

Strategic Goals and Intended Outcomes Fiscal Year 2022 and 2023

Strategic Goal	Intended Outcome
New Goals and Initiatives	
Develop organizational change management models and processes, including succession planning, using lessons learned from the COVID pandemic.	A culture change and distributed leadership to support teamwork, adaptability, and continuous learning and a supportive and collaborative post-pandemic workplace. Ensure a culture of trust and teamwork while moving forward with uncertainty. Smooth transitions for the organization when replacing well-established leaders.
Introduce new patient-centered technology to optimize patient services and healthcare delivery.	Improved patient convenience, enhance provider efficiency, improve quality, and maintain relevancy.
Prioritize data driven improvements in all realms – patient care, quality, health equity, and financial decisions.	Leverage data appropriately in the decisions we make, resulting in improved use of the metrics.
Develop a comprehensive Facilities Master Plan for all NVRH facilities.	A flexible, intuitive, effective plan that meets future growth needs.
Gain significant efficiencies by utilizing cross-departmental collaboration.	Increase collaboration to reduce wasted time and duplication, leading to higher impact and cost savings.
Position NVRH to remain financially healthy and viable for the short, intermediate, and the long term.	High quality services delivered at a reasonable cost.
Existing Efforts that will Continue to be a Priority in the next 2 Years	
Affirm NVRH as a leader in Vermont’s healthcare reform efforts.	NVRH is positioned to be a leader in reform efforts locally and statewide.
Meet community need for services, ensuring community members have fair and equitable access to our health system.	Healthcare delivery and solutions meet the needs of all community members including investing in upstream drivers of health to mitigate systemic risk factors of poor health.
Lay the foundation for the largest hospital expansion in decades – the West Wing Project.	An intuitive, safe, modern, efficient space that improves the patient care experience.
Renew our focus on leadership and professional development.	Inclusive and accessible learning opportunities for all levels, resulting in a more developed and engaged team-based workforce.
Develop an exemplary nursing education program.	A comprehensive education plan for nursing that positively impacts our nursing recruiting pipeline of future nurses.
Achieve excellent patient satisfaction and quality outcomes.	Goal to increase “top box” scores in all five areas (inpatient, ED, outpatient ancillary services, medical practices) by 3 percentage points in the next 12 months over the baseline March 2021 scores.
Advance inter-practice coordination and standardization.	Medical practices use evidence-based information to standardize their clinical approaches where appropriate; patients know what to expect when they come to an NVRH medical practice.
Provide integrated care that addresses both physical and mental well-being of patients.	Improved patient outcomes through a “whole person” approach to care.