



# Strategic Plan

## Fiscal Year 2024



FY2024 Strategic Plan - Pg. 1

## **Our Strategic Imperatives**

**Financial Viability**

**Experience**

**Community**

**Recruitment and Retention**

**Quality of Care**



## Strategic Imperative: Financial Viability

**Goal: To ensure our long-term financial viability by responsibly managing revenue and expenses in a changing healthcare environment.**

Objective 1: Maximize reimbursement under PDGM pay, meeting revenue targets for the fiscal year.

Objective 2: Meet or exceed hospice revenue target of \$1,120,100 in fiscal year 2024.

Objective 3: Implement electronic visit verification (EVV) and direct costs related to long term care effective Jan. 1, 2024.

Objective 4: Meet 2024 budget targets for fundraising, contributions and grants:

\$33,340 - contributions

\$33,300 - fundraising

\$49,990 - bequest and grants



## Strategic Imperative - Experience

**Goal: Create an exceptional experience for clients and families at every touchpoint.**

Objective 1:

Conduct routine training for staff resulting in overall home care satisfaction rating HHCAPS by 2% (compared to fy2022 results of 90% overall rating of agency).

## Strategic Imperative: Community

**Goal: To be an integral partner providing coordinated care, and a trusted resource for our community.**

Objective 1: Expand and improve community events for fy2024

Objective 2: Research and develop a program with an overall goal of establishing wraparound services to transition from hospital to home with rapid initiation of home care services. Create work plan to launch the initiative by the end of FY2024.



## **Strategic Imperative: Recruitment and Retention**

**Goal: Overcome barriers to recruiting and retaining employees to become the employer of choice for home care professionals.**

Objective 1: Ensure adequate staffing to provide required care. Recruit and retain adequate staff to deliver the care we need to provide.

Objective 2: Maintain employee turnover at less than 10%.



## Strategic Imperative: Quality of Care

**Goal: Delivering a high quality of care that meets or exceeds standards.**

Objective 1: 100% of VNHCH employees have received in-service training so there is a basic understanding of Value-Based Purchasing by Dec. 1, 2023.

Objective 2: Develop and refine systems to ensure pertinent clinical information is shared among all staff who may be providing patient care. Include morning huddles and case management meetings to ensure relevant information is shared.