MaineHealth is a not-for-profit health system dedicated to improving the health of our patients and communities by providing high-quality affordable care, educating tomorrow’s caregivers, and researching better ways to provide care.

Working together so our communities are the healthiest in America

This document sets forth, at a high level, MaineHealth’s course over the next three years and articulates a shared mission and vision, as the system and its local health systems 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 resource allocation, including both capital and human resources, as well as how we navigate the opportunities and challenges ahead. This strategic plan outlines a clear path for advancing our vision for the future, and provides the framework for establishing our detailed set of annual objectives.
CULTURE

At MaineHealth, our culture drives our strategy.

We use distinct words or phrases to describe our culture. Some are contained within our values: Patient Centered, Respect, Integrity, Excellence, Ownership and Innovation, and the implicit behaviors associated with each. Others include collaboration and cooperation; being true to our mission and vision; inclusivity; responsibility; accountability; empathy.

We must nurture our culture through our everyday behavior and be both mindful and purposeful of how these actions shape, or undermine, our culture — whether that’s how we greet patients, recruit providers, deal with difficult situations, or work together to find common ground. MaineHealth’s culture is reflective of who we are as individuals and how we act collectively in service to our communities, our mission, and our vision.

MaineHealth’s culture drives our strategy and our strategy is defined by the priorities we choose to guide our behaviors.

STRATEGIC PRIORITIES

These four strategic priorities form the foundation for our efforts over the next three years and determine the system’s strategic direction. In essence, these priorities are our interpretation of the Quadruple Aim: 1) Enhance the Patient Experience (including quality, safety and service), 2) Improve Care Team Well-Being, 3) Improve Population Health, and 4) Make Care More Affordable.
PATIENTS

Patient-centered care is the first of our six values, and the first of our four strategic priorities. Putting patients and their families first means focusing on the health outcomes that are important to them. It involves informing and involving patients and their families in a care plan, providing care that is respectful and responsive to individual preferences, and ensuring that a patient’s values guide clinical decisions. Patient-centered care at MaineHealth empowers patients and their families to become active participants in their care and helps them achieve their best health outcome.

GOAL

MaineHealth will deliver high-quality, safe, effective, patient-centered care, and will aspire to top-decile performance in nationally benchmarked metrics.

A positive patient and family experience at MaineHealth is of paramount importance. We must live our values by ensuring well-coordinated care, providing information in easily understood terms, ensuring physical and emotional comfort, and involving patients and their families in the care plan. Each and every care team member is empowered to enhance our patients’ experiences based on compassion, mutual respect, and partnering with patients and their families.

GOAL

MaineHealth will aspire to top-quartile performance in nationally benchmarked measures of patient experience in all facets of the care delivery system.
Each of us, whether we provide direct care to patients or support direct caregivers, is a member of the MaineHealth care team. And the correlation between an engaged, supported care team and superior organizational performance is well established. Health care provider organizations with higher engagement scores have higher quality scores, lower infection rates, higher safety scores, higher patient experience scores, and lower overall turnover and vacancy rates. Engagement is an operational imperative. MaineHealth must nurture a culture that enables members of the care team to perform their best; fully commit to the health system’s goals and objectives; contribute to a positive patient experience; and enhance their own well-being.

**GOAL**

MaineHealth will aspire to achieve top-quartile performance in nationally benchmarked measures of care team engagement.

Our team members are the most important asset in the pursuit of our mission and vision. They are the core of our success and are valued for the care they deliver, the work they perform, and the passion they demonstrate for high-quality care each day.

Talent management is intensely competitive in health care, as well as in other industries. Contributing factors include labor shortages, our regions’ — and the country’s — aging population, slow population growth in our region, and a wide range of employment choices. To succeed, we must deliver breakthrough strategies that position our health system for success. MaineHealth must invest in innovative recruitment and retention efforts while providing attractive and targeted education and training opportunities to team members through the advancement of career pathways, both internally and with external partners.

**GOAL**

We will exceed the national median in retention and recruitment performance through the deployment of innovative programs, with education and training experiences that advance our mission and vision.
MaineHealth’s commitment to population health improvement differentiates our system from others and forms the basis for innovative, proactive initiatives that measurably improve the health status of individuals and communities alike. MaineHealth’s vision has supported this unique focus for two decades. The health system acknowledges the impact of a community’s environment, individual behaviors and public policy in addition to clinical care on overall health status. We must broaden our focus beyond the disease prevention and wellness strategies historically implemented and adopt actions that more deeply impact the social determinants of health and reduce health disparities.

**GOAL**

MaineHealth will continue to lead and collaborate in the development and implementation of disease prevention initiatives and adopt innovative strategies that measurably and positively impact the determinants of health and the overall health of our service area.
As the largest health system in our region, MaineHealth is uniquely capable of having a profound impact on the affordability of health care in the communities we serve. We must seize the opportunities available to us to further reduce the cost of care delivered by our health system and improve the overall value proposition. MaineHealth, within its purview, will continue to take action to manage the total cost of care and make care more affordable for the residents of our region.

**GOAL**

MaineHealth will aspire to deliver health care services at a cost below the national median.
THE MAINEHEALTH SYSTEM
(AS OF OCTOBER 1, 2019)

REGIONAL ENTITIES
MAINEHEALTH ACCOUNTABLE CARE ORGANIZATION
MAINE BEHAVIORAL HEALTHCARE
MAINEHEALTH CARE AT HOME
NORDX
FRANKLIN COMMUNITY HEALTH NETWORK
MAINE GENERAL HEALTH*
COASTAL HEALTHCARE ALLIANCE
WALDO COUNTY GENERAL HOSPITAL
PEN BAY MEDICAL CENTER
LINCOLNHEALTH
MILES CAMPUS
ST. ANDREWS CAMPUS
ST. MARY’S HEALTH SYSTEM*
MID COAST PARKVIEW HEALTH*
WESTERN MAINE HEALTH
SPRING HARBOR HOSPITAL (MAINE BEHAVIORAL HEALTHCARE)
NEW ENGLAND REHABILITATION HOSPITAL OF PORTLAND*
MAINE MEDICAL CENTER
MEMORIAL HOSPITAL
SOUTHERN MAINE HEALTH CARE
SMHC MEDICAL CENTER – BIDDEFORD
SMHC MEDICAL CENTER – SANFORD

SYNOPSIS

This strategic plan serves as our compass and guides our efforts to fulfill our mission and vision.

We will create an environment that rewards innovation and positions our health system to be nimble and adaptive to changing clinical, political and economic trends. We will proceed with the assumption that our partners at all levels are well-intentioned and searching openly and honestly to find the right solutions to the challenges ahead. We must provide leadership in nurturing a diverse workplace, celebrating successes in ways that are expressive and meaningful. And we must constantly reinforce our commitment to continuous improvement and a culture of excellence, innovation and accountability that delivers real value for the health care dollar.

MaineHealth will continue to leverage opportunities to further regionalize our governance, administrative and clinical structure to better serve our communities. We will continue to adopt technological innovations that improve care delivery. We will expand our system-wide service lines and develop care models that deliver the right care at the right time at the right location at the right cost. And we will remain committed to reducing care variation and spreading consistent best practices across our delivery network.

MaineHealth must take the responsibility — partnering with others as appropriate — to set a course for the sustainable delivery of high-quality, safe, reliable, patient- and family-centered, affordable health care. This strategic plan provides the direction necessary to help our system realize its mission and vision to improve the health of the communities we are privileged to serve.

*While the education and research components of our mission are embedded within some of the plan’s goals, a separate planning process will be undertaken with a focus on the health system’s academic and research pursuits. This plan will be appended to include these analyses at a later date.