



2021 STRATEGIC PLAN



**NORTHWOOD
DEACONESS
HEALTH CENTER**

Northwood Deaconess Health Center Board of Directors,

I am pleased to present you with our 2021 Strategic Plan. This year, our plan features seven strategic goals that will serve as our guiding principles for the work we accomplish under each of the goals. Without progress in all of these areas, we will not fully realize our mission and vision, just as a three-legged stool collapses if one of the legs breaks.

Our intention when creating the plan you'll read in the coming pages was to develop goals that we can achieve but not without effort. To accomplish all the goals over the next five years, we must stretch ourselves, which is intentional. Once we become comfortable, we stop improving, which is something we can't allow. We must continue to strive for greatness. It's what our patients and the communities we serve deserve, and it's our commitment.

Sincerely,

Pete Antonson

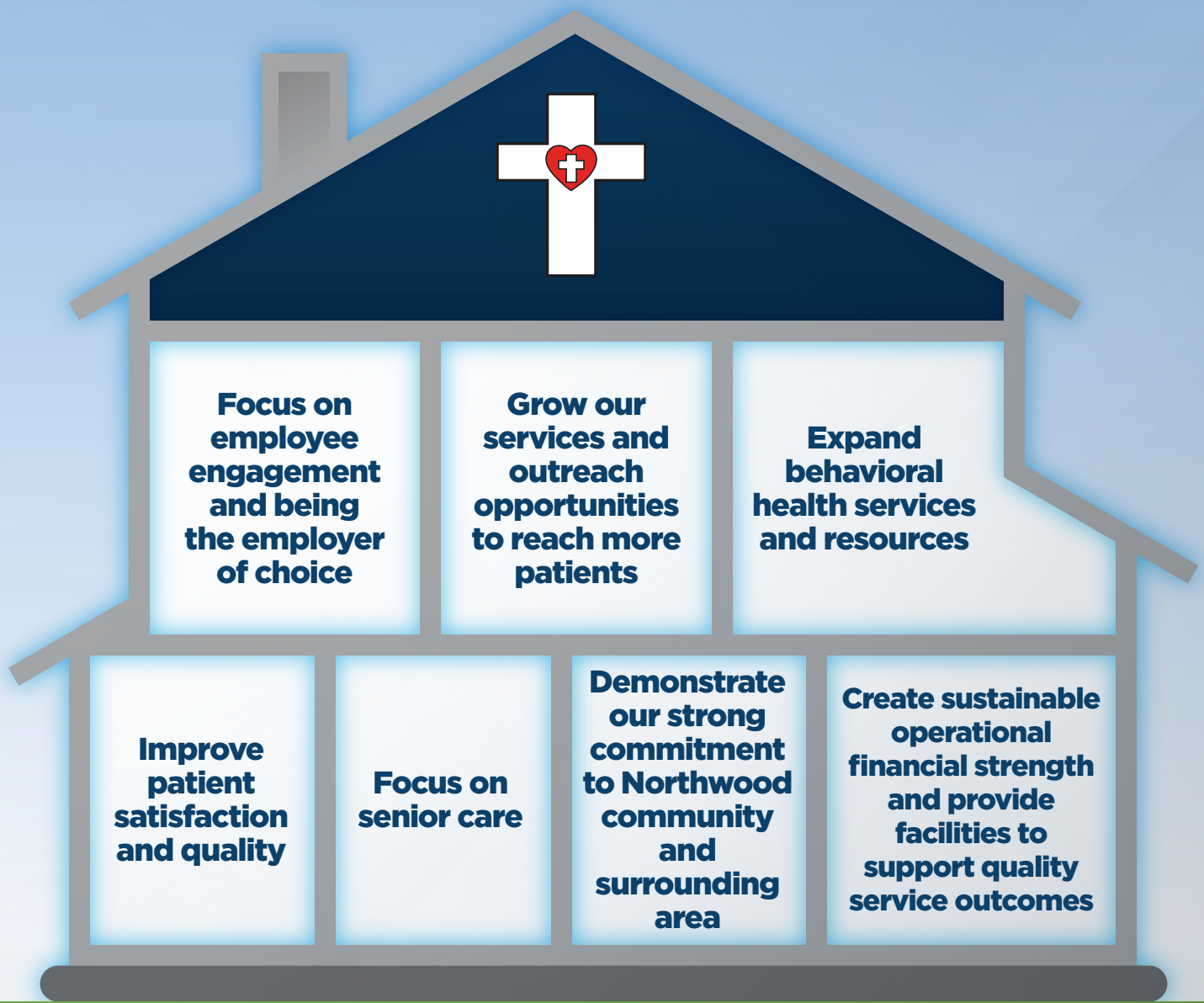
Chief Executive Officer
Northwood Deaconess Health Center

VISION

We envision NDHC as a leading source for primary health services in our region, and as a Christian organization, ready to adapt to changes necessary to fulfill the health care needs of the communities we serve.

MISSION

Serve as local access to a full range of health care services; continue as a leader in primary care for the whole family, in care of the elderly and in emergency services; and to function as a focal point for community health, education, and wellness.



GOAL 1

Focus on employee engagement and being the employer of choice

We are people in the business of caring for people. An engaged and satisfied workforce is vital to the overall success of NDHC. We will continue to design and implement strategies that successfully recruit, retain and engage staff and providers despite the challenging hiring environment in our area.

OBJECTIVES

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| 1.1 | Recruit, engage and retain high quality employees. |
| 1.2 | Improve employee engagement through continued focus on communications and employee recognition programs. |
| 1.3 | Engage staff for input into design aspects of building project where appropriate and update staff on status of building project. |
| 1.4 | Continue efforts to sign on our next M.D. with target of finding a candidate still in medical school. |
| 1.5 | Develop program to allow shadowing for all medical professions in our facilities. The more people we can expose to rural medicine, the greater our chances are of hiring them in the future. |

Initiatives

1. Assess internal communication and consider improvements and upgrades. This will be used for the employee newsletter, communication notices, and other updates of interest to employees.
2. Assess programs to celebrate and recognize employees.
3. Review current benefits package – they are an important recruitment and retention tool. Look at feasibility of adding a HSA/High deductible plan in 2021 to keep us competitive.
4. Explore day care services for employees.

Measures

1. Turnover %
2. Number of open job requisitions

GOAL 2

Grow our services and outreach opportunities to reach more patients

Patients in our geography often travel long distances for specialty access. We need to add additional sites and specialties to meet the needs of our patients, enabling access to routine, emergent, and urgent care without the need to travel long distances. We believe that lives are saved when we add services close to home.

OBJECTIVES

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| 2.1 | Review vascular service potential and ultrasound imaging in-house. |
| 2.2 | Assess chemotherapy and other infusion therapy opportunities to include potential space for a chemo-certified hood and training/certification for nursing. Discuss opportunities with Altru and Sanford to broaden our population base for these services. |
| 2.3 | Study the feasibility of further expanding oncology, dialysis, orthopedics, endoscopy, CT, ultrasound, vascular, infusion services, pharmacy hood, retail pharmacy, and other outpatient services. |

Key Initiatives

1. In building plans consider accommodations for imaging on site such as CT. Review potential to better accommodate patient experience on mobile services such as mammogram and MRI.
2. Create and maintain relationships with outpatient services that may want to do outreach at our facility (i.e. chemo/radiation services) and ensure that we have space for these services.
3. Purchase ultrasound equipment and hire an ultrasound technician. This is a service that our MD will use, as well as our colonoscopy provider.
4. Implement home visits - bring teams (MD, social services, rehab, etc.) to patients who may not be able to come into the facility.

Measures

1. Revenue from new outreach and new specialty service.

GOAL 3



Expand behavioral health services and resources

Behavioral health issues are prominent in the Northwood region and are often inexorably linked to physical health. The Covid 19 pandemic has caused even higher incidences of behavioral health crises in our area that we need to address. We will meet the needs of this underserved population of patients holistically in a way that is timely, cost effective, and yields favorable outcomes for our patients in need of these services.

OBJECTIVES

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| 3.1 | Expand access to behavioral health resources and services. |
| 3.2 | Expand staff to include dedicated behavioral health professionals. |
| 3.3 | Focus on special needs such as Alzheimer's patients. |
| 3.4 | Network more closely with our local partners in the area (law enforcement, social services, local and county government agencies, and non-profits) to coordinate an integrated response to behavioral health needs in the community. |

Initiatives

1. Leverage telehealth platforms in the provision of behavioral health services.
2. Assess and evaluate potential of hiring a Licensed Clinical Counselor, Licensed Clinical Social Worker, and/or Psychologist to staff to focus on behavioral health issues.

Measures

1. Number of new behavioral health providers added.
2. Volume of behavioral health patients awaiting placement in the ER or inpatient units of the medical center.

GOAL 4

Improve patient satisfaction and quality outcomes

We will make sure our patients realize the best possible treatment outcomes available anywhere in our region. We will provide access and availability to our facilities and services that is dictated by our patient needs. Patients know what they want and will go to the facility that provides the best care with the convenience to receive that care. Outreach services, quality of care, and expanded range of services, are all a part of the best care and convenience in receiving that care. Patients and nursing home residents will be given the best customer service and care from the time they have their first contact with NDHC until they have their last contact. Patients will be well-informed on each medical issue they are facing. Families of patients or residents will be treated with respect.

OBJECTIVES

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| 4.1 | Focus on continuing to provide exceptional nursing care. |
| 4.2 | Continue to leverage patient-provider relationship. Over the past 6 years we have worked hard to regain public trust now that we own the clinic and have control over providers and provider driven services that bring the clinic and the hospital together. Patients have recognized this new found stability within the medical staff and we will continue to build upon this. |
| 4.3 | Continue to improve Patient Satisfaction survey scores. |

Initiatives

1. Continue formal Safety and Adverse Events Training.
2. Monitor Serious Safety Events, and make necessary changes to process for identified issues.
3. Deploy telehealth technologies that will increase the quality and convenience of the services we provide.

Measures

1. NDHC Patient Experience Survey Results - % Increase over current baseline.

GOAL 5

Focus on senior care

NDHC is fortunate to have Clinic, Hospital, Swing Bed, Assisted Living, SNF and outpatient services all under one roof. As our population ages in the coming years the way we meet senior care needs across our spectrum of services at our facility will become even more critical.

OBJECTIVES

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| 5.1 | Complete feasibility of providing senior apartment (independent living) in addition to assisted living. |
| 5.2 | Invest in upgrading and improving LTC physical structure to levels that exceed those offered by our competitors. |
| 5.3 | Promote NDHC advantages to capture more LTC business – excellent nursing, social workers, and rehab all in one facility. |
| 5.4 | Complete assessment of the right size for our SNF facility for the future market and develop a plan to ensure adequate staffing is available. |

Initiatives

1. Identify needs and prepare for the “new senior”. Address needs for high-speed WIFI/electronic access, more tech savvy skills, interest in amenities, and access to expanded activities.
2. Develop and implement a LTC marketing and customer acquisition program across our region that includes Grand Forks.

Measures

1. LTC census achieving 90% occupancy.

GOAL 6

Demonstrate our strong commitment to northwood community and surrounding area

NDHC intends to continue expansion of our philanthropic efforts and involvement in efforts that foster exceptional relations with our community. It is important that we are viewed as a critical partner in the community that serves to improve the overall quality of life. We will focus on community communications and public awareness efforts that stress the value we bring to our patients and the broader public.

OBJECTIVES

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| 6.1 | Continue to be seen as a valued community business and partner. Contribute to community events and programs as funds allow. |
| 6.2 | Leverage relationship with the school to explore other possibilities for partnerships. |
| 6.3 | Continue community education outreach events in order to expand knowledge about NDHC services and attract more patients. |
| 6.4 | Drive growth by interacting with our community to promote new services we provide. Focus on reinforcing NDHC brand. |
| 6.5 | Evaluate a “Community Outreach/Marketing” position. Responsibilities will include managing special events, marketing, advertising, branding, and promotional strategies. |
| 6.6 | Ensure our member churches and church volunteers are engaged and supporting NDHC in the community. |

Initiatives

1. Enhance use of social media. For example, Provide routine updates on interesting information about our facility and employees.
2. Educate school age children about the medical field and the wide variety of professions it has to offer. Having a strong connection with these children will lead to a strong connection in the community.
3. Promote formal job shadowing program.
4. Evaluate with the NPS future school nurse plans. Consider other area schools in evaluation.
5. Maintain and promote CNA classes at the school.
6. Continuing to provide an athletic trainer to the schools.

Measures

1. Dollars contributed to the community.
2. Facebook/Instagram views.

GOAL 7

Create sustainable operational financial strength and provide facilities to support quality service

NDHC is a mission based organization. To fulfill our mission, we need to ensure that we are, and remain, financially healthy over time in order to reinvest in our facility needs, our community, our patients and our employees.

OBJECTIVES

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| 7.1 | Manage financial performance to deliver on revenue, expense, and margin commitments. |
| 7.2 | Successfully manage capital plan for NDHC facilities upgrade design and construction. |
| 7.3 | Improve process quality and lower costs by ensuring optimal workflow layout and design in the new facility. |

Initiatives

1. Expand outpatient services capacity
2. Promote NDHC and the new facility in the community with grand opening events, open house, and public tours.

Measures

1. Financial variance % actual to budget.
2. Cost reductions realized at the new facility.

