

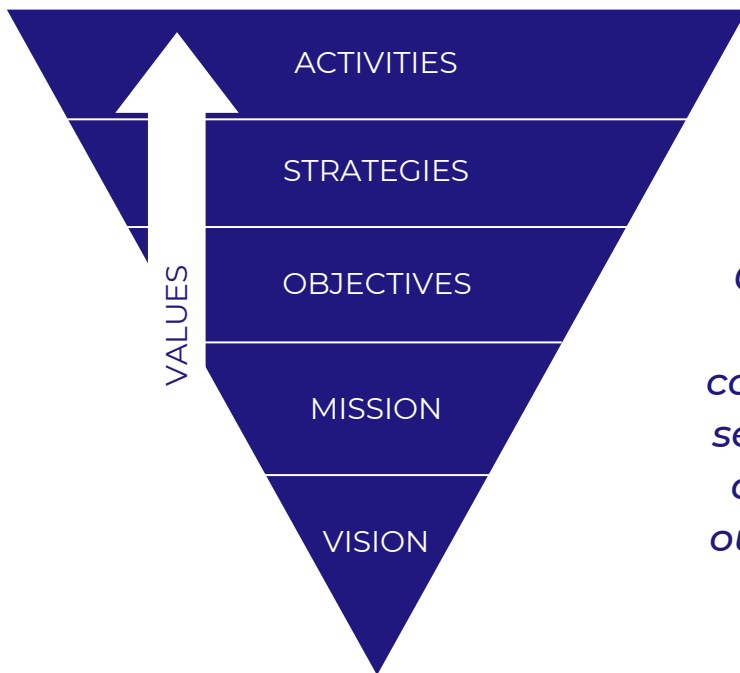
CHCC STRATEGIC PLAN

Maximizing the
CNMI's Health System
2023



VISION, MISSION, AND VALUES

In August of 2022, the CHCC Board of Trustees updated and finalized the following mission, vision, and value statements to continue to guide CHCC services and operations.



VISION

(the dream)

The Commonwealth Healthcare Corporation provides sustainable, innovative, equitable, and comprehensive culturally responsive services to achieve accessible, high-quality, patient-centered wellness outcomes for all people in the CNMI.

MISSION

(the what and why)

Provide quality comprehensive health services and promote healthy environments for a resilient community.

VALUES

(what we hold dear)

CHCC is committed to exceeding standards by providing a culture of compassionate, effective, quality care, honoring the dignity of its stakeholders and community, and promoting equity and transparency as well as continued accountability and growth throughout the corporation.



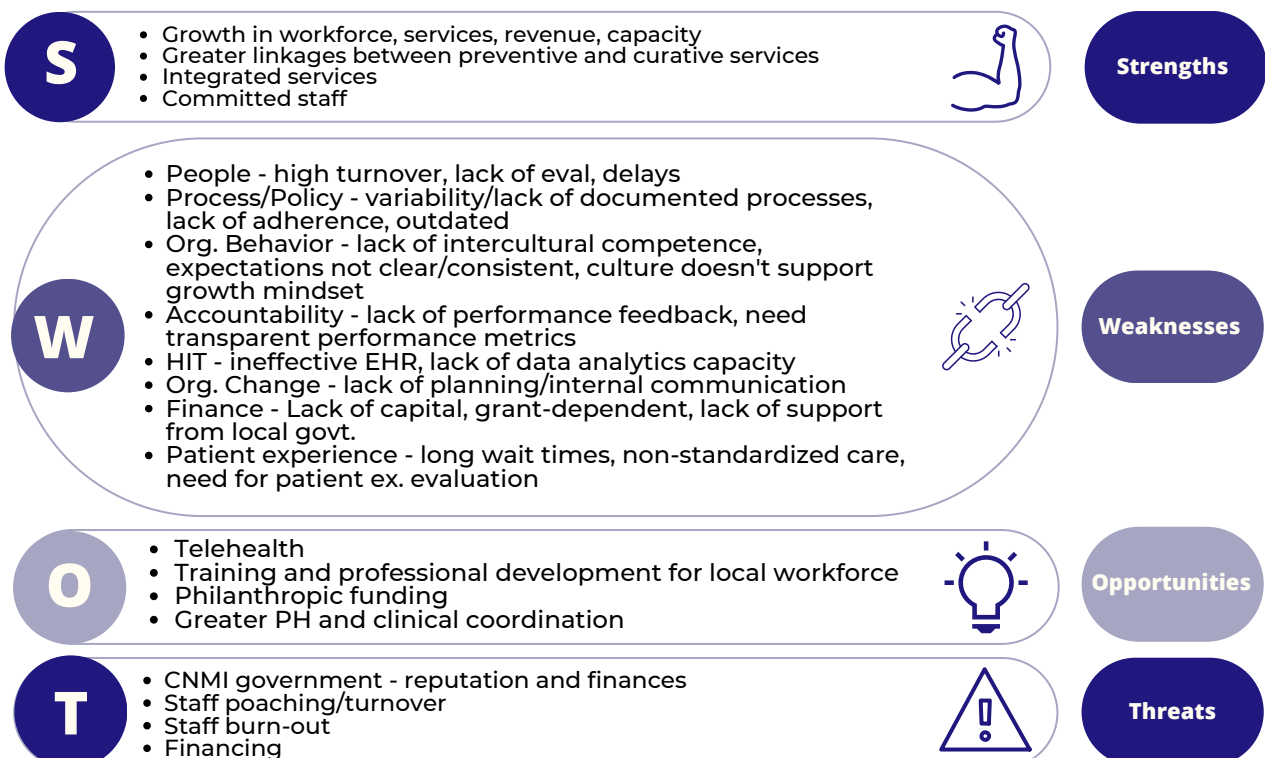
PURPOSE

The purpose of the strategic plan is to create one, forward-focused vision, to track progress, and to improve our organization in a targeted, meaningful, and measurable way. The plan was developed through collaborative efforts of the CHCC's Board of Trustees, management, and staff.

METHODS







Internal Analysis

To better understand major strengths, weaknesses, opportunities, and threats (SWOT) of the CHCC, From December 2022 to January 2023, one-on-one confidential interviews were conducted with 21 staff members in leadership positions throughout the CHCC to inform a thematic analysis. This method included transcribing and coding the interviews, and identifying patterns and themes which emerged around major issues and areas for improvement within the CHCC. From this analysis, the following themes and subthemes emerged most strongly in interviews (by order of frequency and emphasis of importance expressed in interviews).



External Analysis

The PESTLE framework is a tool used to evaluate the external factors that can have an impact on an organization. The acronym stands for Political, Economic, Social, Technological, Environmental, and Legal factors. This is used to assess the current state of these factors and to predict how they may change in the future, which can help the CHCC anticipate and plan for potential challenges and opportunities.

P	<ul style="list-style-type: none">• New administration• Lack of health insurance protections• Upcoming PE expiration• Medicaid policy• Nursing Board		Politics
E	<ul style="list-style-type: none">• Pending CNMI Govt financial crisis• Price inflation• Healthcare workforce shortages		Economy
S	<ul style="list-style-type: none">• Growing expectations for services• Loss of coverage impacts most vulnerable• Distrust of health professionals/ vaccine hesitancy		Society
T	<ul style="list-style-type: none">• AI - boom• Telehealth• Broadband• Digitization		Technology
E	<ul style="list-style-type: none">• Climate change<ul style="list-style-type: none">◦ considerations for building◦ environmental disasters◦ disease outbreaks◦ food insecurity		Environment
L	<ul style="list-style-type: none">• CUC arrears• Lawsuits (medical, employment)• Compliance (HIPAA, CMS, procurement, personnel)		Law

Political

- Changes in government administration may affect healthcare policy, impacting CHCC.
- CHCC's reputation, linked to the CNMI government, could affect interactions with grantors and off-island medical providers.
- Lack of health insurance protections risks affordable healthcare access.
- Medicaid PE expiration could Increase Uncompensated care.
- Changes in Medicaid state plan significantly affect CHCC's finances and service plans.
- Delays in CNMI Nursing board certifications cause staff recruitment delays.



Economic

- CNMI government's financial crisis may lead to underfunding, lack of appropriations to CHCC and reduced capital availability.
- Increasing costs of goods, services, transportation, and tariffs could strain CHCC's budget.
- Inflation might discourage patients from seeking care and affect CHCC's purchasing power.
- High cost of living in CNMI might hinder CHCC's ability to offer attractive salaries.
- Healthcare workforce shortages could lead to staff burnout, longer wait times, and increased costs.

Socio-cultural

- Growing service demands and expectations put pressure on CHCC's resources and quality of care.
- Loss of Medicaid coverage for CNMI residents will strain CHCC's cash flow and lead to poorer health outcomes.
- Distrust of health professionals and vaccine hesitancy pose challenges to healthcare and vaccine uptake.

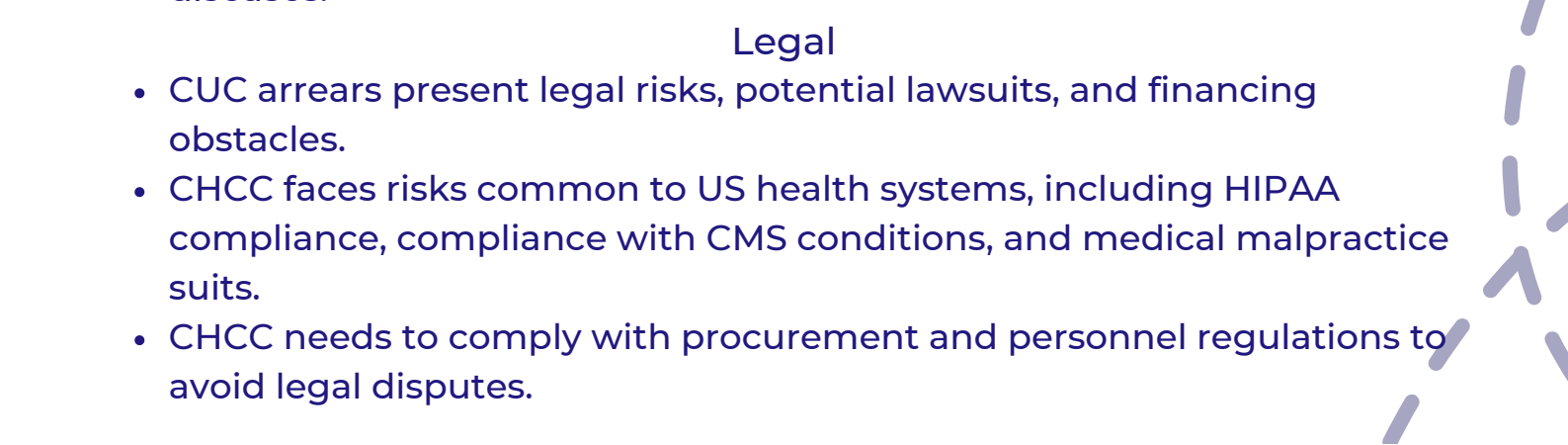
Technological

- AI presents opportunities for predictive modeling, diagnosis, treatment, administrative task automation, and population health management at CHCC.
- Telehealth can offer remote consultations, monitoring, improved communication, cost savings, and reduced hospital burden.
- Federal funding and CNMI Office's efforts improve broadband capacity, benefiting telehealth.
- Digitization could improve CHCC's efficiency and automate quality control processes.

Environmental

- Climate change threats to CHCC include potential infrastructure damage, transportation disruption, air quality deterioration, heat-related illnesses, water and food supply threats, and mosquito-borne diseases.

Legal

- CUC arrears present legal risks, potential lawsuits, and financing obstacles.
 - CHCC faces risks common to US health systems, including HIPAA compliance, compliance with CMS conditions, and medical malpractice suits.
 - CHCC needs to comply with procurement and personnel regulations to avoid legal disputes.
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CHCC Systems Map

An interactive systems map was also developed, primarily around the weaknesses, opportunities, and threats cited in interviews and the external PESTEL analysis. The map shows a more robust scope of themes from interviews, along with connections and interactions between the themes across the corporation. Understanding interactions between different themes across the corporation is important to break down siloes, improve communication, and turn these weaknesses into strengths.

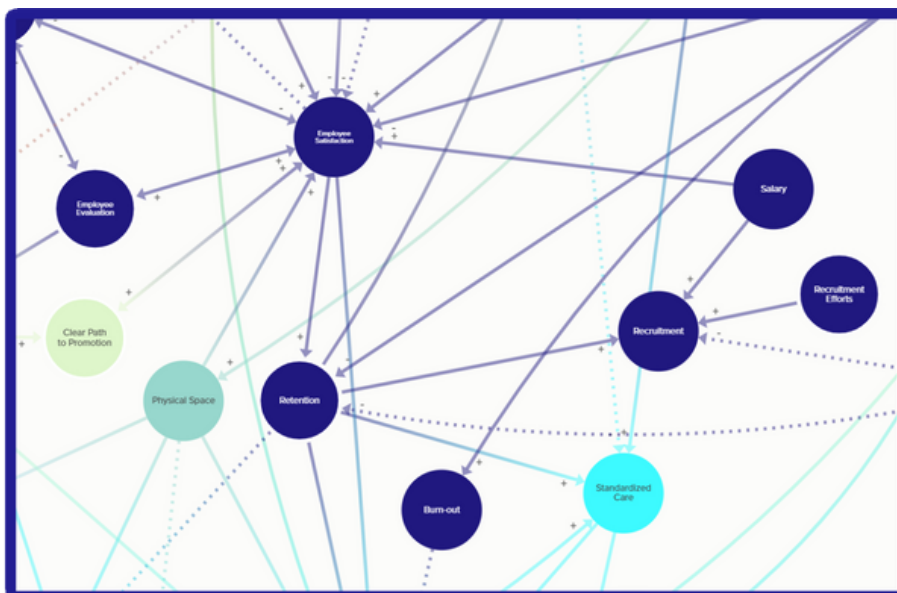
Systems components are categorized by:

- People
- Process
- Local External Factors
- Finance
- Federal Influence
- Health Information Technology
- Data Analytics
- Purchasing
- Performance
- Facilities
- Organizational Transformation
- Organizational Behavior



To view the full map,
scan this code

SAMPLE OF CHCC SYSTEMS MAP





OBJECTIVES

In late January 2023, executive management staff and Board members got together to synthesize this information into strategic Objectives using the balanced scorecard framework.

The balanced scorecard is a strategic management tool that helps organizations align their activities with their vision and strategy. The balanced scorecard provides a holistic view of the organization's performance across four different perspectives: financial, customer, internal processes, and learning and growth. Ensuring that we preserve all these perspectives, the CHCC can track and monitor progress against its strategic goals, identify areas of improvement, and make data-driven decisions to drive the organization toward success.

In the context of the Commonwealth Healthcare Corporation, the balanced scorecard can be used to develop objectives through four perspectives:

- Financial Perspective: Identifying key financial metrics such as revenue growth, cost containment, and profitability.
- Patient/Population Perspective: Determining how to improve patient satisfaction, increase access to healthcare services, improve health outcomes, and build stronger relationships with key stakeholders.
- Internal Processes Perspective: Identifying and improving key processes such as recruitment, employee evaluations, and medical record keeping to enhance overall efficiency and quality of care.
- Learning and Growth Perspective: Investing in the development of employees, technology, and other resources to ensure that the CHCC is well-positioned for future growth and success.

STRATEGIC OBJECTIVES


FINANCIAL
HEALTH

Increase access to capital
for investment in local
health care capacity

Develop and maintain
strong relationships with
external partners to
support financial stability


PATIENTS
AND
COMMUNITY

Elevate the patient
experience across the
care continuum

Optimize CNMI
population health


INTERNAL
PROCESSES

Modernize policies and
procedures to ensure
they align with best
practices and current
standards of care

Uphold compliance with
CMS Conditions of
Participation while actively
seeking out additional
accreditation opportunities

Utilize data effectively to
improve the patient
experience, health
outcomes, and business
decisions


PEOPLE &
LEARNING

Maintain sustainable
staffing levels and
services to support
continuity of care

Foster a work culture where
employees thrive in their roles,
feeling valued, respected, and
engaged