
Northfield City Council
March 2, 2021





Northfield Hospital + Clinics

Strategic Plan Summary

2021-2023



Mission

- ❖ Care for the Sick
- ❖ Nurture wellness
- ❖ Improve health of our communities

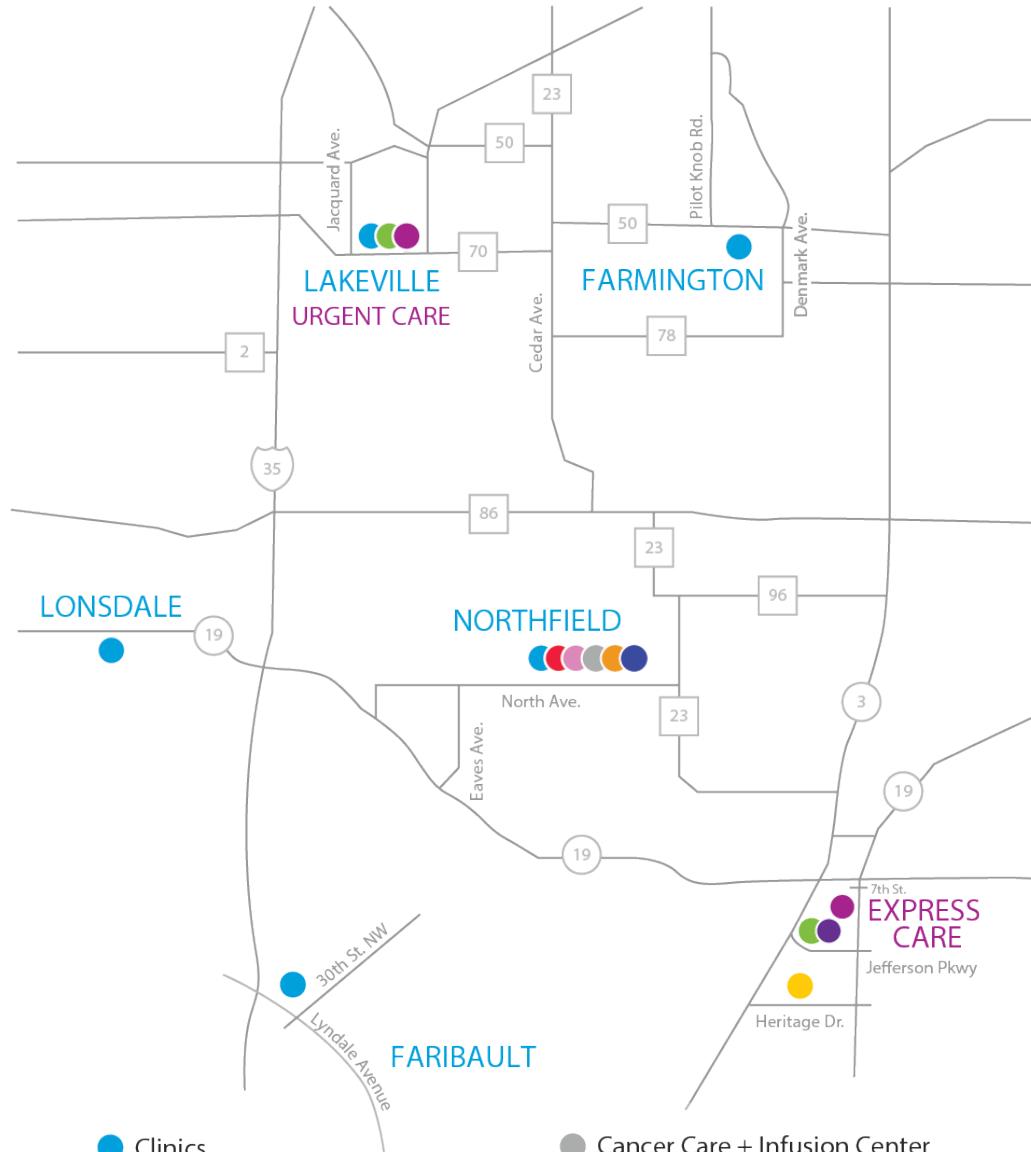


Continuously strive to develop an exceptional healthcare system, and ensure that we remain a valuable and viable resource for future generations



Context

It is helpful to remember that we have grown over a short time from a local hospital with approximately 250 employees to a regional medical center with over 800 employees



- Clinics
- Cancer Care + Infusion Center
- Urgent Care, Express Care
- Rehabilitation Clinics
- Breast Care Center
- Women's Health Center
- Eye Physicians + Surgeons
- Orthopedic Clinic
- Hospital + Emergency Dept.
- Wound Healing Center



How we use our Strategic Plan

- Establishes strategic and tactical priorities for the institution
- Provides guidance to our work and our budgets
- Provides an anchor for more detailed tactics, as well as department and individual goals



Process

- We develop plans that are intended to have a three-year event horizon
- Tactics and specific action plans often have a closer timeframe
- There are always a set of associated annual deliverables



Several months of preparation including:

- Data analysis
- Market trends
- Growth opportunities
- Environmental scanning
- State and national trends



The formal plan has been built around the five strategic “Big Rocks” by the Board in December



The plan has four primary sections



Purpose Statement

Purpose

The Strategic Plan of Northfield Hospitals + Clinics (NH+C) is designed to be a fluid plan that establishes key strategic priorities and guides development of tactical action plans. The Board of Directors and administration will revisit this plan each year and make modifications as conditions warrant.

This document informs the development of goals and objectives throughout NH+C. Business units, departments and individuals will develop and implement meaningful steps and initiatives that support these goals.

Alignment of purpose and alignment of action will provide a key strategic advantage for NH+C.



Strategic priorities

1. Make NH+C easy to choose and easy to use
2. Foster our independence by growing and enhancing strategic relationships
3. Develop systems that ensure we can care for people locally whenever safe and appropriate
4. Cultivate talent and develop work environments that allow us to have people doing great work
5. Position NH+C to respond to new methods of healthcare delivery and payment



Tactical priorities and related actions

Tactical Priorities

Make NH+C services easy to choose and easy to use

Tactics

1. Develop a set of systems and cultural expectations to say "Yes" and to respond to our customers' expectations and their sense of urgency.
 - 1a. Review current state from a customer perspective.
 - 1b. Identify areas of highest need and highest opportunity for improvement.
 - 1c. Develop an action plan.

Timeframe:

Begin - Q1 2021

Progress Updates – Quarterly

2. Reengineering the key processes, customer interfaces and marketing/communication efforts for our orthopedic department.
 - 2a. Identify metrics of success.
 - 2b. Assemble orthopedic reengineering team.
 - 2c. Develop a prioritization plan.
 - 2d. Assign a reengineering subcommittee (work team) to operationalize proposed changes and measure results.

Timeframe:

Establish Team and Prioritization - Q4 2020

Action Plan and Related Assessment - Q1 2021

Project Review and Assessment – March 2021

3. Reengineering the key processes, customer interfaces, and marketing/communications efforts for the obstetrics service line (establish the OB department as a distinct service line).
 - 3a. Identify metrics of success.
 - 3b. Assemble reengineering team.
 - 3c. Develop a reengineering subcommittee (work team) to operationalize proposed changes and measure results.

Timeframe:

Team and Priorities – Q4 2020

Action Plan/Assessment Tools – Q1 2021

Project Review – Q2 2021



Deliverables summary 2021

1. Reengineering – OB, Ortho, Farmington clinics
2. Get to “Yes” / move talent to the front
3. EHR – implementation / readiness
4. Expand our portfolio of services – digital care and physical locations
5. Expand our acute care scope of practice
6. Enhance our strategic partnerships
7. Grow our rural and adjacent market presence
8. Future workforce plan – diversity, equity and inclusion, engagement tool, succession plan
9. ACO participation – access other collaborations and evolving payment systems



Questions?