improve the health of the population. The system also recognizes the value of a system-wide medical group’s potential in achieving the tenets of the Triple Aim where provider and physician satisfaction and engagement are key components.

Statements of Intent

MaineHealth will continue to partner and strengthen our relationships with all healthcare organizations and physicians who share our Vision and are willing to work with us to help achieve our Mission.

- Restructure our Accountable Care Organization activities and PHO to encourage the engagement of independent physician practices in governance and operations.
- Explore clinical program development opportunities and improvements in clinical service delivery.

MaineHealth will create a physician-led process that will build the framework and infrastructure required to develop a system-wide, multi-specialty group practice for activation within the next three to five years to enhance our success in achieving the tenets of the Triple Aim.

- Form a medical group leadership council, consisting of physician/ administrator dyads from each of the employed medical groups to guide strategy.
- Conduct a cultural and structural assessment for each employed medical group to highlight and compare/contrast similarities and differences.
- In support of the infrastructure goals in previous plans, implement SeHR and a common practice management system for all employed practices.
- In support of the recommendation of the Governance and Structure Committee, explore the development of, and implement where appropriate, consolidated employed specialty groups within the system-wide service line operating structures.
- Explore, and implement where appropriate, medical group consolidation in regional geographic areas.

Quality Improvement

The delivery of high quality healthcare is at the very core of our health system's mission. And, the principles of quality improvement are central to the provision of consistently efficient and effective care that exceeds the expectations of patients and their families. We are committed to performance measurement, public reporting of the results of those measurements and continual action to correct deficiencies. MaineHealth and its members, including those with which we partner, must set the standard for the delivery of high quality, safe, effective and patient-centered care, and must continue to build on our capabilities in evidence-based improvement methodologies that focus on the achievement of outcomes that enhance health and the patient experience.

Statement of Intent

MaineHealth will achieve top decile performance in nationally benchmarked quality, patient safety and patient experience measures.

- The MaineHealth Board Quality Committee will periodically establish system-wide performance improvement priorities that are specific, well-defined, measurable, actionable, relevant to the Triple Aim, applicable to, and endorsed by all MaineHealth organizations, and we will hold ourselves accountable for the achievement of these priorities.
- Assess the resources required to achieve top decile performance and ensure the effective and efficient allocation of those resources both centrally and locally for success in achieving the MaineHealth system-wide performance improvement priorities (quality, patient safety, cost reduction, and patient experience).
- Accelerate the deployment of training, tools and expert support to all MaineHealth member organizations in adoption of continuous performance improvement methodologies (Operational Excellence).
- Develop a system-wide plan for improving patient experience in all care settings, utilizing proven methodologies to train staff in applying proven techniques and secure the infrastructure necessary to support this plan.
- Support the continued evolution of the MaineHealth Center for Performance Improvement as a system-wide resource to efficiently and effectively support performance improvement.

Payment Reform and Price Transparency

Payment reform and price transparency are both a means to an end. As the healthcare delivery system undergoes redesign to better meet the goals of the Triple Aim, it has become clear that real progress will require better alignment of the healthcare financing system with those goals. Both governmental and private payors are rapidly moving toward payment models that require provider systems to take financial risk for their financial and quality performance. These payment models require providers to develop the capabilities that support population health management and improved quality performance for their patient panels and the larger populations they serve. The development of these capabilities requires investments in data and analytics, in delivery system redesign, and in connectivity among providers.

Statement of Intent

MaineHealth will develop and maintain contracts and pricing structures that support our mission to provide healthcare services for all – regardless of ability to pay – and will embrace payment models that align with the Triple Aim by engaging in contracts that hold our system accountable for performance on cost, quality and patient experience.

- Identify key capabilities of successful ACOs and define “tests of readiness” to measure MaineHealth’s progress toward each. Develop plans to address identified gaps.
- Develop the capacity to collect and analyze data necessary to maximize performance on population health contracts, and the capability to integrate the use of such data in daily practice management in both primary and specialty care.
- Identify and implement opportunities to maximize performance on risk-based quality and patient experience measures.
- Seek opportunities to meet the Triple Aim by improving the cost and effectiveness of our delivery system through the development and implementation of a multi-year plan to improve the quality and efficiency of our services system-wide while maintaining financial viability.
- Promote public access to information about MaineHealth clinicians and services and the price and quality of our services that is necessary for patients to make informed choices.

Workforce Engagement and Development

Recognizing the particular connection in healthcare between an “engaged” workforce and positive clinical and financial outcomes, MaineHealth will continue its investment and focus on engagement of all employees throughout our healthcare system. Establishing a culture of engagement is particularly urgent, given alarmingly high rates of projected nurse and physician retirement in the next five years. Engaged healthcare teams have higher rates of productivity, they are motivated to “go above and beyond” to deliver excellent service and they have higher rates of retention and attract new personnel who share these values. All of these factors combine to drive higher quality outcomes, a more loyal patient base, and long term sustainability and growth.

Statement of Intent

MaineHealth will rank among the nation’s top 25th percentile in system-wide employee engagement as measured by the Advisory Board.

- Develop a common set of system-wide Values, and align the vision statements across our member organizations that will serve as guideposts for how we engage with our patients, our colleagues, and our broader communities.
- Launch a leadership development program for all MaineHealth leaders that is aligned with our Core Values, focuses on leadership skills that not only assist with employee engagement, but equips and supports leaders with both the technical skills and inspiration to lead.
- Incorporate assessment of employee engagement into the performance review program for all leaders across all MaineHealth organizations.
- Mitigate the impact of pending labor shortages and provide career growth opportunity for personnel by developing programs and strategies that enable seamless deployment of personnel throughout MaineHealth, both within and across organizations.
- Develop and support a system-wide strategy to address projected RN and physician workforce retirements and continue to develop a retention strategy for current clinical staff.

From Strategy to Action

With these strategic priorities as a foundation, senior 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, measurable, and will be tracked and revisited from time to time, to ensure that accomplishments are documented, reviewed, and reported to the Board of Trustees.

Activation of our Strategic Plan and our Health System Brand

An organization's strategic direction drives the brand strategy for that organization and in turn, the brand promise – when fulfilled – brings to life the organization's vision for the future. This interdependent relationship presents opportunities to align the MaineHealth brand strategy with recent efforts in regional clinical planning, consolidation of services, and/or system-wide service line development.

The strategic priorities identified above are a step toward answering consumers' demands to create value through consistency in care, lowering the cost of care and simplifying the journey at every step. Delivering against these priorities will compel the organization to evolve from a well-regarded regional healthcare system to the unquestionable provider of choice in Maine and portions of New Hampshire. A strong, integrated brand strategy that unifies our culture, trustees, physicians, leaders, and employees to embrace these priorities can help support and achieve this strategic plan.

To assist in activating this strategic plan, it will be important to establish a strong brand strategy reflective of the tenets of the Triple Aim through informed consumer, internal team, physician and stakeholder research. At the root of this activity will be the common set of system-wide Values and the aligned vision statements across our member organizations that will serve as the underpinnings of this positioning. Development of the system brand promise, positioning and architecture will help to showcase the value of an integrated system.

Consumers see natural value in the concept of a system and research indicates they are motivated to engage with systems that demonstrate value. Evolving our brand strategy will be required to ensure that our communities are aware of the significant work we are undertaking to deliver against the Triple Aim and to provide them with high-value healthcare. This work can create internal efficiencies, improve our market position in key geographies and help to bolster our competitive stance to external threats.

Synopsis

This strategic plan and the defined strategic 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 intended 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 physicians. 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 healthcare. 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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