

# STRATEGIC PLAN 2027–2029

*Where Tradition Inspires Tomorrow* 

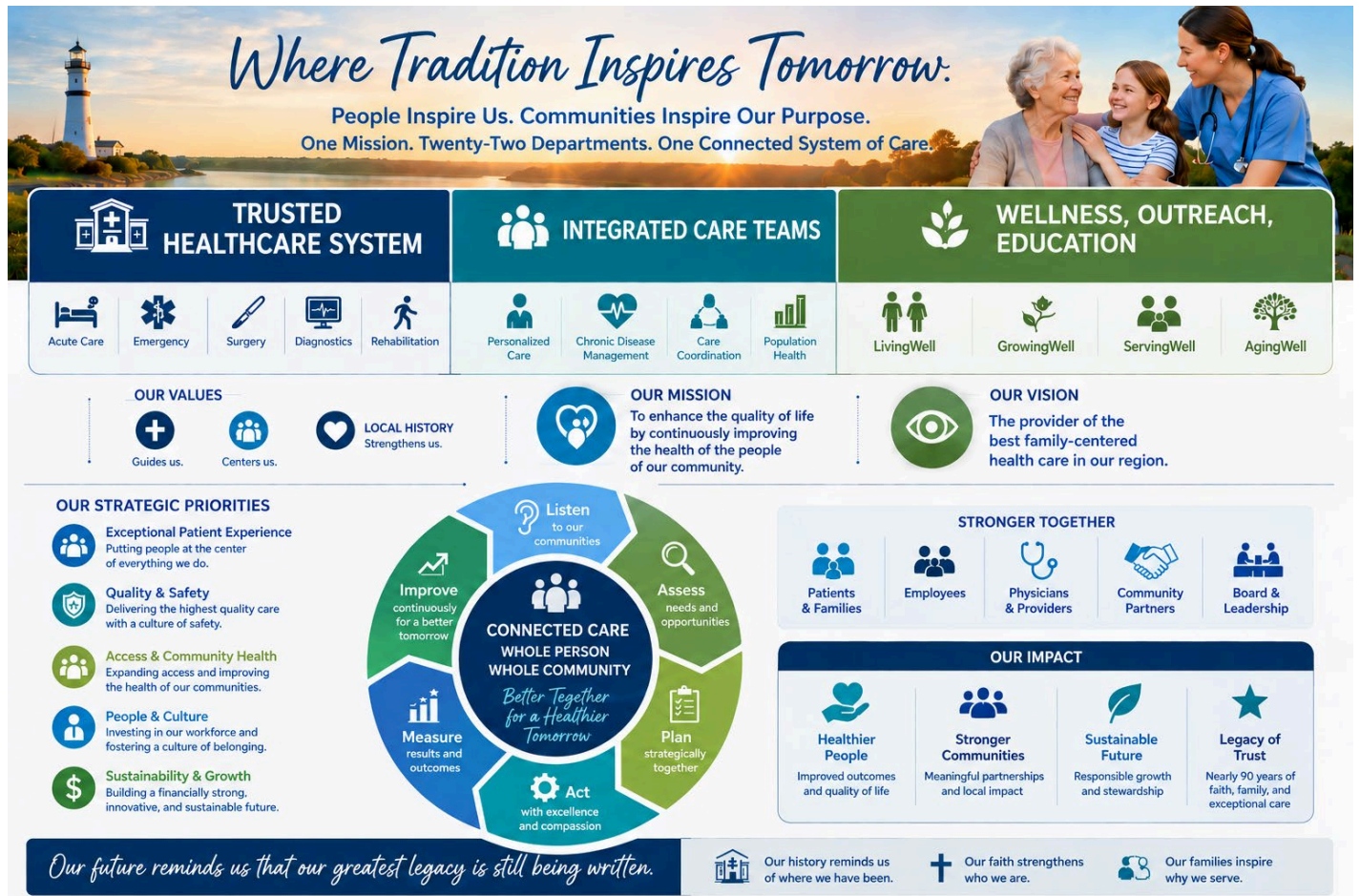
**One Mission. Twenty-Two Departments.  
One Connected System of Care.**



## OUR IDENTITY

# One Mission. Twenty-Two Departments. One Connected System of Care.

*Building on nearly 90 years of trusted community service.*



While the hospital campus houses separate buildings, it brings together an integrated healthcare system spanning community engagement, prevention, primary care, recovery, wellness, hospital, diagnostic, inpatient and outpatient services, rehabilitation, and acute care.

**MISSION** To enhance the quality of life by continuously improving the health of the people of our community.

**VISION** The provider of the best family-centered health care system in our region.

## Strategic Plan 2027–2029

### Building the Next Generation Rural Health System

For nearly ninety years, Madison County Memorial Hospital (MCMH) has served as a trusted source of healthcare for the residents of Madison County and surrounding communities. Since opening its doors in 1937, the hospital has remained steadfast in its commitment to providing compassionate, high-quality care while adapting to the changing healthcare needs of rural North Florida. Guided by its mission to enhance the quality of life by continuously improving the health of the people of our community, MCMH has evolved from a small community hospital into an integrated rural healthcare system dedicated to improving health, expanding access, and strengthening the communities it serves. The 2027–2029 Strategic Plan represents the next chapter in that journey.

Over the past three years, MCMH has achieved significant milestones that have strengthened the organization and positioned it for future growth. New clinical service lines, expanded primary care, infusion therapy, wound care, mental wellness services, rehabilitation, alternative pain management, enhanced technology, regional partnerships, and major capital investments have improved access to care while laying the foundation for long-term sustainability. The development of Primary Care and the construction of the Madison Health & Wellness Center further reflect the organization's commitment to delivering care across the continuum—from prevention and wellness to acute care and recovery.

This Strategic Plan builds upon those accomplishments while preparing MCMH to meet the challenges and opportunities of an evolving healthcare environment. Like rural hospitals across the nation, MCMH faces increasing demands related to workforce shortages, changing reimbursement models, aging populations, chronic disease, behavioral health, technology, cybersecurity, and financial sustainability. At the same time, the organization recognizes unprecedented opportunities to strengthen regional partnerships, leverage digital innovation, expand preventive care, improve population health, and create new models of integrated rural healthcare.

The development of this Strategic Plan reflects a deliberate, evidence-based planning process designed to ensure alignment between organizational priorities and community needs. The plan incorporates historical organizational performance, previous strategic initiatives, quality improvement efforts, community health assessments, leadership engagement, department manager input, financial and operational analyses, and ongoing collaboration with community partners. The Community Health Needs Assessment (CHNA), Community Health Improvement Plan (CHIP), Quality Assessment and Performance Improvement (QAPI) Program, organizational evaluation framework, and annual operational planning processes are intentionally aligned to create a unified approach to strategic management and continuous improvement. The Strategic Plan is organized around seven enterprise priorities that will guide organizational decision-making over the next three years:

- Deliver exceptional rural healthcare through high-quality, patient-centered clinical services.
- Improve population health by addressing the priority needs identified through the Community Health Needs Assessment.
- Strengthen regional partnerships and expand access to healthcare across North Florida.
- Invest in facilities, technology, digital innovation, and infrastructure to support future growth.
- Recruit, develop, and retain an exceptional workforce while fostering leadership at every level of the organization.

- Ensure long-term financial sustainability through operational excellence, diversified revenue strategies, and responsible stewardship of public resources.
- Advance organizational excellence through quality improvement, performance measurement, regulatory compliance, and a culture of continuous learning.

Central to this Strategic Plan is the recognition that healthcare extends beyond the walls of the hospital. Together, Madison County Memorial Hospital, Primary Care, Inpatient, Outpatient, Ancillary Services, and the Madison Health & Wellness Center represent one connected healthcare system committed to improving health across the continuum of care. Through prevention, early intervention, coordinated treatment, rehabilitation, and community engagement, the organization seeks to improve not only access to healthcare but also the overall health and wellbeing of the region.

This Strategic Plan is intended to be more than a planning document. It serves as the foundation for an integrated management system that aligns strategic planning, community health improvement, operational planning, quality improvement, financial stewardship, and organizational performance into a single framework. By creating clear priorities, measurable objectives, and shared accountability, the plan establishes a roadmap that enables the Board of Directors, leadership team, physicians, employees, and community partners to work together toward common goals.

Ultimately, the success of this Strategic Plan will be measured not simply by the completion of projects, but by its impact on the lives of the people and communities MCMH serves. Through collaboration, innovation, accountability, and a steadfast commitment to excellence, Madison County Memorial Hospital will continue building a healthier future for Madison County and the surrounding region while honoring the trust that generations of families have placed in this organization.

Together, we will build upon our history, embrace innovation, and continue advancing our mission of improving the health of our communities—today and for generations to come.





# THE ALIGNMENT CASCADE

FROM PURPOSE TO IMPACT

One Vision. One Plan. One Team. One Community.



*Stronger Together.  
Better Every Day.*

## FROM STRATEGY TO ACTION

### Building on Our Legacy, Shaping Our Future

Over the past three years, MCHHS has expanded clinical services through specialist, strengthened Primary Care, advanced infusion therapy, wound care, rehabilitation and mental wellness services, invested in technology and regional partnerships, and continued development of the Madison Health & Wellness Center.

The 2027–2029 plan is intentionally simpler: seven strategic pillars, seven enterprise goals, twenty-one Board-level objectives, and one three-year roadmap. It gives employees, physicians, partners, and the Board a shared line of sight from mission to measurable impact.



*Our people bring the strategy to life every day.*

## HOW WE BUILT THE PLAN

### Listen. Assess. Plan. Act. Measure. Improve.

The planning process integrates prior strategic work, organizational performance, the 2026 Community Health Needs Assessment (CHNA), leadership engagement, department manager input, quality improvement, financial and operational analysis, community partnerships, and regional collaboration.

| LISTEN            | ASSESS                | PLAN                   | ACT                     | MEASURE         |
|-------------------|-----------------------|------------------------|-------------------------|-----------------|
| Community & staff | Needs & opportunities | Priorities & ownership | Execute with excellence | Learn & improve |



*Community engagement and employee participation inform the work.*

# What the 2026 CHNA Tells Us

*One interconnected rural region with shared strengths, shared challenges, and shared opportunity.*

The regional assessment reinforces the need to organize regionally while targeting solutions locally. Across Madison, Jefferson, Suwannee, Hamilton, and Lafayette Counties, recurring needs include access to care, behavioral health and substance-use services, chronic disease, cancer prevention, maternal and child health, healthy aging, food and economic resilience, transportation, broadband, and workforce capacity.

- Behavioral health access remains limited, particularly in rural areas.
- Chronic disease—including diabetes, hypertension, heart disease, obesity, and COPD—requires stronger prevention, coaching support, and care plan management.
- Transportation, insurance, workforce shortages, and broadband limitations continue to affect access.
- Food insecurity increased across all five counties in the CHNA analysis.
- The aging population increases the need for care coordination, rehabilitation, caregiver support, and healthy-aging strategies.

**IMPLEMENTATION PRINCIPLE** Organize regionally, target locally, and measure whether residents experience earlier care, fewer barriers, better control of chronic conditions, and less avoidable acute utilization.



## From Assessment to Measurable Change

| SYSTEM PRIORITY                         | INITIAL WORK                                                                                          | WHAT SUCCESS LOOKS LIKE                                                    |
|-----------------------------------------|-------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|
| <b>Regional access network</b>          | Shared workforce, behavioral health, mobile care, transportation, telehealth, referral protocols      | Shorter waits, completed referrals, fewer access barriers                  |
| <b>Prevention &amp; chronic care</b>    | Diabetes/cardiometabolic screening, cancer screening, tobacco cessation, coaching, transition support | Better BP/A1c control, screening follow-up, fewer avoidable acute episodes |
| <b>Maternal, child &amp; family</b>     | Prenatal/pediatric pathways, STI prevention, coverage renewal, developmental screening                | Earlier prenatal care, child coverage, completed referrals                 |
| <b>Food &amp; economic resilience</b>   | Benefits navigation, Food-as-Medicine, workforce and education supports                               | Improved food-security linkage and economic supports                       |
| <b>Healthy aging</b>                    | Cognitive/caregiver navigation, falls, medication, veteran/disability supports                        | Better follow-up, caregiver connection, fewer preventable events           |
| <b>Data, trust &amp; accountability</b> | Resident voice, shared dashboard, partner agreements, public reporting                                | Transparent measures and shared learning                                   |

*Community partnerships connect health, prevention, schools, families, and local organizations.*

## OUR STRATEGY

### Seven Pillars. Seven Goals. One Direction.

|           |                                                                                                                                                                                      |
|-----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>P1</b> | <b>Exceptional Patient Care &amp; Clinical Excellence</b><br>Deliver exceptional, safe and patient-centered care while strengthening the clinical services our communities need.     |
| <b>P2</b> | <b>Community Health &amp; Population Wellbeing</b><br>Improve community health and wellbeing through prevention, early intervention, and action on the factors influencing health.   |
| <b>P3</b> | <b>Access, Integration &amp; Regional Partnerships</b><br>Expand access through Primary Care, Wellness, innovative delivery models, and strong regional partnerships.                |
| <b>P4</b> | <b>People, Culture &amp; Workforce Excellence</b><br>Build an engaged, highly skilled and resilient workforce with a culture of learning and shared accountability.                  |
| <b>P5</b> | <b>Innovation, Technology &amp; Infrastructure</b><br>Modernize technology, facilities, and infrastructure for safe, connected and innovative rural healthcare.                      |
| <b>P6</b> | <b>Financial Stewardship &amp; Sustainability</b><br>Strengthen financial performance and diversify resources to sustain the mission and invest responsibly.                         |
| <b>P7</b> | <b>Governance, Quality &amp; Organizational Excellence</b><br>Create an accountable, data-driven organization integrating governance, quality, compliance, strategy and improvement. |

## Exceptional Patient Care & Clinical Excellence

**ENTERPRISE GOAL** Deliver exceptional, safe and patient-centered care while strengthening the clinical services our communities need.

- Advance safety, quality, and patient/family experience across the continuum.
- Strengthen care coordination, transitions, and clinical efficiency.
- Grow priority clinical services and capabilities in response to community need.

Department input reinforces this direction: Respiratory Therapy prioritizes timely treatment, accurate assessment, safe oxygen/NIV/ventilator management, and emergency readiness; Rehabilitation seeks outpatient growth and cardiac rehabilitation; surgical planning emphasizes equipment, service growth, provider engagement, and improved observation processes.

Nursing leadership, ER, and the Med Floor/Swing Bed team align around nursing-sensitive quality and safety, patient experience, workforce competency, interdisciplinary care, care transitions, discharge planning, appropriate swing-bed utilization, and reduced avoidable readmissions.

The Operating Room focuses on provider engagement, specialist recruitment, and service marketing and brand recognition.



*Clinical teams are central to safe, compassionate, and high-quality care.*

## PILLAR 2

# Community Health & Population Wellbeing

**ENTERPRISE GOAL** Improve community health and wellbeing through prevention, early intervention, and strategies that address the factors influencing health.

- Align prevention and population-health action with CHNA priorities.
- Strengthen chronic disease, behavioral health, healthy aging, and whole-person wellbeing.
- Address priority barriers through nutrition, outreach, education, and community-based strategies.

Wellness is a delivery strategy for the enterprise—not a stand-alone activity. The Health & Wellness Center, mobile outreach, Food-as-Medicine, healthy aging, resiliency coaching, education, and community partnerships create practical ways to move care upstream. Four brands were launched to organize the work and manage relationships and service for all demographics:

- **GrowingWell:** birth to 18.
- **LivingWell:** ages 19-55 men and women.
- **ServingWell:** considers special needs of retired or active military.
- **AgingWell:** considers special needs of 55+ and older.



*Mobile wellness extends prevention, education, and connection beyond hospital walls.*

## PILLAR 3

# Access, Integration & Regional Partnerships

**ENTERPRISE GOAL** Expand access to an integrated continuum of care through Primary Care, Wellness, innovative delivery models, and strong regional partnerships.

- Strengthen Primary Care and integrate the Madison Health & Wellness Center.
- Expand specialty, mobile, virtual, referral, and community-based access.
- Build regional healthcare, education, workforce, and community partnerships.

Primary Care serves as a medical home and gateway to the MCHHS continuum. The strategic direction connects personalized care, chronic disease management, care coordination, and population health with hospital services and Wellness Center programs. Partnerships help expand service, capacity and trusted advisor relationship crucial for excellent patient care.



*Local and regional partners strengthen the system's reach and impact.*

## PILLAR 4

# People, Culture & Workforce Excellence

**ENTERPRISE GOAL** Build an engaged, highly skilled and resilient workforce with a culture of learning, accountability, and shared leadership.

- Recruit and retain the workforce needed for current and future services.
- Strengthen competency, professional development, leadership, and succession.
- Enhance innovative higher education partnerships aligned to community and organizational needs.
- Advance employee wellbeing, engagement, teamwork, and shared accountability.

Department managers consistently identified competency, cross-training, succession, recruitment, and staff support as strategic needs. MCHHS will pair internal development with higher-education and workforce partnerships to create stronger rural career pathways. There was an overwhelming satisfaction with the efforts to cultivate a positive work environment therefore it is highly recommended to continue activities in this area.



*Education and workforce partnerships help build the next generation of rural healthcare professionals.*

## Innovation, Technology & Infrastructure

**ENTERPRISE GOAL** Modernize technology, facilities, and infrastructure to support safe, connected, and innovative rural healthcare.

- Modernize reliable, secure, and interoperable digital infrastructure.
- Use data, automation, and appropriate emerging technology to improve care and operations.
- Coordinate capital, equipment, and facility modernization with strategic growth.

IT identified aging server infrastructure and minimizing downtime as immediate priorities, with server replacement budgeted for FY2027. Radiology similarly identified equipment reliability, preventive maintenance, capital replacement forecasting, and reduced downtime as priorities. Risk Management and Med Staff identified a need to explore Ai functionality to improve analysis and customize care plans for each patient. Lastly, the Operating room identified a need to upgrade surgical technology.



*Innovation and advocacy help rural hospitals remain connected, capable, and future-ready.*

## Financial Stewardship & Sustainability

**ENTERPRISE GOAL** Strengthen financial performance and diversify resources to sustain the mission and responsibly invest in MCHHS's future.

- Improve revenue cycle, operational efficiency, and service-line performance.
- Align budgeting and capital investment with strategic priorities and community need.
- Diversify resources through grants, partnerships, and sustainable service models.

Business Office priorities include clean claims, timely billing, lower accounts receivable, fewer avoidable denials and underpayments, improved patient financial experience, stronger data quality, and greater use of technology. Development continues to support sustainability across the enterprise through grants, partnerships, resource development, and strategic growth.



*Community-facing work and strategic investment are connected to long-term sustainability.*

## Governance, Quality & Organizational Excellence

**ENTERPRISE GOAL** Create an accountable, data-driven organization that integrates governance, quality, compliance, strategy, and continuous improvement.

- Strengthen Board oversight, QAPI, risk, compliance, and continuous readiness.
- Establish clear ownership, corrective-action accountability, and performance review.
- Integrate strategy, CHNA/CHIP, quality, finance, and reporting through shared enterprise measures and customized dashboards.

Quality, Compliance & Risk Management will use integrated review, standardized corrective-action management, and continuous readiness. The department's established targets include at least 90% timely completion of significant corrective actions, 100% effectiveness review for high-risk corrective actions, 100% timely regulatory reporting, and at least 90% improvement or documented reassessment for priority QAPI projects.



*Quality, compliance, risk, and continuous improvement support every strategic pillar.*

## Strengthen → Integrate → Transform & Sustain

| <b>2027 — STRENGTHEN</b><br><i>Build the foundation</i>                                                                                                                                                                                                                                                                                                                                                                                       | <b>2028 — INTEGRATE</b><br><i>Connect the system</i>                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>2029 — TRANSFORM &amp; SUSTAIN</b><br><i>Demonstrate impact</i>                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Launch/integrate Health &amp; Wellness Center</li> <li>• Strengthen Primary Care and priority clinical services</li> <li>• Address equipment, facility and IT needs</li> <li>• Build workforce capacity and succession</li> <li>• Improve revenue cycle and financial visibility</li> <li>• Activate CHNA-aligned priorities</li> <li>• Establish enterprise measures and Board reporting</li> </ul> | <ul style="list-style-type: none"> <li>• Connect Hospital, Primary Care and Wellness</li> <li>• Deepen referral and care-transition coordination</li> <li>• Expand mobile, virtual, specialty and community access</li> <li>• Scale regional and education partnerships</li> <li>• Use shared data and technology</li> <li>• Integrate &amp; minimize duplication of CHNA/CHIP, QAPI, CAH, grants and finance reporting</li> <li>• Advance sustainable service models</li> </ul> | <ul style="list-style-type: none"> <li>• Demonstrate gains in quality, experience, access and community health</li> <li>• Scale successful clinical and wellness models</li> <li>• Demonstrate workforce stability and leadership depth</li> <li>• Show improved financial sustainability</li> <li>• Mature data-driven governance and accountability</li> <li>• Sustain high-value partnerships and diversified resources</li> <li>• Use results and community voice for the next cycle</li> </ul> |



## EVERY DEPARTMENT MATTERS

# How Department Work Cascades to Enterprise Strategy

| DEPARTMENT                                                                   | ALIGNMENT   | 2027–2029 WORK                                                                                              | MEASURES                                                                                                       |
|------------------------------------------------------------------------------|-------------|-------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|
| ER/<br>Respiratory                                                           | P1/P4       | Competency; emergency readiness; safe respiratory                                                           | 100% annual competency; 100% emergency equipment checks                                                        |
| Rehabilitation                                                               | P1/P2/P6    | Outpatient growth; workers' comp partner; cardiac rehab                                                     | 50 outpatient visits/week; increase outpatient conversion                                                      |
| Radiology/<br>Laboratory                                                     | P1/P5/P4    | Reliability; turnaround; cross-training; capital planning; Community engagement                             | Turnaround improve 10%; downtime reduce 20%; >2 QAPI; Outreach/Engagement                                      |
| Dietary                                                                      | P1/P4/P6    | Nutrition quality; tray modernization; succession; food safety; farm-to-tray                                | Nutrition assessments; kitchen audit >95%; tray temperature; patient satisfaction                              |
| Business Office                                                              | P6/P7       | Revenue cycle; denial prevention; automation; cross-training; workforce                                     | A/R; clean claims; denials; cash collections; authorizations; credentialing; patient navigation                |
| IT                                                                           | P5/P7       | Server replacement; lifecycle; reliability; interoperability                                                | Uptime; downtime; replacement completion                                                                       |
| Quality/Risk/<br>Compliance                                                  | P7/P1/P4    | Integrated oversight; corrective actions; readiness                                                         | ≥90% timely corrective actions; 100% regulatory timeliness                                                     |
| Primary Care                                                                 | P1/P2/P3    | Medical home; chronic care coordination; population health; process                                         | Access, visits, chronic care and referral measures, HEDIS, service expansion                                   |
| Marketing,<br>Development &<br>Wellness                                      | P2/P3/P5/P6 | CHNA implementation; partnerships; grants; branding; outreach; Wellness Center                              | Community reach; grant performance; program outcomes; brand loyalty; social channels; partnerships             |
| Nursing                                                                      | P1/P4/P7    | Nursing quality & safety; patient experience; staffing/competency; care coordination; QAPI leadership       | Patient experience; readmissions; nursing-sensitive safety indicators; vacancy/turnover; competency completion |
| Swing Bed/Med<br>Floor                                                       | P1/P2/P3/P6 | Inpatient growth; care transitions; interdisciplinary care; rehabilitation coordination; discharge planning | Swing-bed occupancy; length of stay; readmissions; patient experience; discharge/follow-up measures            |
| Pharmacy                                                                     | P1/P6/P7    | Medication safety; infusion support; formulary stewardship                                                  | Medication safety; infusion support; pharmacy expense/utilization                                              |
| OR                                                                           | P1/P3/P5    | Upgrade; provider engage/recruitment; marketing                                                             | Visits; referrals; procedures; outreach                                                                        |
| Purchasing/<br>HIM/Facilities                                                | P5/P6/P7    | Upgrade equipment/tech; process improvement                                                                 | Processing time/accuracy/cost; safety/orderly/functioning                                                      |
| <i>*Feedback from Department Manager consultations and/or Strategy Maps.</i> |             |                                                                                                             |                                                                                                                |

## MEASURING WHAT MATTERS

### Enterprise Performance Indicators

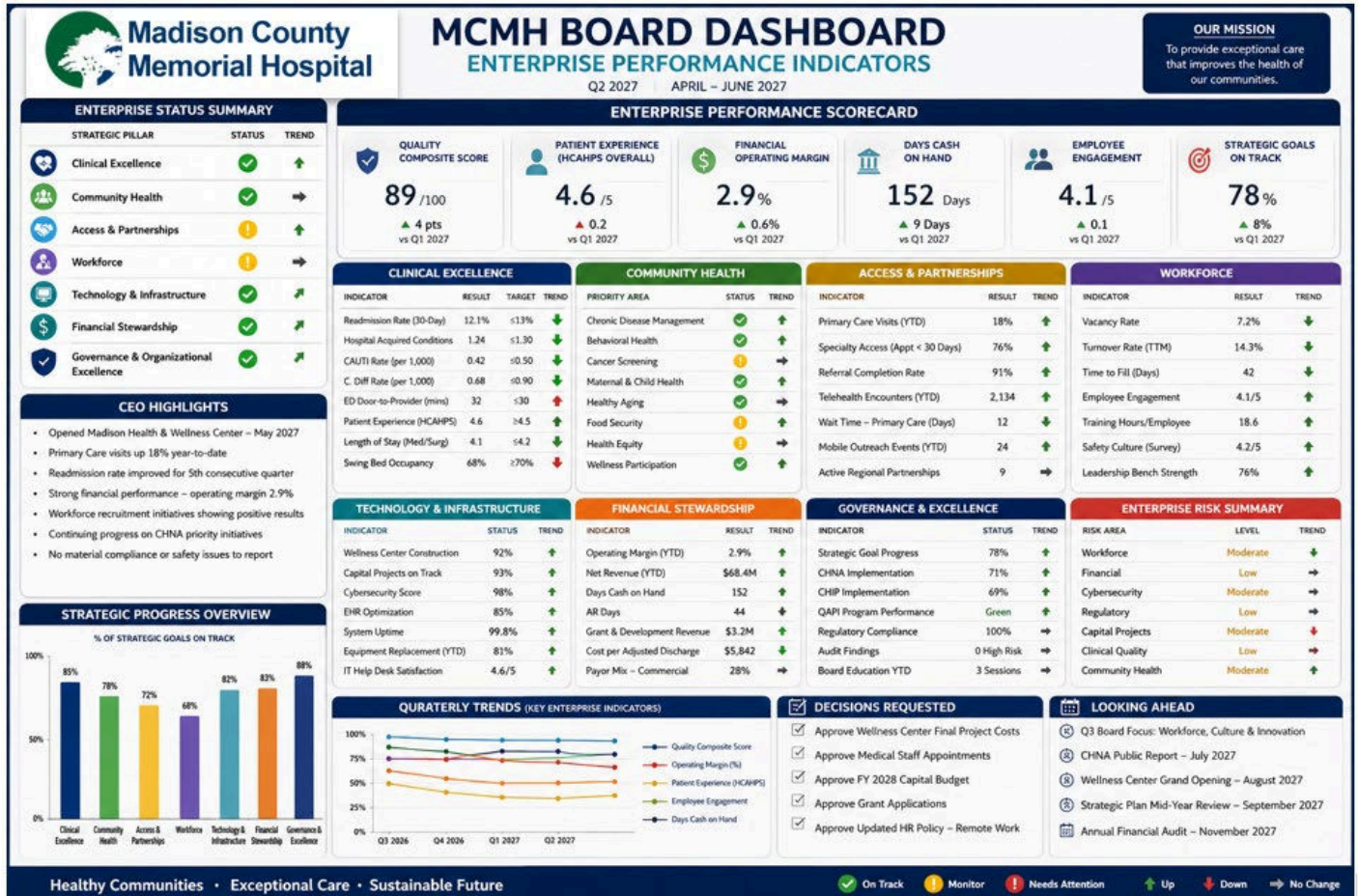
The Board dashboard will use a small set of enterprise indicators organized by strategic pillar. Department measures remain essential, but they feed upward into a concise enterprise view rather than becoming a long list of disconnected reports.

| BOARD EPI DOMAIN                                                                                                                                                                                                     | CORE MEASURE SET                                                                  | 2027 APPROACH                                               |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-------------------------------------------------------------|
| Clinical Excellence                                                                                                                                                                                                  | Quality composite; patient experience; readmissions; safety; throughput           | Confirm FY2026 baseline and Board-approved targets          |
| Community Health                                                                                                                                                                                                     | CHNA implementation; chronic disease; screening; behavioral health; food security | Use CHNA/CHIP baselines and quarterly implementation status |
| Access & Partnerships                                                                                                                                                                                                | Primary Care access; referrals; specialty access; mobile/virtual reach            | Establish access and completion baselines                   |
| Workforce                                                                                                                                                                                                            | Vacancy; turnover; engagement; training; succession                               | Set annual HR targets and trend quarterly                   |
| Technology & Infrastructure                                                                                                                                                                                          | Uptime; cybersecurity; equipment/capital progress                                 | Use IT/capital baselines and project milestones             |
| Financial Stewardship                                                                                                                                                                                                | Operating margin; days cash; A/R; grant/development resources                     | Use audited/finance-approved measures                       |
| Governance & Excellence                                                                                                                                                                                              | Strategic goal progress; QAPI; regulatory compliance; audit findings              | Quarterly strategy and governance review                    |
| <b>DATA DISCIPLINE</b> Where a verified enterprise baseline or Board-approved target is not yet available in the source materials, the plan intentionally marks it for establishment rather than inventing a number. |                                                                                   |                                                             |

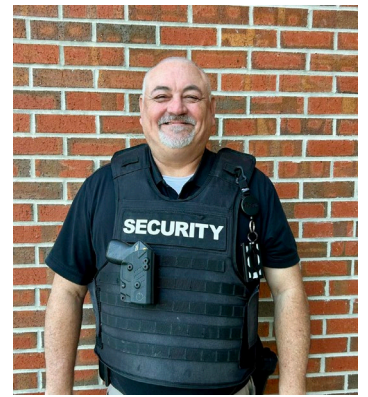
## BOARD DASHBOARD

### A Clear View of Enterprise Performance

The visual below is the design model; the final dashboard will be populated with verified enterprise data and developed through Rural Transformation.



The completed dashboard will retain the seven-pillar status summary and enterprise scorecard structure shown above. Verified inputs from the strategic plan, CHNA/CHIP, finance, HR, IT, QAPI, and department scorecards will replace illustrative values. Known department targets—such as Respiratory competency, Rehabilitation growth, Radiology turnaround/downtime, and Quality/Risk corrective-action measures—will feed the enterprise scorecard where appropriate.



## STRONGER TOGETHER

### Our People and Partners Supporting Strategic Plans

MCHHS cannot improve rural health alone. We depend on patients and families, employees, contractors, physicians and providers, public health, schools and colleges, EMS, local government, faith communities, businesses, food partners, community organizations, funders, and regional healthcare partners. Marketing and the Development Office is committed to MCHHS and each department that serves our communities. We become extra hands and feet to help solve problems, improve services, garner resources, engage the community, build partnerships and expand capacity.

*Pam*



*Lori*



*Colin*



*Kim*



*Stacy*



*Amanda*



*Trey*



*Susan*



*Lesley*



*Annette*



*Kevin*



*Mary Beth*

## *Development & Wellness*

*Partnership is how rural capacity grows without unnecessary duplication.*

**OUR SHARED COMMITMENT** We listen. We partner. We serve. We innovate. We improve. We grow.

## *Marketing*



## OUR FUTURE

### A Legacy Still Being Written

The 2027–2029 Strategic Plan is a commitment to connect exceptional care with prevention, access, community wellbeing, workforce excellence, responsible innovation, sustainability, and accountable governance.

Success will not be measured simply by whether projects are completed. It will be measured by whether people reach care earlier, patients experience safe and compassionate care, chronic conditions are better managed, families encounter fewer barriers, employees have opportunities to grow, partnerships become stronger, and MCHHS remains sustainable for generations to come.



• **Healthy Communities** • **Exceptional Care** • **Sustainable Future**

*Our future reminds us that our greatest legacy is still being written.* 

