



2022-2024

Strategic Plan





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INTRODUCTION

The New Hampshire Hospital Association (NHHA) is dedicated to providing leadership through advocacy, education, and information in support of its member hospitals and health care systems. The organization works diligently to help its members adapt to the immense challenges and shifts taking place in the health care industry.

To ensure that the association is well-positioned to meet the future needs of its members, NHHA engaged Gallagher Consulting Group Inc. (Gallagher) to facilitate a strategic planning initiative. This strategic plan framework is the result of the effort and is designed to guide the organization from 2022 to 2024.

The strategic planning process began with an environmental scan which included soliciting input from a variety of valued stakeholders. Gallagher conducted personal interviews with representatives from the Board of Trustees, senior staff, and external stakeholders.

Gallagher facilitated an initial planning conversation with the Board of Trustees in June 2021 and conducted a Board strategy retreat in September. Gallagher used the findings from the Board sessions to facilitate a subsequent planning meeting with the CEO and the staff in November to help develop this strategic plan document.

The Board approved the plan in December 2021.



WHO WE ARE



Our Vision

The NHHA vision is of a healthy New Hampshire where all communities and individuals are able to reach their highest potential for health.



Our Mission

The NHHA mission is to lead through advocacy, education, and information in support of its member hospitals and health systems as they strive to improve the health of the patients and communities they serve.



WHO WE ARE



Our Values

Leadership: *to advocate with and for our members so that they may fulfill the mission of providing their patients with the right care at the right time, in the right place, every time.*

Innovation: *to foster and engage our members in the development of fresh perspectives and bold approaches that enable them to better serve the patients and communities who depend on them.*

Integrity: *to be honest, credible and reliable in service to our members, our relationships with others and our colleagues.*

Excellence: *to constantly strive for the best in all that we do on behalf of our members, our colleagues, and other key partners and stakeholders.*

Stewardship: *to be prudent stewards of the resources entrusted to us to best serve our members, key stakeholders and colleagues.*

Engagement: *to embody a commitment to work together with our members to improve, with a unified voice, health, and health care for all in New Hampshire.*

Teamwork: *to actively value, encourage and support our colleagues across all of our organizations—the Association, Foundation for Healthy Communities, member hospitals and partner organizations—in the work that we do.*

Partnership: *to actively build relationships that allow us to collaborate and partner with our communities, other key stakeholders and one another to support health and health care improvement in New Hampshire.*

STRATEGIC GOALS

1

Advocacy

Boldly advocate for public policies that empower New Hampshire hospitals and health systems.

2

Financial sustainability

Support the financial sustainability of hospitals and health systems in New Hampshire.

3

Quality and safety

Improve quality and patient safety outcomes by working closely with the Foundation for Healthy Communities to support members' initiatives.

4

Community awareness

Strategically-position NHHA as the united voice for hospitals and health systems in New Hampshire by communicating the value proposition of the industry among priority stakeholders.

5

Member engagement

Increase member engagement and enhance member experience.

6

Organizational excellence

Ensure organizational excellence through commitment to the highest standards of operational and administrative practices.

1

GOAL 1: Advocacy

Boldly advocate for public policies that empower New Hampshire hospitals and health systems.

Objective A: Advocacy Agenda

Develop and promote a member-driven, proactive policy agenda that strengthens New Hampshire's hospitals and health systems

Key Tactics:

- Publish a focused advocacy agenda that highlights member priorities including behavioral health, payor issues, and that supports the American Hospital Association's (AHA) national policy agenda
- Encourage member engagement in NHHA's policy development process

Objective B: Grassroots

Strengthen grassroots to engage hospital/health system leaders and front-line clinical professionals to support NHHA's advocacy efforts

Key Tactics:

- Conduct visits, briefings and education sessions for hospital members throughout New Hampshire
- Offer advocacy training and tools to increase NHHA member political involvement
- Provide information and briefings that simplify policy and its implications for members
- Encourage member-CEO engagement to strengthen industry influence to achieve favorable policy outcomes

Objective C: Public Official Cultivation and Education

Create a targeted strategy that identifies and educates key officials in the state legislature, administration and congressional delegation to increase industry influence

Key Tactics:

- Conduct visits and education sessions with key public officials
- Establish methodology to assess, harness, and leverage political influence and support provided by New Hampshire hospitals/health systems
- Grow the NHHA Political Action Committee and maintain continued support of the AHAPAC

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GOAL 1: Advocacy *(continued)*

Boldly advocate for public policies that empower New Hampshire hospitals and health systems.

Objective D: Collaborative Partnerships

Cultivate, strengthen, and leverage strategic partnerships to advance the advocacy agenda

Key Tactics:

- Convene and collaborate with peer provider groups
- Participate in coalitions and industry policy groups

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GOAL 2: Financial Sustainability

Support the financial sustainability of hospitals and health systems in New Hampshire.

Objective A: Payor Strategies

Collaborate with members to increase payor transparency and accountability while decreasing administrative burden in the health care system in New Hampshire

Key Tactics:

- Develop and publish a payor scorecard to increase accountability
- Monitor national trends to anticipate and leverage potential tactics to influence commercial payor practices that negatively impact members
- Leverage member peer groups to assess and monitor payor impacts

Objective B: Economic Threats

Help members navigate economic threats including reimbursement issues

Key Tactics:

- Maximize opportunities to access federal matching dollars through Medicaid
- Advocate for a continued DSH/MET payment approach that promotes member unification
- Support members through pandemic recovery
- Advocate for a state budget that supports hospitals and health systems

Objective C: Data Enhancement

Improve the use of data and research and other analytical tools to demonstrate the positive impact of hospitals/health systems in New Hampshire and quantify the administrative burden placed on them

Key Tactics:

- Enhance data collection efforts
- Encourage 100 percent of members to participate in data contribution by demonstrating the power of articulating the collective value and impact of hospitals/health systems in New Hampshire
- Use data to create dashboards, infographics and other tools to demonstrate the value proposition to policymakers and the public

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GOAL 3: Quality and Safety

Improve quality and patient safety outcomes by working closely with the Foundation for Healthy Communities to support members' initiatives.

Objective A: Behavioral Health

Convene and collaborate with influencers to build a mental health and substance use disorder (SUD) system that meets community needs in New Hampshire

Key Tactics:

- Advance a care delivery system that ensures that people with mental health and SUD needs receive the right treatment at the right time in the right place
- Support the successful implementation of the NH Department of Health and Human Services' 10-year Mental Health Plan
- Work with the Foundation for Healthy Community's Behavioral Health Clinical Learning Collaborative to support their priorities to improve the evaluation, management and treatment of patients with behavioral health and SUD emergencies in hospital emergency departments

Objective B: Workforce Health and Safety

Serve as a resource for innovative best practices and resources for members on workforce health, safety, and wellness

Key Tactics:

- Participate in statewide groups/efforts to address workforce stabilization, health and safety for member hospitals and health systems, *e.g., Forward Fund*
- Connect members with programs and tools to enhance provider resiliency
- Leverage NHHA skills and expertise to advance and support legislative and regulatory measures to help members with workforce challenges

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GOAL 3: Quality and Safety (*continued*)

Improve quality and patient safety outcomes by working closely with the Foundation for Healthy Communities to support members' initiatives.

Objective C: Patient Outcomes

Enhance and support members' voluntary efforts to monitor and report on clinical performance and to share best practices to improve patient outcomes in the state

Key Tactics:

- Increase member engagement in Foundation/NHHA's quality initiatives
- Better educate Board members and member CEOs about the partnerships with the NH Health Care Quality and Safety Commission and the Foundation for Healthy Communities

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GOAL 4: Community Awareness

Strategically-position NHHA as the united voice for hospitals and health systems in New Hampshire by communicating the value proposition of the industry among priority stakeholders.

Objective A: Advocacy Communication

Advance advocacy agenda by elevating NHHA's brand as a powerful, credible voice for hospitals/health systems

Key Tactics:

- Leverage media relations efforts to advance NHHA's advocacy agenda and enhance the favorable reputation of hospitals and health systems
- Use compelling data, infographics, and storytelling to support policy positions
- Develop member talking points on key issues that can be customized for each hospital and/or health system
- Provide digital and print materials for members to use to communicate about issues and potential impacts

Objective B: Value Proposition

Create a compelling message platform that articulates the value proposition and vital role of hospitals and health systems in New Hampshire for policymakers and the public

Key Tactics:

- Create a value proposition statement with a powerful tagline
- Harness and aggregate community impact data from all members
- Leverage messages and resources from AHA, *i.e.*, *redefining the H*
- Create and implement a communications rollout to share the value proposition

Objective C: Media

Leverage earned and owned media efforts to increase awareness and visibility

Key Tactics:

- Pursue earned media opportunities for NHHA/members on key issues
- Develop and execute a targeted digital and social media strategy

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GOAL 5: Member Engagement

Increase member engagement and enhance member experience.

Objective A: Programming, Services, and Benefits

Drive value by offering programming, services, and events that support members

Key Tactics:

- Host an annual meeting and other member events featuring robust content and networking opportunities
- Engage member affinity groups on a regular basis to promote education, best practice sharing, and networking
- Share relevant information and toolkits for members on key topics, *e.g., workforce, pandemic*

Objective B: Member Communication and Outreach

Strengthen and broaden member engagement by enhancing communication and outreach activities

Key Tactics:

- Cultivate member affinity groups to learn key issues, develop advocacy strategies and leverage members' expertise
- Continue to provide regular member briefings and regular updates
- Provide virtual, hybrid, and in-person forums for members

Objective C: Data Services

Enhance data services to provide insights to members regarding market trends, benchmarking, and opportunities to improve quality of care

Key Tactics:

- Encourage 100 percent member participation in timely data submission/collection
- Refresh and rebrand member reports to highlight key trends and other insights of importance to the membership

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GOAL 5: Member Engagement *(continued)*

Increase member engagement and enhance member experience.

Objective D: Measuring Value and Satisfaction

Continually seek member feedback and measure satisfaction and engagement

Key Tactics:

- Conduct a periodic member satisfaction survey and use findings to enhance member experience
- Develop an annual customized member value/engagement report and share with members



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GOAL 6: Organizational Excellence

Ensure organizational excellence through commitment to the highest standards of operational and administrative practices.

Objective A: Talent Management and Culture

Foster a high performing culture dedicated to developing staff so that they can reach their full potential and advance the missions of NHHA and FHC

Key Tactics:

- Offer training and professional development opportunities to enhance expertise and competencies
- Provide team building, social opportunities, and appreciation events for staff
- Develop succession plans for key leadership positions

Objective B: Fiscal Stewardship and Health

Diversify and increase funding through multiple sources and ensure operational efficiencies

- Retain 100 percent of members
- Explore new opportunities to increase non-dues revenue including sponsorships, events, and fee for service offerings
- Demonstrate sound fiscal stewardship by adhering to best practices and maximizing operational efficiencies

Objective C: Technology

Upgrade and increase efficient use of technology

Key Tactics:

- Enhance digital and video capabilities to expand engagement platforms, *e.g., remote, quality virtual and hybrid events*
- Redesign website to enhance content and improve functionality and ease of use
- Improve capabilities to enhance member experience and ease of use, *e.g., registration, payment transactions, access information, etc.*

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GOAL 6: Organizational Excellence *(continued)*

Ensure organizational excellence through commitment to the highest standards of operational and administrative practices.

Objective D: Inclusion, Diversity, Equity, and Access

Embrace IDEA (inclusion, diversity, equity, and access) principles in all operations

Key Tactics:

- Create special member task force to create diversity position/statement for the association
- Intentionally increase diversity among the Board of Trustees and staff
- Leverage data to highlight health equity and disparity to foster positive change
- Promote diversity and inclusion in the workplace in New Hampshire hospitals

Objective E: Governance

Follow best practices for governance to recruit and develop highly-qualified, engaged, and diverse board members

Key Tactics:

- Clarify and communicate board roles and responsibilities
- Develop a robust orientation and onboarding for new board members
- Conduct periodic board self-assessments
- Better leverage board members to support NHHA's advocacy efforts



MEASURING SUCCESS

How we measure mission

NHHA will use the following desired outcomes and outputs to develop annual performance indicators to measure organizational success and to track plan progress.

Goal 1: Advocacy

- ✓ Published advocacy agenda
- ✓ Sound healthcare policy
- ✓ Strong political action committee
- ✓ Increased grassroots involvement
- ✓ Strong relationships

Goal 2: Financial Sustainability

- ✓ Fiscally strong hospitals and health systems
- ✓ Favorable and fair reimbursement from public and private payers
- ✓ Published payor scorecard

Goal 3: Quality & Safety

- ✓ Transformation of state's behavioral health & SUD system
- ✓ Improved patient outcomes in New Hampshire
- ✓ Increased member understanding of NHHA/Foundation partnership and scope of work
- ✓ Stabilized and healthy workforce

Goal 4: Community Awareness

- ✓ Compelling value proposition
- ✓ Recognition of value proposition of NHHA and the hospital industry
- ✓ Traditional media impressions
- ✓ Social media engagement metrics

Goal 5: Member Engagement

- ✓ Member retention
- ✓ Member engagement and participation
- ✓ Completion of member value reports

Goal 6: Organizational Excellence

- ✓ Employee satisfaction
- ✓ Technology improvements completed
- ✓ Website refresh completed
- ✓ Enhanced governance
- ✓ Publish diversity statement
- ✓ More diversity represented among Board, staff, and membership
- ✓ Financially healthy organization

