

# A QUALITY FOCUS

## NMC's Refreshed Strategic Plan


This year, NMC worked on refreshing our Strategic Plan with input from our Board of Directors, leaders, medical staff, and community partners.

The review of the plan allowed us to refocus and re-center ourselves on our three strategic pillars: Quality & Safety, Engagement and Stewardship. As you can see in the Strategic Plan document, we have three key goals: Zero preventable harm, a culture that engages and inspires, and achieving financial sustainability.

Each pillar documents our objectives and measures for the 2025-2027 timeframe.

Part of the strategic plan refresh process was a review and update of our values. You'll see these expressed in the acronym: NMC C.A.R.E.S. We fulfill our mission of exceptional healthcare because we care so deeply for our patients and our people and that caring demonstrates how we are leaning in on quality and safety and the rest of the pillars.

In our values, compassion leads the way because it is at the root of everything we do as an organization. Adaptability is a key value because it is imperative that we be able to adjust to a shifting healthcare environment and embrace change. Respect is one of our HRO keys to success and is fundamentally important to our focus on diversity, equity, inclusion and belonging both as an employer and a healthcare provider. Excellence is what we aspire to as we embrace the High Reliability journey and strive to achieve safe, high-quality care. Last, but certainly not least: Service. That concept means we create a meaningful, engaging environment for our team to work in – we are in service to our patients, to each other, and to the community at large.



**NORTHWESTERN MEDICAL CENTER**

**C**ompassion  
**A**daptability  
**R**espect  
**E**xcellence  
**S**ervice

**MISSION**  
NMC's mission is to provide exceptional healthcare for our community.

## FY 2025-2027 Strategic Plan



### Quality & Safety

Goal: Zero preventable harm.

Objectives:

- Instill and continually reinforce High Reliability principles universally
- Promote efficient and effective patient-centered care by eliminating waste, improving quality and making care delivery easier for our team
- Drive towards the highest level of safety by ensuring ongoing regulatory readiness
- Continue to enhance evidenced-based best practice through data-driven, patient-centered decisions and care plans

Measures of Success:

- Strive for Leapfrog Grade "A"
- Pursue CMS 5-Star Quality Rating



### Engagement

Goal: A culture that engages & inspires

Objectives:

- Advance Diversity, Equity, Inclusion, and Belonging both as an employer and a care provider
- Become the regional 'Employer of Choice' by developing a retention and recruitment plan that aligns with NMC's values and culture
- Develop and implement a plan to invest in team member education and leadership development
- Create a diverse marketing, communication, and brand management plan that informs internal and external audiences

Measures of Success:

- Reduce voluntary turnover and vacancy rate
- Increase diversity among staff, Medical Staff, and Board
- Increase Employee and Provider Engagement scores



### Stewardship

Goal: Achieve financial sustainability.

Objectives:

- Implement organizational service line plan that outlines core services and investment priorities
- Develop a Master Facility Plan
- Cultivate partnerships that improve access and strengthen independence
- Identify efficiency and financial improvement opportunities that position NMC as a high value care provider

Measures of Success:

- Consistently improve net operating margin to achieve target of 1-3%
- Increase market share



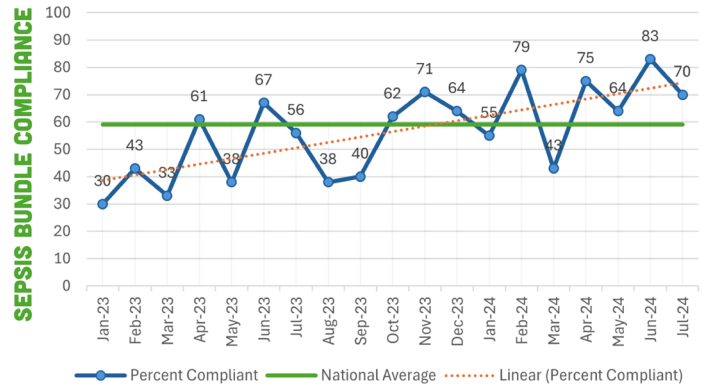
# Attention To Sepsis Leads To Improved Scores

Did you know that sepsis is the most common cause of death in US hospitals?

NMC has been focusing on making sure that our Emergency Department caregivers use best practice processes for identifying and treating sepsis. The work started by creating nursing and provider champions who built workflows and tools that make prompt detection and treatment easier.

Throughout the process, NMC has been tracking data to measure our compliance with a “bundle” – a grouping of treatment steps that should be taken, created by the The Centers for Medicare & Medicaid Services. The national average for hospital compliance with this bundle is 60 percent. The NMC data originally fell below that average, but our process improvements and steady focus have brought our compliance well above the national average for five of the first six months in 2024.

## EARLY TREATMENT OF SEPSIS SAVES LIVES



*Our quality focus is driving improvements*

Our success in this area comes in part from the ED Champions who support the work. Nurse Manager Rachael Shepardson-Rudden and Nurse Practitioner Matt Boone were recognized in September for their tireless attention to this important quality measure.

### What is sepsis?

When bacteria gets into a person’s body, it can cause an infection such as a urinary tract infection or pneumonia. If left untreated, these infections can cause sepsis. Sepsis is the body’s extreme response to the infection and triggers a chain reaction throughout the body. Bacterial infections cause most cases of sepsis, but they can also be the result of viral infections like the flu or COVID-19. Without timely treatment, sepsis can rapidly lead to tissue damage, organ failure, and death.



Rachael Shepardson-Rudden, ED Nurse Manager, and Matt Boone, NP were recognized for their exceptional sepsis compliance. Rachael supports nurses and providers to deliver quality care to sepsis patients and is an undeniable contributor to the success of NMC’s compliance scores. Matt also provides exceptional care to sepsis patients and has had no fallouts in approximately 18 months by using a very intricate and detail-oriented process