



Strategic Plan

Fiscal Year 2026



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.
- Move to Berry Dunn for OASIS review.
- Increase online education tactics with Berry Dunn.

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 folders by Jan. 2026.
- Increase messaging about importance of survey, that it's coming from a third party address, and how to return it in new folders.



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
- Prepare for the use of AI.
- Set up tracking for those that we decline and look for trends; what is coming and what are we declining and why.
- Review our territory as there is a gap in Maine as Amwell dropped Brownfield and Lovell.
- Look at tapping into the unserved areas to the east in Maine instead of to the south where there is more competition.

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

Tactics:

- Offer Hospice in facilities including Mineral Springs assuming Merriman House closing in 2026. Explore opportunities in service area, such as Bella Point in Fryeburg.
- Utilize hospice interdisciplinary team meetings to provide education and discussion around expense management and resource utilization.
- Monitor QAPI plan for hospice for key performance indicators; revise as needed to capture changes and new concerns.



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.

Tactics:

- Continue to adopt use of My Better Impact for volunteer management - this is widely used in the VNA world.
- Offer online self-paced volunteer training.
- Grow our pool of volunteers.
- Get OMA training funds from Tamworth Arts. Send two volunteers to the training.
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Objective 4 - Monitor the effect of Medicare Advantage on our finances by tracking the payor mix.

Tactics:

- Community education around Medicare Advantage and its pros and cons.
- Monitor payor mix in the monthly financial.
- Add Medicare Advantage plan education to the Caregiver Expo programming and use that content for education at and beyond the event. Know the advantages and disadvantages.



Objective 5 - Meet 2026 Budget Targets for fundraising, contributions and grants

Tactics:

- Continue grant writing for palliative care support.
- Create grant writing schedule for 2026.
- Utilize new functionality available in Little Green Light to identify donor prospects.
- Increase opportunities for online giving using Little Green Light.
- Create methodology for tracking and reporting on grant funds/restricted funds, related expenses, and balances so we fully utilize funds raised.
- Identify how we have used funds raised for Simple Comforts, Hospice Wish Fulfillment and Palliative Care. Are we spending the money we've raised and have we released funds to our general operating budget.
- Define balance of ARPA funds and identify how we will use those funds.
- Create reports for 100% of grants received one year from receipt of funds.
- Revisit board engagement efforts for fundraising.
- 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 - Complete succession planning for new senior leadership due to upcoming retirements.

Tactics:

- Successfully recruit a new Executive Director by Nov. 30, 2025.
- Continue transition of finance duties from Charlie Hanlon to Karen Royer.
- Onboard new Hospice Administrator.
- Address other retirements with successful recruitment efforts as needed.

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

Tactics:

- Periodic meetings with Ridgeline/Continuum to discuss agency needs for usable, 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.
- Offer a tuition reimbursement benefit.
- One-time scholarship - ARPA funding for 2 scholarships through LNA training. Offering an LNA scholarship for Fryeburg and Kennebec. Define criteria. \$2,500 ea.
- Create Sue Ruka Award



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 increases referrals from palliative care to hospice care

Tactics:

- Collaborate with the hospital or primary care practices in providing palliative care at home
- Continue community education and outreach for Palliative Care.
- Raise funds to cover program expenses as this is not a billable service.
- Track number of palliative care patients who transition to hospice.

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 Mineral Springs for the annual Remembrance Ceremony and Butterfly Release event.
- Build around Nov. Homecare and Hospice Month PR and advertising; Tie into Caregiver Expo programming