

Compassion ✦ Innovation ✦ Excellence



Strategic Plan

FY 2025

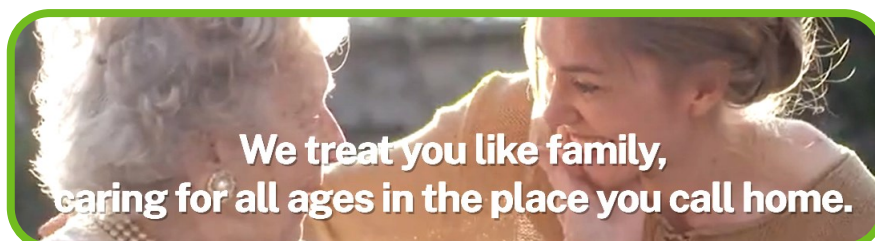




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We treat you like family,
caring for all ages in the place you call home.



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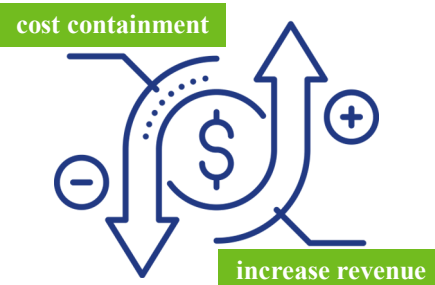
Executive Summary

Respect
Compassion
Kindness

3HC has developed a 5-year strategic plan that defines our priorities and outlines our path forward. Although we are proposing an update to our mission and vision statements, we are proud to maintain the overarching mission of the agency for 43 years in caring for others in the communities we serve with “**respect, compassion, and kindness.**”

This strategic plan is heavily focused on **financial sustainability** as identified by the 2024 financial performance and agency evaluation. However, growth in the communities we currently serve, excellence of our care team, and superior service

to our patients and families are paramount. We recognize we must continually adapt to the health care landscape; therefore, we must evaluate current operations for opportunities for improvement and change, while considering new opportunities where appropriate.



Internal Analysis

- ♦ SWOT Analysis
- ♦ Agency Evaluation
- ♦ Quality Metrics (SHP Scorecards)
- ♦ Financial Performance
- ♦ 3HC Scorecard

External Analysis

- ♦ Regulatory & Legislative Landscape
- ♦ Market Share Analysis
- ♦ Benchmarking Reports
- ♦ ACHC Accreditation



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These priorities are broad to maximize our ability to be flexible with how they are achieved.

Financial Sustainability

3HC believes that financial sustainability is maintaining a level of financial wellness where we can care for both our patients and our team members on a continual basis, in a superior manner.

We plan to achieve this through focusing on **revenue growth** from increased market share, **cost containment** by appropriate budgeting and stewardship of resources, and an increased focus on **philanthropy**.

3HC is committed to achieving a level of financial sustainability that will allow us to grow and thrive in an ever-changing industry.



OBJECTIVES

- ♦ Revenue Growth
- ♦ Cost Containment
- ♦ Philanthropy



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Organizational Excellence

3HC is committed to achieving organizational excellence by investing in the ongoing growth and development of a highly skilled and competent workforce. A skilled team is crucial to maintain a quality performance culture in which there is continuous improvement, ongoing effectiveness, and efficiency in all business practices.

3HC is dedicated to superior patient care that consistently surpasses industry quality standards and customer satisfaction.



OBJECTIVES

- ♦ **Career Development**
- ♦ **Quality Performance Culture**

Innovative Programs and Business Practices

3HC will seek opportunities to develop and innovate programs that complement our business model, further enhance our team's lives, and meet our community's needs.

We will evaluate traditional business practices and initiate change, where appropriate.



OBJECTIVES

- ♦ **Cultivate Partnerships**
- ♦ **Service Expansion**
- ♦ **Technology Innovation**



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Objectives

Initiatives

Revenue Growth

- Gain market share
- Exploration of business opportunities

Cost Containment

- Evaluation of business model efficiencies
- Expense analysis

Philanthropy

- Specific donor asks
- Expansion of events
- Fundraising goal for the year(s)

Career Development

- Partner with educational institutions
- Professional development
- Succession planning
- Preceptor program

Quality Performance Culture

- Quality scores at or above national benchmarks
- Patient satisfaction scores at or above national benchmarks
- Star ratings 3 or above
- Advocate for community-based healthcare

Cultivate Partnerships

- ACO opportunities
- Community-based partnership development

Service Expansion

- Palliative care
- Continuous home care
- Private pay opportunities

Technology Innovation

- Maximization of EMR
- Change management



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Implementation Plan

Once approved by the Board, the 3HC Executive and Leadership teams will identify key performance indicators (KPIs) and target dates for each initiative.

We will develop an Executive Scorecard and

Provide updates to the Board quarterly. The 3HC scorecard will be updated to reflect objectives, initiatives, and KPIs for the agency. This will be communicated to all team members and volunteers. Where appropriate, portions of the scorecard may be shared with potential and current partners and stakeholders.

Conclusion

The 3HC Executive team is prepared and excited to implement the FY2025 Strategic Plan which outlines our path forward. Our primary focus this year will be **financial stability** by meeting our budgeted goals and implementing identified cost containment measures. **Organizational excellence** will be an underlying theme and expectation across the 5-year plan. With this, investing in a program dedicated to the ongoing growth and development of our team members is a priority.



We look forward to taking 3HC into the future by being a NC Home Health and Hospice industry leader, recognized for excellence, and a place all are proud to be a part of.