

Employer of Choice

People

- Engaged, happy and healthy employees
- Strong leaders
- Physicians/clinicians as partners of CMC

Recommended Health Provider

Service

- Customer centered
- Consistent and efficient processes
- Community focused

Right Care, Right Time

Quality

- Evidence-based outcomes
- Innovative and improvement- focused culture
- Safe and high-value care delivery

Maximized Resources

Finance

- Wise use of resources
- Financial strength and sustainability
- Adaptive reimbursement models

Transformation and Advancement

Growth

- Excel in services offered
- Extend access to care locally
- Expand value throughout the continuum of health
- Engage all stakeholders

Catholic Medical Center's Strategy2020

CMC Healthcare System (CMCHS) is guided by its mission, vision and values in delivering exceptional care and well-being to our patients and community. Aggressively pursuing our mission and vision is fundamental in both shaping our future and evaluating our progress. Additionally, our strength of Catholic Identity and relationship with the Diocese, affirmed by our values and incorporated in our language, symbols and behaviors, is integral to fulfilling CMC's direction to deliver health, healing and hope to those we serve.

Mission

The heart of Catholic Medical Center is to provide health, healing, and hope in a manner that offers innovative high quality services, compassion, and respect for the human dignity of every individual who seeks or needs our care as part of Christ's healing ministry through the Catholic Church.

Vision

Guided by our mission and values, we are committed to becoming the finest customer experience, lowest cost, best outcome provider in the region.

Values

- Treat others with **Compassion** and to promote social justice and equality
- Understand and believe **Human Dignity** with respect to the sanctity of human life from conception to natural death
- Continually strive for **Excellence** in what we do in regards to quality, patient safety, continuum of health, palliative care, hospice, etc.
- **Respect** patients, family and each other
- Promote **Patient Centered** Care with special attention to the poor, underserved and vulnerable

CMC's strategy is to be an independently governed, Catholic health system with outstanding programs and strong partnerships that contribute to our ability to improve the health of our community and surrounding areas throughout the entire continuum of health.

We will do this by...



...Operating as a healthcare system of choice for employees and the medical staff community.

CMC is proud of its employees, providers and volunteers who serve our patients. Their knowledge, dedication and talents, along with their compassion, ensure that our patients receive the highest level of care and kindness throughout their CMC experience. Additionally we know that the happiness of our employees and providers impacts the satisfaction and experiences of our patients.

What are the priorities for 2020?

1

Cultivate an environment where employees are happy, healthy and engaged; feel valued and take pride in their work, their team and CMC; and are recognized for their quality work and outcomes.

2

Develop strong, skilled clinical and administrative leaders who are committed to CMC and aligned and engaged in helping it fulfill its mission and achieve its vision.

3

Engage and align physicians and clinicians as partners and ambassadors for CMC who deliver, and are recognized for providing, high-quality, evidenced-based care.

How will we know we are succeeding?

- Improvement in the engagement scores on our employee survey
- Higher retention rates for employees and physicians and clinicians
- Increased safety in the work environment

How will we accomplish our goals?

- Offering programs on leadership development for our staff and providers in management roles
- Instituting succession planning and career development paths
- Using feedback provided by our employees to enhance communication, recruitment and retention, and rewards and recognition
- Enhancing scheduling and capacity management systems to ensure the right resources are available to provide services
- Continuing our work on the Magnet Recognition/Journey to Excellence program
- Partnering with staff, physicians and clinicians, and volunteers to enhance their effectiveness



SERVICE

...Exceeding expectations and leading as a recommended healthcare provider.

CMC continually strives to deliver an exceptional experience for patients, families, partners and the community. CMC recognizes that the consumer experience is more than just our high-quality, comprehensive set of inpatient and outpatient services. We expect each “touch-point” during an episode of care to leave every patient feeling appreciated, listened to, and cared for. Providing a seamless, reassuring and convenient experience will cultivate consumer trust and confidence in CMC.

What are the priorities for 2020?

1

Build a customer-centered culture by placing the customer at the center of all we do every day to improve our connection to the community and create a welcoming, “hassle-free” environment.

2

Deliver consistent and efficient services and care focused on a timely, smooth and integrated patient journey with solid and meaningful communication across the complete continuum of health.

3

Attend to the community’s needs for the health of the population by identifying opportunities, providing chronic and preventative care, and accounting for non-medical determinants of care.

How will we accomplish our goals?

- Growing our service excellence with AIDET, Language of Caring and service recovery
- Streamlining our IT systems through a single platform EMR allowing caregivers more universal access to patient information
- Working closely with our Network4Health partners to provide better support to those with behavioral challenges
- Enhancing care coordination through the Patient Centered Medical Home model
- Expanding and redesigning our facilities to improve flow and access for patients and visitors

How will we know we are succeeding?

- Higher patient satisfaction results on our patient surveys
- Improved throughput and wait times
- Increased patient-centered environments and access to care
- Sustained or increased number of programs bettering our community’s health

...Providing the right care and experience for every patient and visitor, every time.



Quality

Each member of the CMC team is expected to provide safe, high-quality care to our patients and families. The importance we place on delivering evidence-based, quality care is validated through our national recognition—a 3-Star rating from the Society of Thoracic Surgeons (placing our Cardiac Surgery program in the top 15% in the country), Get With The Guidelines®-Stroke Gold-Plus Quality Achievement Award, numerous Union Leader Readers’ Choice Awards, Anthem’s Blue Distinction awards in total joint replacements, spine, bariatric surgery, and cardiac care, and accreditation from the Commission on Cancer.

What are the priorities for 2020?

1

Proactively focus on outcomes as well as processes using evidence-based medicine, teamwork, and a fair and just culture in a learning environment.

2

Train, educate and empower staff to make changes for the better using benchmarking, data and analytics, and then recognizing, rewarding and celebrating that excellence.

3

Redesign the care delivery system to provide high-value care that supports the transitions of care, transparency, educated customers, partnerships and innovative technologies.

How will we accomplish our goals?

- Accelerating focus on patient safety initiatives
- Training employees in performance improvement techniques to promote employee owned and sponsored change
- Advancing the use of analytics and business intelligence to drive decisions, reduce variability and identify areas for improvement
- Building relationships with community partners to better coordinate transitions of care
- Ensuring a robust Patient Transfer Center to provide patients efficient and effective access to higher levels of care
- Growing GraniteOne Health to provide standard, coordinated and efficient quality care throughout New Hampshire

How will we know we are succeeding?

- Continued reduction of preventable readmissions, infections and complications
- Improvement in our performance in nationally recognized clinical quality measures
- Increased front-line staff engagement in performance improvement
- Improvement in our performance in outpatient screening measures



Finance

...Allocating resources to achieve the mission and accomplish goals.

Patients, their families and CMC are concerned about the affordability of care. Changes in reimbursement and economic challenges are forcing patients and providers to make decisions that impact how care is delivered. CMC needs to leverage its resources and fundamentally change their allocation to guarantee patients the service and care they need and expect. Ensuring strong capabilities and stable financial performance will help CMC continue its mission and vision of providing exceptional care to the community.

What are the priorities for 2020?

1

Properly stewarding and effectively allocating our capital resources to maximize our mission and community benefit and drive towards the vision of CMC.

2

Identifying new and existing sources of revenue and opportunities for growth through new services, cutting-edge technology, enhanced core service, and proactively controlled expenses.

3

Exploring and implementing innovative ways to grow and strengthen our financial viability while adapting to new reimbursement models.

How will we accomplish our goals?

- Being more transparent with our pricing so the customer can be more informed about their healthcare decisions
- Intensifying cost reduction efforts to eliminate waste throughout all aspects of our work
- Sharing our best practices and knowledge to support others
- Ensuring integrated, secure information systems throughout the customer's entire episode of care
- Ensuring robust long-range financial planning
- Scrutinizing our spending to ensure maximum impact of our resources on care delivery

How will we know we are succeeding?

- Maintenance of a positive, constant operating margin
- Increased value provided to our patients in key services
- Success in reducing non-value added work



...Evolving services to meet the community’s wellness and healthcare needs.

CMC recognizes healthcare is transforming. Advancements in technologies, government reform and changes in personal lifestyles require CMC to evolve its programs, infra-structure, and facilities to support its mission and vision.

Growth

What are the priorities for 2020?

- 1 Excel in our services to ensure that we deliver on and effectively communicate our strengths, exceptional talent, superior service and cutting edge technology.
- 2 Extend our services to increase access to care locally and, if not possible, find innovative alternatives to efficiently and effectively ensure patients receive their care.
- 3 Expand the number of people we serve by offering high-value care with excellent outcomes in a patient friendly manner.
- 4 Engage our stakeholders by listening and collaborating with those throughout CMC and the community who share our vision and mission to provide hope, healing and health.

How will we accomplish our goals?

- Developing and growing GraniteOne Health to provide greater access to high quality, value-based, affordable care, closer to home
- Strengthening our clinical affiliations with tertiary care organizations to expand quality programs and seamless access to advanced care
- Using telehealth to bring services to our customers and other healthcare partners
- Expanding the hub and spoke model of care delivery
- Redesigning our website to improve the customer experience, our communication, and how we engage with those we serve
- Refining processes and partnerships that encourage customer loyalty

How will we know we are succeeding?

- Advancements in targeted services to meet the needs of New Hampshire and our community
- Increase in the number of patients we serve and the lives we touch throughout all phases of the health and wellness journey
- Successful partnerships that increase the availability of non-acute services throughout the continuum of health