



Strategic Plan

Fiscal Year 2025

Presented October 1, 2024



Our Mission

We use our passion for compassion to provide exceptional home health care enabling independent living and quality of life for our clients and their families.

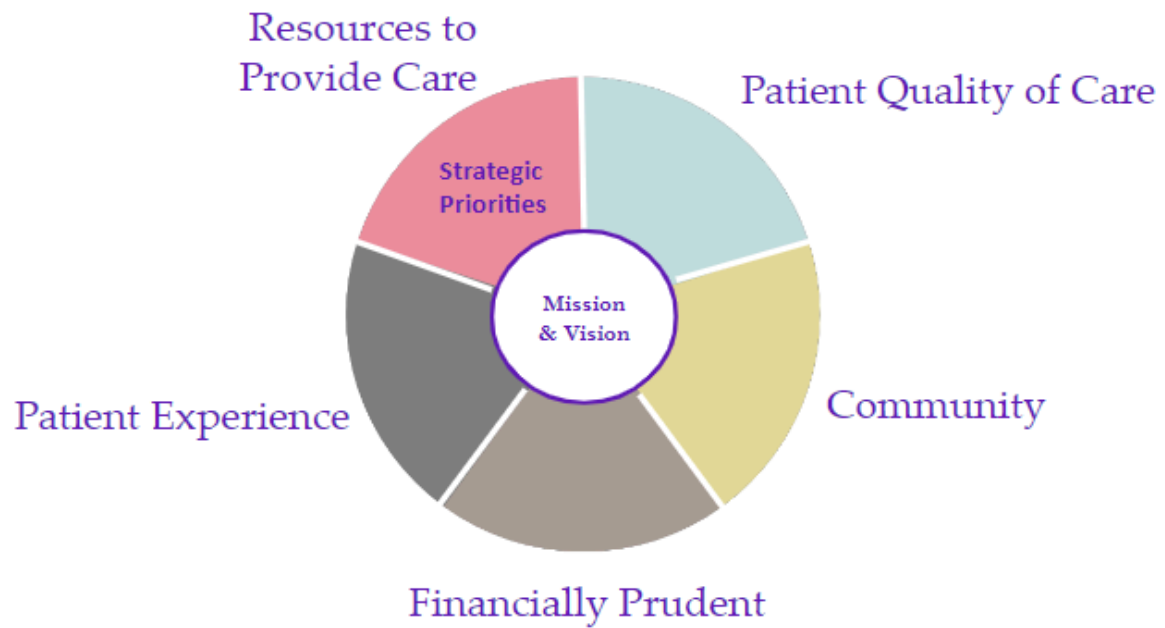




Our Vision

Leading the way in community home health through innovation, compassion and integrity; creatively reinvesting in our community and promoting partnerships to achieve service excellence, financial stability and optimal community health.







2025 Goals

Patient Quality of Care - To deliver a high quality of care that meets or exceeds standards.

Patient Experience - To create an exceptional experience for clients and families at every touchpoint.

Financially Prudent - To preserve our long term financial viability by prudently managing revenue and expenses in a changing healthcare environment.

Resources to Provide Care - To ensure the agency has the leadership, facilities and staffing required to provide the requisite care for the community.

Community - To be a trusted resource for our community and an integral partner providing coordinated care.



Goal - Patient Quality of Care

To deliver a high quality of care that meets or exceeds standards.

Objective 1 - *Utilize data from Strategic Healthcare Programs to monitor success with key VBP (Value Based Purchasing) Metrics.*

Tactics

- Monitor quarterly reports via Strategic Healthcare Programs (SHP) to track staff scorecards and VBP ranking.
- Create staff education to target where we are at risk or off the mark.

Objective 2 - Ensure accurate and timely complete documentation to meet Value Based Purchasing guidelines as measured by OASIS.

Tactics

- Ongoing reviews of OASIS documentation for accuracy and regulatory compliance



Patient Experience

To create an exceptional experience for clients and families at every touchpoint.

Objective 1 - Utilize comparative measures of HHCAPS score to ensure VNHCH is always a top rated agency, ranking well for Value Based Purchasing.

Tactics

- Conduct routine training for staff resulting in top performing overall home care satisfaction rating
- Create and roll out new admissions and discharge booklet.
- Schedule routine staff education regarding patient experience



Financially Prudent Goal

To preserve our long term financial viability by prudently managing revenue and expenses in a changing healthcare environment.

Objective 1 - Monitor processes for managing episodes including number of visits, LUPAs, to meet our revenue goals.

Tactics:

- Utilize daily clinician huddle to review visits per episode, LUPAs and visits per episode.
- Monitor monthly financial reports to identify areas of concern. If areas of concern identified, devise tactics to address areas of need

Objective 2 - Maintain patient volume, length of stay and manage expenses for hospice.

Tactics:

- Offer Hospice in facilities (ie Merriman House)
- Hospice at Merriman House - family education, work with case managers to identify residents who are eligible for hospice.
- Utilize hospice interdisciplinary team meetings to provide education and discussion around expense management and resource utilization.

Objective 3 - Utilize volunteers to enhance hospice services and meet or exceed regulatory requirements regulations. Capture all hours to reach 5% volunteer hours necessary to meet Medicare requirements.



Background:

Hospice Volunteers are a required part of the Hospice Program and can play many roles:

- Patient support
- Family respite support
- Bereavement support groups
- Administrative work
- Fundraising Special events or skills
- Act as a professional member of the IDT

Under Medicare, volunteers must provide day to day administrative and/or direct patient care services in an amount that, at a minimum, equals 5% of the total patient care hours of all paid hospice employees and contract staff.

Currently we are using a pen, pencil, paper, doodle poll, Kantime, excel spreadsheet method of managing this. And we are not capturing all of the time that our volunteers spend in this role and that Medicare allows to count towards that 5%. As they only turn in a paper time sheets for visits and travel time but not their coordination time, follow up or check in phone calls, meetings, trainings and such.

Tactics:

- Signing a contract with My Better Impact for volunteer management - this is widely used in the VNA world.
- Contracting with online self-paced volunteer training- our current process is a once a year volunteer training for up to 100.
- Add additional role to volunteer duties - right now they do direct care and errands only.
- Grow our pool of volunteers. Right now we have about 24 officially of that 4 are on the fence and only about 10 volunteer routinely.



Objective 4 - Monitor effect of Medicare Advantage on our finances by tracking the payor mix.

Tactics:

- Community education around Medicare Advantage. Build awareness of limitations of Medicare Advantage plans.

Objective 5 - Meet 2025 Budget Targets for fundraising, contributions and grants

- Create a palliative care case for giving and budget by end of December 2024 and create grant writing schedule/plan.
- Initiate process to become Medicare Part B billers.
- Investigate role of APRN in palliative care.
- Use palliative care as cause for end-of-year and spring appeal mailings.
- Start transition to new donor software; demo Little Green Light
- Pursue event sponsorships

Resources to Provide Care

To ensure the agency has the leadership, facilities and staffing required to provide the requisite care for the community.

Objective 1 - Start succession planning for new senior leadership due to upcoming retirements.

Tactics

- Build bench-strength. Develop succession plans for key employees. Define how to make transitions over the coming years.
- Revisit organizational structure (ie revisiting hospice director shared role for ED).
- Prepare for anticipated retirement of Executive Director in December 2025.



Objective 2 - Create a 5 year plan for moving to new office space

Tactics

- Periodic meetings with Ridgeline/Coninum to discuss agency needs for useable safe office space.
- Internal review of office space needs, taking into consideration remote work and best utilization of office space.
- Involve legal counsel to assist with lease process.

Objective 3 - Create a workforce initiative around attracting younger workers

Tactics

- Investigate training opportunities with the high school (Kennett and Fryburg) including Extended Learning Opportunities
- Continue preceptorships in partnership with White Mountain Community College
- Continue scholarship program
- Develop tuition reimbursement and student loan repayment program/benefit.



Community

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

Objective 1 - Create a sustainable Palliative Care program that increase referrals from palliative care to hospice care and qualifies for MCR part B billing.

Tactics

- Collaborate with the hospital or primary care practices in providing palliative care at home
- Utilize an LCSW, APRN, PA or physician to bill for services
- Qualify for MCR part B billing
- Utilize our current resources
- Assess need for additional LCSW for palliative care

Objective 2 - Create community events and education initiatives that support strategic imperatives and community needs

Tactics

- Continue to provide annual Caregiver Expo, focus remains on caregiver support and education. Move date to early November and tie into Homecare and Hospice Month recognitions.
- Partner with Merriman House for annual Remembrance Ceremony and Butterfly Release event in July 2024.
- Community education around what home care is and what it provides; this is what home care is, this is what hospice is, this is what we're not;
- Build around Nov. Homecare and Hospice Month PR and advertising; Tie into Caregiver Expo programming