



2025-2027

Strategic Plan

We Are Stronger Together

The unified voice for New Hampshire hospitals and health systems and the patients and communities they serve.



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Introduction

The New Hampshire Hospital Association (NHHA) provides leadership through advocacy, education, and information in support of its member hospitals and health systems as they strive to improve the health of the individuals and communities they serve. 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.

Gallagher implemented an inclusive approach to planning which invited input from the Board of Trustees, members, staff, and other key external stakeholders. The process also involved planning sessions with the Board of Trustees and the staff leadership team.

This document is the result of that effort. The following strategic plan will guide NHHA from FY 2025 – 2027. It is designed to be a dynamic, living, breathing blueprint that can be adjusted to respond to significant changes in the environment to meet the needs of its member hospitals and health systems so that they can improve the health of individuals in New Hampshire.

Who WE Are



VISION N

Through leadership, collaboration, and partnership with other stakeholders, the NHHA envisions a healthy New Hampshire where all communities and individuals are able to reach their highest potential for health.

MISSION N

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 individuals and communities they serve.

Who WE Are



Core Values

Collaboration

We actively build relationships and promote teamwork to foster strong partnerships with key stakeholders, communities, and each other to support health and health care improvement in New Hampshire.

Engagement

We embody a commitment to inclusion and participation for our members to use their collective and unified voice to improve health and health care for all people in New Hampshire.

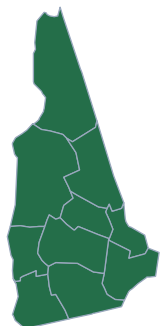
Integrity

We are honest, credible, and reliable. We practice responsible stewardship of resources and relationships with our members, colleagues, partners, and stakeholders.

Leadership

We provide leadership through innovation and advocacy, working alongside and on behalf of our members to support their missions of providing their patients with the right care, at the right time, and in the right place, every time.

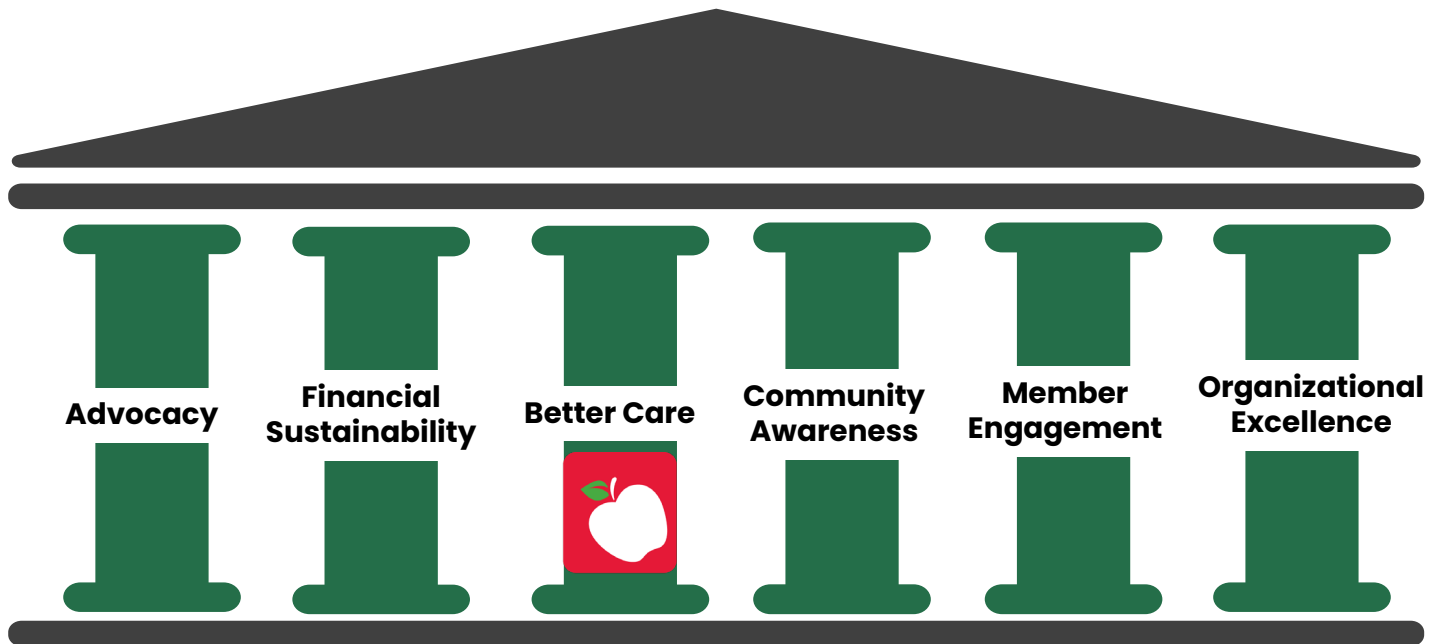
Who WE Are



Diversity Statement

The New Hampshire Hospital Association and the Foundation for Healthy Communities are committed to advancing the health and well-being of all people in New Hampshire. To advance our missions, we value inclusive care that recognizes and affirms every individual's unique characteristics, culture, and experiences. We believe that all people deserve respect and to be accepted as they are, free from discrimination and bias.

Strategic Pillars





Strategic Goals

Advocacy

Boldly advocate for public policies that empower New Hampshire hospitals and health systems to meet the needs of those they serve including individuals, families, staff, and the community.

Financial sustainability

Support the financial sustainability of hospitals and health systems in New Hampshire so that they may continue their vital mission.



Better Care

Improve quality, patient safety and health outcomes by working closely with the Foundation for Healthy Communities to support member initiatives.

Community awareness

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

Member engagement

Increase member engagement and enhance member experience.

Organizational excellence

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

Goals & Objectives

GOAL

01 Advocacy

Boldly advocate for public policies that empower New Hampshire hospitals and health systems to meet the needs of those they serve including individuals, families, staff, and the community.

Objective

A. Advocacy agenda

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

Key tactics:

- Publish an advocacy agenda that identifies member priorities in areas including financial sustainability, access to care, workforce, and regulatory relief that also supports the American Hospital Association's (AHA) national policy agenda
- Conduct advocacy outreach sessions with members to gather input to develop the agenda

Objective

B. Grasstops advocacy

Strengthen grasstops advocacy to engage hospital/health system leaders and professionals to support NHHA's advocacy efforts

Key tactics:

- Conduct visits, briefings and education sessions for hospital members throughout New Hampshire
- Leverage existing structures to increase member engagement
- Provide information and one-page issue briefings in a standardized format that simplifies policy and its implications for members
- Offer advocacy training, tools, and playbooks to increase member engagement in the legislative process.
- Facilitate engagement of members' C-suite leaders to strengthen positive influence on health policy

Goals & Objectives

GOAL

01 Advocacy (continued)

Boldly advocate for public policies that empower New Hampshire hospitals and health systems to meet the needs of those they serve including individuals, families, staff, and the community.

Objective

C. Public official cultivation and education

Create and foster strong relationships with the new Administration and policymakers to effectively advocate for our policy priorities

Key tactics:

- Conduct visits and education sessions with key public officials
- Harness and leverage political influence and support provided by New Hampshire hospitals/health systems
- Cultivate favorable working relationships with the Administration, legislators and policymakers
- Obtain member feedback to evaluate the viability and benefits of the NHHA Political Action Committee

Objective

D. Collaborative partnerships

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

Key tactics:

- Leverage NHHA's role as a convener to increase collaboration among professional peer groups and to educate policymakers and positively influence health policy
- Continue to create or participate in coalitions and industry policy groups

Goals & Objectives

GOAL

02 Financial sustainability

Support the financial sustainability of hospitals and health systems in New Hampshire so that they may continue their vital mission.

Objective

A. Payor strategies

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

Key tactics:

- Leverage the Vitality Index Payor Scorecard to increase payor accountability and reduce administrative burdens of payor demands
- Monitor national trends to anticipate and leverage potential tactics to influence commercial payor practices that negatively impact members
- Leverage member professional 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 MET/DSH payment approach that broadly supports members and maintains unification
- Advocate for state policies and a state budget that supports hospitals and health systems
- Ensure patient access to health care services by rejecting additional Medicare payment cuts
- Preserve hospital tax exemption by demonstrating community value

Goals & Objectives

GOAL

02 Financial sustainability (continued)

Support the financial sustainability of hospitals and health systems in New Hampshire so that they may continue their vital mission.

Objective

C. Data enhancement

Improve the use of data and research and other analytical tools to demonstrate the positive impact of hospitals and health systems in New Hampshire

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 develop dashboards, infographics, and other visual tools that communicate the potential impact of issues on hospitals/health systems to policymakers and the public, emphasizing their ability to provide care for all residents in New Hampshire

Goals & Objectives

GOAL

03 Better Care

Improve quality, patient safety and health outcomes by working closely with the Foundation for Healthy Communities (“FHC”) to support members’ initiatives.



Foundation *for*
Healthy Communities

The NHHA / FHC partnership

FHC’s mission is to build healthier communities for all by leading partnerships, fostering collaboration, and creating innovative solutions to advance health and health care. NHHA and FHC work closely as affiliated organizations in support of the NHHA membership’s goals for improving quality, patient safety and health outcomes.



Goals & Objectives

GOAL

04 Community awareness

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

Objective

A. Advocacy communication

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

Key tactics:

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

Objective

B. Industry value proposition

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

Key tactics:

- Create and implement a communications campaign to demonstrate the value of the industry
- Harness and aggregate data from all members and communicate the collective, positive impact in the state, *e.g., community impact, economic benefits, health outcomes*
- Leverage messages and resources from AHA
- Utilize multiple communications channels to demonstrate that better care leads to better value by improving outcomes, reducing costs, and enhancing overall patient engagement
- Leverage earned and owned media efforts to increase awareness and visibility
- Develop and execute a targeted digital and social media strategy

Goals & Objectives

GOAL

05 Member engagement

Increase member engagement and enhance member experience.

Objective

A. Programming, services, and benefits

Drive membership 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 professional peer groups on a regular basis to promote education, best practice sharing, and networking
- Share relevant information and playbooks for members on key topics, *e.g., workforce, how to leverage programs of the Foundation for Healthy Communities*

Objective

B. Member communication and outreach

Strengthen and broaden member engagement by enhancing communication and outreach activities

Key tactics:

- Cultivate member professional peer 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 to maximize participation while also providing a forum for networking and engagement

Goals & Objectives

GOAL

05 Member engagement (continued)

Increase member engagement and enhance member experience.

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 and collection
- Assess and benchmark capacity of external data and technology partners and vendors
- Refresh member data reports and communication to highlight key trends and other insights of importance to the membership

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
- Share stakeholder research results with full membership
- Continue to produce quarterly customized member value/engagement reports and share with members

Goals & Objectives

GOAL

06 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:

- Evaluate staffing and assess resource options to increase administrative capacity
- Offer training and professional development opportunities to enhance expertise and competencies and develop emerging leaders
- Provide team building, social opportunities, and appreciation events for staff
- Develop succession plans for key leadership positions
- Continue to conduct regular employee satisfaction survey

Objective

B. Fiscal stewardship and health

Diversify and increase funding through multiple sources and ensure operational efficiencies

Key tactics:

- Retain 100 percent of members
- Continue to vet new opportunities to increase non-dues revenue including sponsorships, events, and fee-for-service offerings
- Evaluate and enhance the endorsed business partner program
- Demonstrate sound fiscal stewardship by adhering to best practices and maximizing operational efficiencies

Goals & Objectives

GOAL

06 Organizational excellence (continued)

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

Objective

C. Technology

Upgrade and increase efficient use of technology

Key tactics:

- Enhance digital and video capabilities to expand engagement platforms
- Optimize website functionality and keep content updated and relevant
- Improve capabilities to enhance member experience and ease of use, *e.g., registration, payment transactions, access information, etc.*
- Develop and update policy for the use of Artificial Intelligence (AI)
- Leverage AI to support operations

Objective

D. Diversity, equity, inclusion, and belonging

Embrace diversity, equity, inclusion, and belonging principles in all operations

Key tactics:

- Seek to increase diversity among the Board of Trustees and staff
- Leverage data to highlight health equity and disparities to foster positive change
- Promote diversity and inclusion in the workplace in New Hampshire hospitals

Goals & Objectives

GOAL

06 Organizational excellence

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

Objective

E. Governance

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

Key tactics:

- Clarify and update Board roles and responsibilities
- Develop a robust orientation and onboarding for new Board members
- Conduct periodic Board self-assessments
- Explore benefits of implementing a Board portal to share information and increase efficiencies
- Better leverage Board members to support NHHA's advocacy efforts
- Increase alignment between the Boards of NHHA and FHC

Measuring Success

Key Metrics

Advocacy

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

Financial Sustainability

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

Better Care

- ✓ FHC regularly tracks data and will provide information to measure progress on quality and safety



Community Awareness

- ✓ Successful communication campaign re: value proposition
- ✓ Traditional media impressions
- ✓ Social media engagement metrics
- ✓ Increased use of digital and video

Member Engagement

- ✓ Member retention
- ✓ Member engagement and participation

Organizational Excellence

- ✓ Employee satisfaction
- ✓ Technology improvements completed
- ✓ Enhanced governance
- ✓ Fiscally healthy organization with sound operating budget and reserves



BOARD OF TRUSTEES

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