

# NIHD Strategic Plan

**Mission Statement: Our purpose is your health; our passion is your well-being.**

**Values: Respect, Compassion, Stewardship, Excellence, Accountability**

**Respect:** Unwavering support for employees and providers.

**Purpose:** Fostering an environment of trust and engagement.

**Definition:** Respect entails treating everyone – staff, patients, and their families – with courtesy, professionalism and empathy. To show respect to all people, beliefs, and cultures, acknowledging the inherent value of every person and their role, is of paramount importance.

**Compassion:** Leading with empathy to preserve dignity.

**Purpose:** Prioritize patient experience.

**Definition:** Compassion means temporarily suspending judgment so that you can appreciate others perspectives or situations when they are different from your own. To be compassionate you need to be genuinely concerned about the other person or people’s needs. You need to think about and feel it from their perspective.

**Stewardship:** Mindful use of resources.

**Purpose:** Efficient, innovative, and sustainable.

**Definition:** Stewardship is the responsible planning, management and use of resources with the aim of ensuring their sustainability. This includes taking into account environmental, social, and economic factors to ensure that future generations can also benefit from these resources.

**Excellence:** Pursuit of excellence in quality and safety.

**Purpose:** Zero harm

**Definition:** An organizational recognition that achieving excellence requires a daily commitment in order to provide our patients with the highest quality care to achieve the best possible outcome.

**Accountability:** Reliable access to exceptional care.

**Purpose:** Responsibly serving the community with integrity.

**Definition:** Accountability is the responsibility of the organization to respond to the health priorities of the community while upholding our commitment to our patients and employees. We will be proactive in understanding healthcare related inequities that exists and implementing processes to minimize their negative impact on our patients and community.

## Strategic Initiatives (Tactics):

Workforce	Patient experience	Sustainability	No harm	Access to care
<p>Engagement survey:</p> <p>Goal: Increase scores for engagement and job satisfaction every year for the next three years:</p> <ul style="list-style-type: none"> <li>• Analyze survey results to identify key areas for improvement.</li> <li>• Implement initiatives like regular recognition programs, team-building activities, and feedback mechanisms.</li> <li>• Conduct quarterly check-ins with employees to monitor progress.</li> <li>• Create a communication plan to share improvements and next steps with employees.</li> </ul> <p>Goal: Increase participation rates every year for the next three years:</p>	<p>Improve Patient Experience:</p> <p>Goal: Increase HCAHPS:</p> <ul style="list-style-type: none"> <li>• Assess baseline HCAHPS scores and identify areas for improvement, focusing on empathy, communication, and responsiveness to patient needs.</li> <li>• Launch staff education on empathy and compassionate communication, incorporating HCAHPS-focused training.</li> <li>• Implement a hospital-wide initiative to improve key touchpoints (e.g., pain management, nurse communication) based on HCAHPS results.</li> <li>• Review data and adjust strategies based on survey results, aiming for the 75% target.</li> </ul>	<p>Financial Stewardship:</p> <p>Goal: Maintain Financial Health Through Cash Management and Debt Service</p> <ul style="list-style-type: none"> <li>• Regularly review cash flow projections, identify trends, and implement strategies to ensure that cash on hand remains at or above the required threshold.</li> </ul> <p>Goal: Reduce Accounts Receivable (AR) Days to Industry Standard</p> <ul style="list-style-type: none"> <li>• Implement more efficient billing practices, streamline the claims process, and enhance the</li> </ul>	<p>Highest Quality Care:</p> <p>Goal: Continuously deliver the highest quality clinical care by achieving excellence in clinical performance, regulatory compliance, and patient-centered outcomes, with a focus on health equity.</p> <ul style="list-style-type: none"> <li>• Reimagine the Northern Inyo Healthcare District Quality Assurance and Performance Improvement (QAPI) Plan to align with the District's Strategic Plan.</li> <li>• Achieve the maximum allowable metrics for the Quality Incentive Pool (QIP) annually, with a focus on cancer screenings</li> </ul>	<p>Community Needs:</p> <p>Goal: Decrease the amount of time new-to-provider patients have to wait for an appointment.</p> <ul style="list-style-type: none"> <li>• Measure next third available appointment per provider.</li> <li>• Establish processes that maximize the workflows for patient access, clinical efficiency, and provider productivity.</li> <li>• Monitor on a monthly basis; discuss daily at morning huddle of clinic and patient access leadership; discuss monthly with providers lagging for expected daily appointment.</li> </ul>

<ul style="list-style-type: none"> <li>• Promote the importance of surveys through internal communications and leadership messaging.</li> <li>• Offer incentives such as prize drawings for survey completion.</li> <li>• Simplify survey process to make participation easier.</li> <li>• Share results transparently to encourage future participation.</li> </ul>		<p>revenue cycle management system.</p> <ul style="list-style-type: none"> <li>• Regular audits and training for billing staff will be implemented to minimize delays.</li> </ul> <p>Goal: Reduce First Pass Denials</p> <ul style="list-style-type: none"> <li>• Conduct regular training sessions for the billing and coding teams.</li> <li>• Streamline the claims submission process</li> <li>• Implement a robust audit process to ensure claims are correctly coded and documented before submission.</li> </ul>	<p>and mental health services.</p> <ul style="list-style-type: none"> <li>• Improve the completion rates of cancer screenings (Breast, Colon, and Cervical).</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous monitoring by management and training provided to staff.</li> </ul>
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<p>Turnover:</p> <p>Goal: Reduce overall turnover rate:</p> <ul style="list-style-type: none"> <li>• Conduct exit interviews to identify common reasons for turnover.</li> <li>• Develop targeted retention strategies, such as improving work-life balance and offering professional development opportunities.</li> <li>• Work closely with leadership to address high-turnover departments.</li> <li>• Monitor turnover rates quarterly and adjust strategies as needed.</li> </ul>	<p>Press Ganey Survey:</p> <p>Goal: Improve Press Ganey Patient Experience Survey Scores</p> <ul style="list-style-type: none"> <li>• Analyze existing Press Ganey survey data to identify key pain points in patient care and interaction.</li> <li>• Develop an action plan for each department based on survey feedback, including specific training for staff.</li> <li>• Launch initiatives to improve areas such as wait times, patient-doctor communication, and staff responsiveness.</li> <li>• Monitor results and make final adjustments to achieve increase in "very good" ratings.</li> </ul>	<p>Budget and Expense Management</p> <p>Goal: Meet or Exceed Budgeted Net Income</p> <ul style="list-style-type: none"> <li>• Review and adjust operational budgets as needed</li> <li>• Monitor departmental performance against budget expectations</li> <li>• Ensure appropriate cost containment strategies are in place.</li> </ul> <p>Goal: Maintain Capital Spending Discipline</p> <ul style="list-style-type: none"> <li>• Develop a comprehensive capital expenditure plan and establish approval processes to ensure spending is controlled and justified.</li> </ul>	<p>Infection Prevention / Control:</p> <p>Goal: Maintain infection rates for healthcare-associated infections (HAIs) and reduce surgical site infections (SSIs).</p> <ul style="list-style-type: none"> <li>• Zero infections for Central Line-Associated Bloodstream Infection (CLABSI), Catheter-Associated Urinary Tract Infections (CAUTI), Ventilator-Associated Pneumonia (VAP), and Hospital-Onset C. difficile infections.</li> <li>• Reduce Surgical Site Infections for key procedures year-over-year.</li> </ul>	<p>Continuous Review of Service Lines:</p> <p>Goal: Meet needs of community in a sustainable manner.</p> <ul style="list-style-type: none"> <li>• Conduct referral patterns analysis to determine the highest number of outside referrals.</li> <li>• Work with outside stakeholders to develop strategies to address community health needs.</li> <li>• Work with community leaders, governmental agencies, not-for-profit organizations, social clubs, and other third party stakeholders to develop comprehensive plan.</li> </ul>
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<p>Retention Rate:</p> <p>Goal: Increase retention rate:</p> <ul style="list-style-type: none"> <li>Partner with locals who offer housing options for staff.</li> <li>Improve internal communication and listen to employee feedback.</li> <li>Implement career development programs to support career growth.</li> <li>Conduct regular stay interviews to understand and address employees' needs.</li> </ul>	<p>Patient rounding:</p> <p>Goal: Implement Leader Patient Rounding in Patient Care Areas</p> <ul style="list-style-type: none"> <li>Establish clear goals for rounding, including frequency, responsibilities, and expected outcomes.</li> <li>Develop and deploy training for leaders, ensuring they understand the importance of compassionate, empathetic interactions with patients during rounds.</li> <li>Implement rounds across the hospital, ensuring leaders are present and actively engaging with patients.</li> <li>Review the effectiveness of rounding through patient feedback, and make adjustments to</li> </ul>	<p>Productivity and Staffing:</p> <p>Goal: Establish Staffing Benchmarks and Control Labor Costs</p> <ul style="list-style-type: none"> <li>Collect and analyze data on staffing needs and productivity, adjusting hiring, retention, and training strategies accordingly.</li> </ul> <p>Goal: Migrate Provider Compensation Models to Include Productivity or Quality Components</p> <ul style="list-style-type: none"> <li>Work with providers and legal teams to revise compensation contracts and ensure alignment</li> </ul>	<p>Culture of Safety:</p> <p>Goal: Foster a culture of safety through leadership development, employee engagement, and a systematic approach to reducing harm.</p> <ul style="list-style-type: none"> <li>Implement BETA HEART Program</li> <li>Safety Education and Training for Leaders</li> </ul>	<p>Community Relations</p> <p>Goal: Promote the District with local, state, and national audiences; develop good-will with the public; communicate the services offered by NIHD.</p> <ul style="list-style-type: none"> <li>CEO, executives, management, leaders, and other staff attend and participate in community events.</li> <li>Develop a robust marketing plan using internal and external strategies to promote the District.</li> <li>Work with State and Federal Representatives to effectively communicate the needs and challenges of the District.</li> </ul>

	improve rounding quality and outcomes.	with performance goals.		
<p>Diversity, Equity, and Inclusion (DEI) Management Plan:</p> <p>Goal: Create an inclusive, equitable, and sustainable culture and work environment:</p> <ul style="list-style-type: none"> <li>• Conduct DEI training for all employees, ensuring 100% participation.</li> <li>• Establish a DEI advisory committee to monitor progress and suggest improvements.</li> <li>• Create a DEI dashboard to track diversity metrics and share progress with staff.</li> <li>• Implement policies to ensure equitable access to career advancement opportunities.</li> </ul>	<p>Leadership Training:</p> <p>Goal: Executive Leadership Training on Quality Customer Experience and Employee Engagement</p> <ul style="list-style-type: none"> <li>• Identify key training opportunities and providers for leadership, with a focus on customer experience and employee engagement.</li> <li>• Schedule and conduct training for all executive leadership.</li> <li>• Apply learned concepts to leadership practices, including regular monitoring and feedback to staff.</li> <li>• Evaluate the impact of leadership training on patient experience and employee morale.</li> </ul>	<p>Service Line Management:</p> <p>Goal: Conduct Annual Service Line Analysis and Ensure ROI for New Services</p> <ul style="list-style-type: none"> <li>• Collaborate with clinical leadership to assess existing services and determine opportunities for optimization.</li> <li>• For new services, conduct thorough financial assessments before contract initiation.</li> </ul>	<p>Prioritizing Health Equity to Reduce Health Disparities:</p> <p>Goal: Prioritize health equity to reduce health disparities by focusing on vulnerable populations and addressing social determinants of health.</p> <ul style="list-style-type: none"> <li>• Identify priority populations experiencing health equity disparities and implement action plans.</li> <li>• Stratify key clinical KPIs by demographic variables and include findings in the hospital's performance dashboards.</li> <li>• Deepen community relationships to mitigate health disparities and to provide equitable</li> </ul>	

			access to high quality services.	
<p>Leadership rounding:</p> <p>Goal: Conduct regular rounding with teams to address issues in real-time.</p> <ul style="list-style-type: none"> <li>• Develop a rounding schedule and assign responsibilities to leadership.</li> <li>• Log rounding sessions in a centralized system.</li> <li>• Review feedback gathered during rounding sessions and create action items.</li> <li>• Report weekly rounding activity to the Executive Team for accountability.</li> </ul>	<p>District-wide education:</p> <p>Goal: Establish and Implement a District-Wide Patient Experience Education Plan</p> <ul style="list-style-type: none"> <li>• Assess current patient experience standards and create a curriculum tailored to each department and role.</li> <li>• Launch district-wide training, ensuring all employees have access to the materials and sessions.</li> <li>• Complete training for all staff and gather feedback for continuous improvement.</li> <li>• Integrate patient experience education into the onboarding process for new employees.</li> </ul>	<p>Cash and Investment Management:</p> <p>Goal: Review Investments Annually for Maximum ROI</p> <ul style="list-style-type: none"> <li>• Conduct an annual review of all investments, working with financial advisors to adjust strategies for optimal returns.</li> </ul>		

<p>Union Negotiations:</p> <p>Goal: Successfully negotiate successor contracts by October 31, 2025.</p> <ul style="list-style-type: none"> <li>• Form a negotiation team and partner with representatives from key departments.</li> <li>• Develop a negotiation timeline and communication plan.</li> <li>• Meet regularly with union representatives to discuss priorities and address concerns.</li> <li>• Review financial models to ensure proposed contracts align with the District's goals.</li> </ul>	<p>Control and Monitoring:</p> <p>Goal: Ensure that patient experience improvements are sustained by instituting a formal observation and feedback process.</p> <ul style="list-style-type: none"> <li>• Define the control plan, including observation tools, protocols, and a feedback loop for staff.</li> <li>• Conduct initial observations and provide feedback to department leaders.</li> <li>• Expand the control plan to all relevant areas, including regular monitoring and continuous improvement.</li> <li>• Analyze data to ensure that patient care continues to meet established compassion-based standards.</li> </ul>	<p>Seismic Compliance:</p> <p>Goal: Achieve Seismic 2030 NPC5 Compliance</p> <ul style="list-style-type: none"> <li>• Ensure that necessary resources, project teams, and timelines are in place to meet seismic compliance requirements</li> </ul>		
<p>Leadership training:</p> <p>Goal: Provide monthly leadership training for all leaders.</p>				



<ul style="list-style-type: none"><li>• Identify monthly training topics aligned with organizational goals.</li><li>• Assign training modules through the Relias Learning Management System.</li><li>• Monitor and report training completion rates to the Executive Team.</li><li>• Gather feedback on training sessions to improve future content.</li></ul>				
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