

MISSION, VISION, VALUES & CORE COMPETENCIES

OUR MISSION:

EXCEPTIONAL EXPERIENCE

OUR VISION:

ENHANCE LIVES

OUR VALUES:

INNOVATION
COMPASSION
ACCOUNTABILITY
RESPECT
EMPOWERMENT

OUR CORE COMPETENCIES:

PRIMARY MEDICINE

ORGANIZATIONAL AGILITY AND INNOVATION

BUILDING AND STRENGTHENING RELATIONSHIPS OF TRUST









MISSION, VISION, VALUES & CORE COMPETENCIES

Services Provided

25 bed Medical Surgical floor

10 bed Emergency Room

2 Operation Rooms

12 full-time specialist

4 RHC, 2 SBC

Cancer Center, Sleep Lab, RT, Imaging, Lab, Rehab and Wellness Center

Size of Organization

640 Staff Members and

Contractors

70 Providers

\$280,000,000 patient revenue

110,000 clinic visits

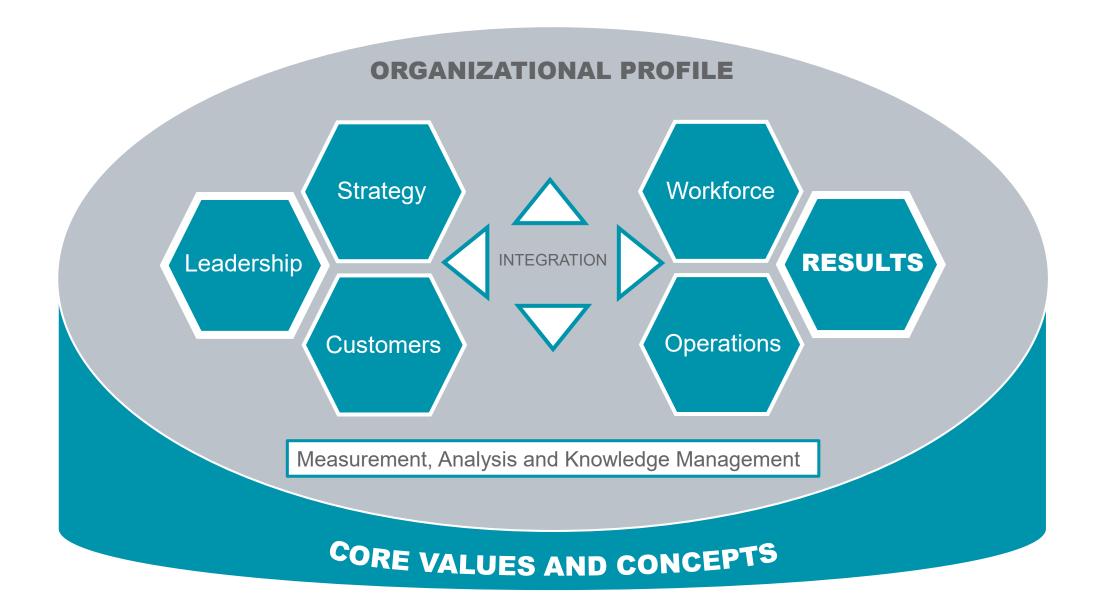
183,000 Outpatient visits

10,000 ER visits



INNOVATION

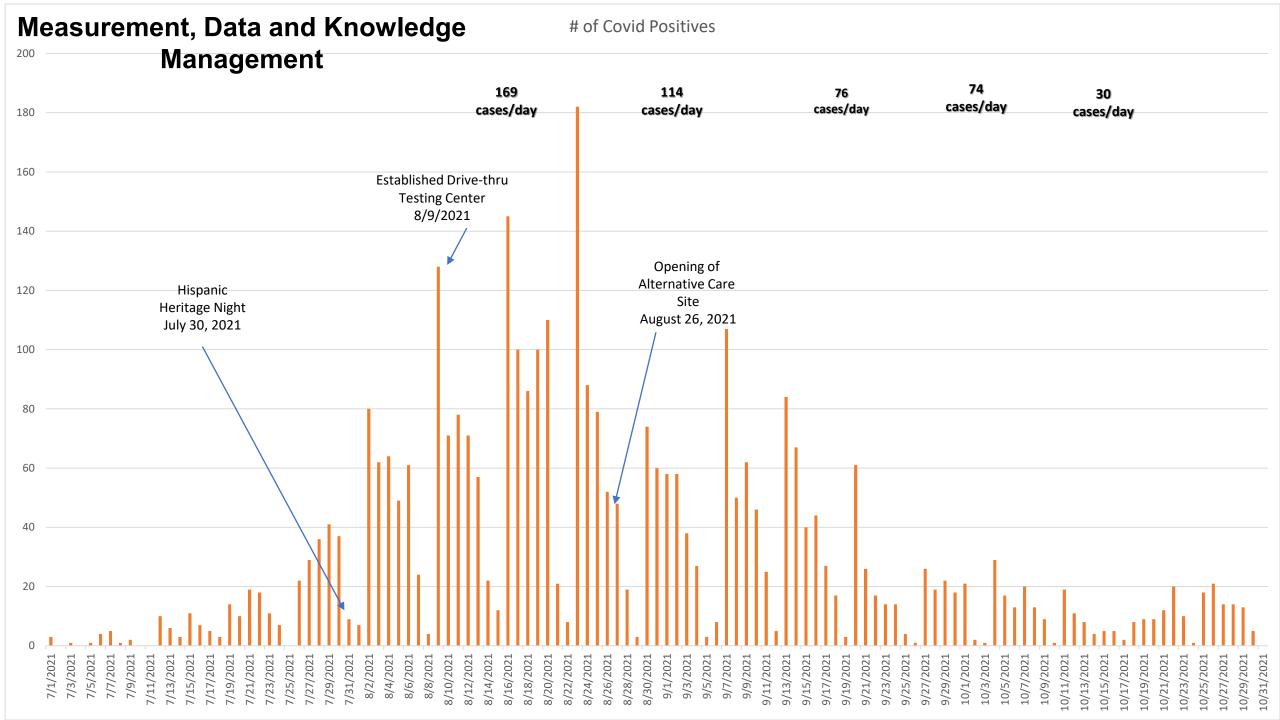
Baldrige defines innovation as **making meaningful (breakthrough) change to improve products, processes**, or organizational effectiveness and create new value for stakeholders. ... Systematic processes for identifying those opportunities should reach across your entire organization.

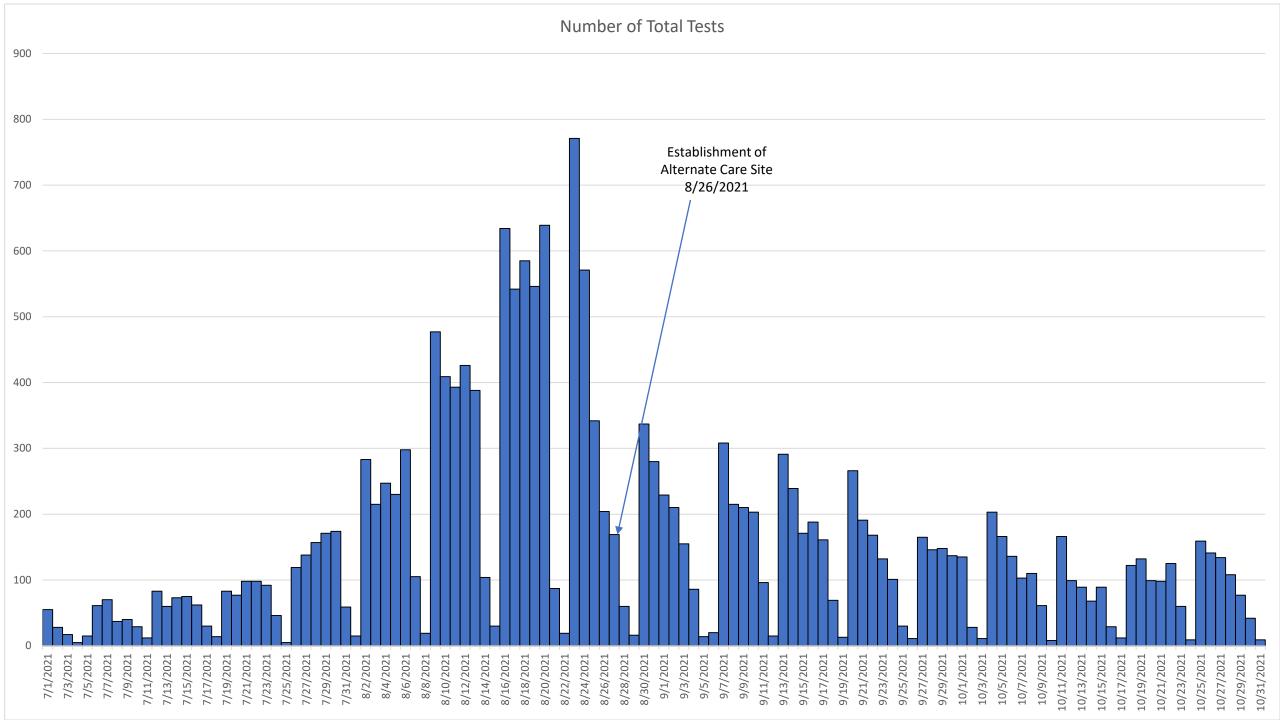


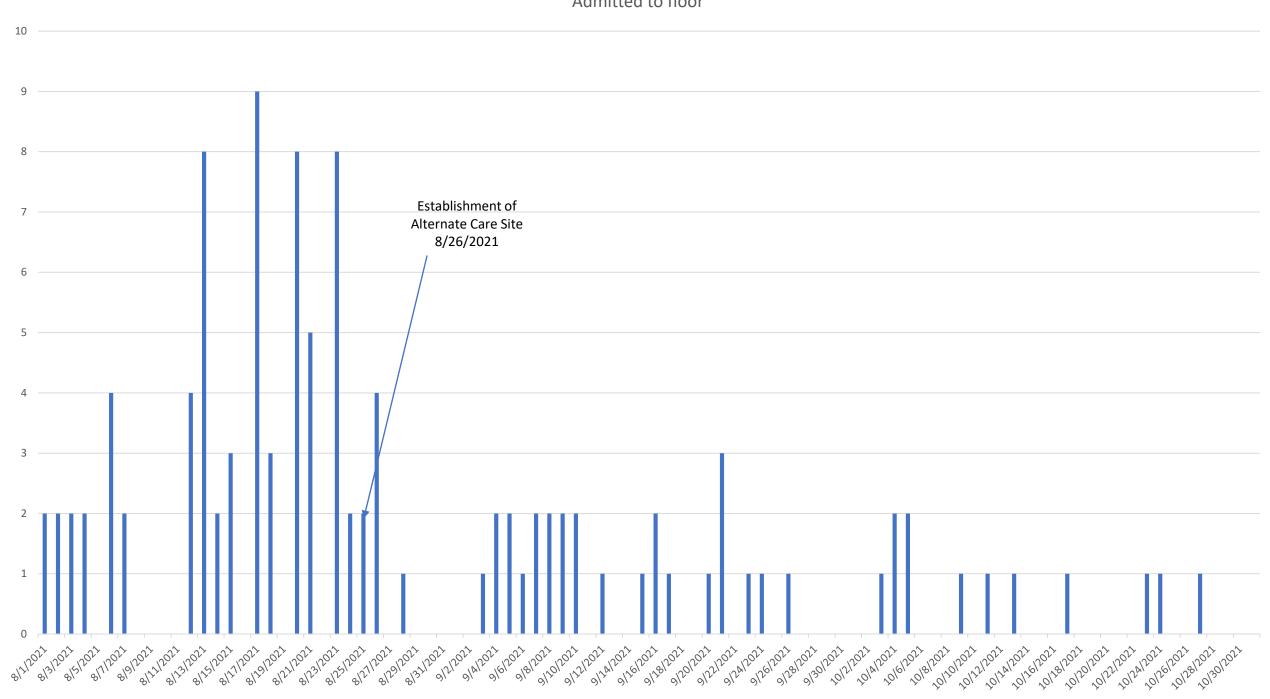


ENVIRONMENTAL SCAN AUGUST 1ST

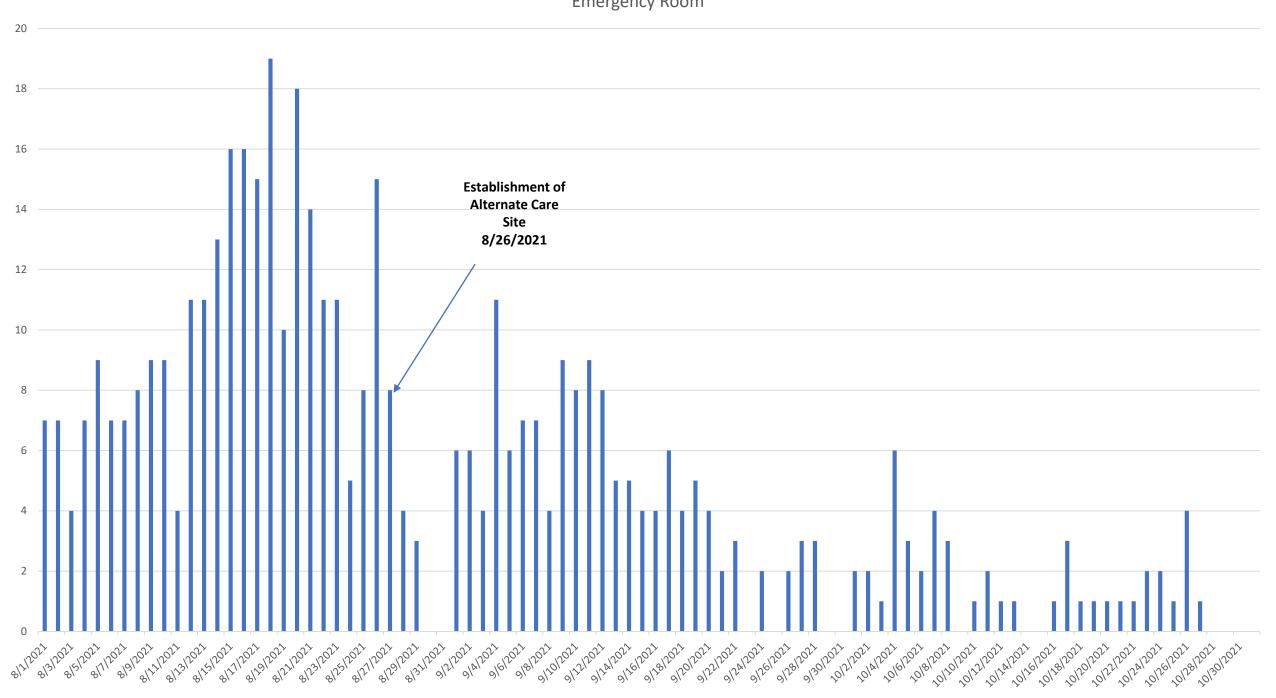
- 5 months of extremely low case counts
- Hesitancy high with COVID Vaccine 35% fully vaccinated
- Complacency building
- Political upheaval
- July Delta Surge in Texas
- Fair and Rodeo Opening Night













- Review our Mission/Vision/Values
- Established Incident Command
- Monitoring of Performance
 - Reallocation of Resources
 - Adjustments to processes
- Communication
 - Message for Staff
 - Messaging for Public



Key Inputs

Collect and Analysis

1 vear:

- Review of Customer and Stakeholder **TOWS Sessions**
- Environmental Scan Industry Review, Competitor Analysis, Legislative Impacts, Consumerism Impact
- Technology Review
- Disruptive Technology
- Financial Trends
- Review of Services
- Performance Excellence: Patient Experience
- Satisfaction Results and Dissatisfaction Feedback, Quality Trending Across all Segments
- HR Review- Employee Feedback
- Provider Review Provider Feedback

3 vear:

- Market Analysis
- Community Needs Assessment

February

(1)

Development

Depl

Framework and Process

Set Direction

- Review/Refine Mission, Vision, and Core Competencies
- Gather and Analyze Inputs
- Develop and Prioritize Strategic Objectives

February

Define and Communicate Direction

- Define Short- and Long-term Strategies
- Develop Measures / Targets for Performance
- Prioritize Short- and Long-term Strategies Share Direction with Key Stakeholders

March

Integrate, Organize and Align

- Develop Balanced Scorecard
- Develop Action Plans to Execute Strategies
- Prioritize Action Plans
- Align Capital, Operating, FTE Budgets
- Assign Teams to Execute Strategies

April

Perform to Plan

July-July

Review and Learn

July-July

Outputs

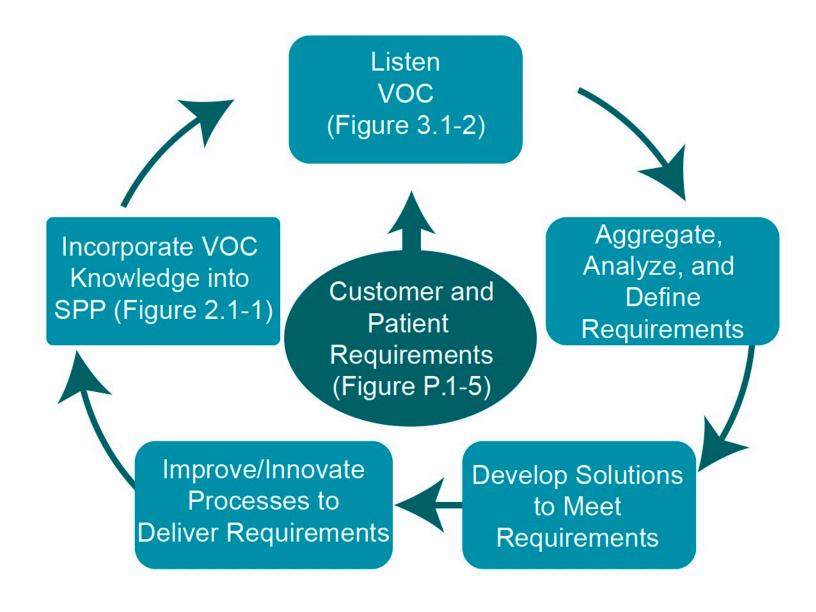
- Mission and Vision
- Core Competencies
- TOWS, Advantages and Challenges
- Strategic Objectives
- · Long- and Short-term Strategies
- Communication to Key Stakeholders
- · Balanced Dashboard
- Capital, Operating, FTE Budget
- Action Plans
- Team Assignments
- Balanced Dashboard Results
- Action Plan Results

Revised Action Plans

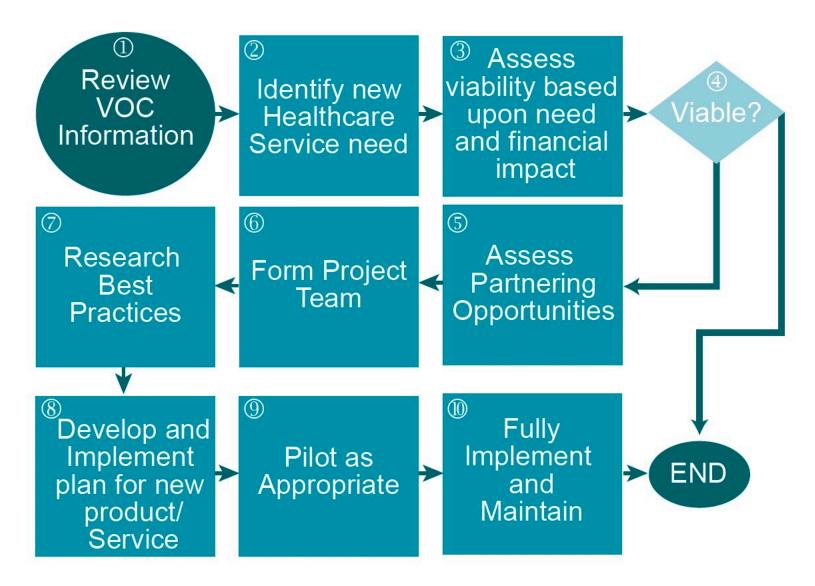
- Reward and Recognition
 - Improved SDDP



- Dealing with competing Voices of the Customer
 - Businesses and workers wanted testing
 - Symptomatic Patients wanted immediate attention
- Relationship Management
- Communication

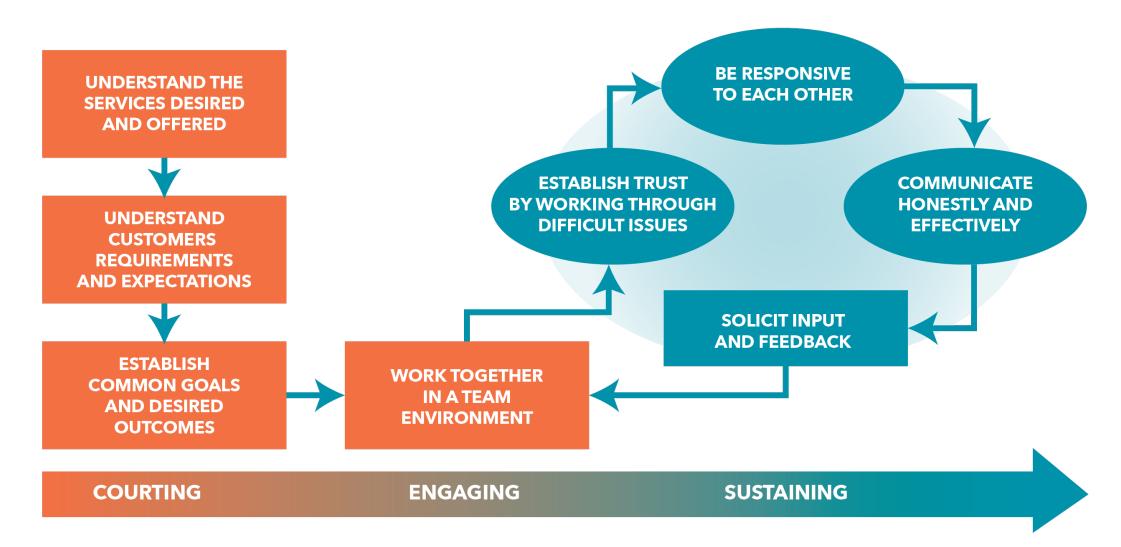


VOICE OF THE CUSTOMER PROCESS



NEW SERVICE IMPLEMENTATION PROCESS

NLHD RELATIONSHIP BUILDING PROCESS



COMMUNICATION TO PUBLIC VIA LIVE PRESS CONFERENCES















OUTSIDE REGENERON REQUEST WORKFLOW

Outside provider recommends patient to COVID Clinic at Lovington Wellness Center for possible Regeneron Infusion.

Patient should bring their positive test results. (If unable, patient will be tested again.)

Once the patient arrives to the COVID Clinic at Lovington Wellness Center, they will be evaluated by a Nor-Lea Provider who will guide them on a plan of care.

If the patient qualifies for the infusion based on the criteria listed on this workflow, the provider will put the therapy plan for Regeneron Infusion into the electronic health record system (Epic).

The patient will be infused the same day if there are available times. Otherwise, they will be scheduled for infusion the next day.

INFUSION CRITERIA

- > 65 years of age
- BMI > 25 kg/m2
- Pregnancy
- Chronic Kidney Disease
- Diabetes
- Immunocompromised
- Cardiovascular Disease / Hypertension
- Chronic Lung Diseases
- Sickle Cell Disease
- Neurodevelopmental Disorders
- Diabetes
- Medical-Related Technological Dependence
- O2 ≥ 90%
- Cannot Require Hospitalization



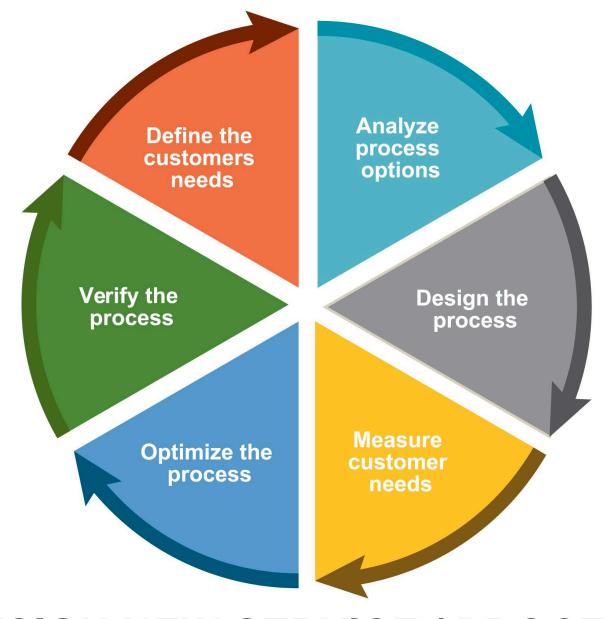
Review Capability & Capacity of Workforce Needs

Workforce Engagement

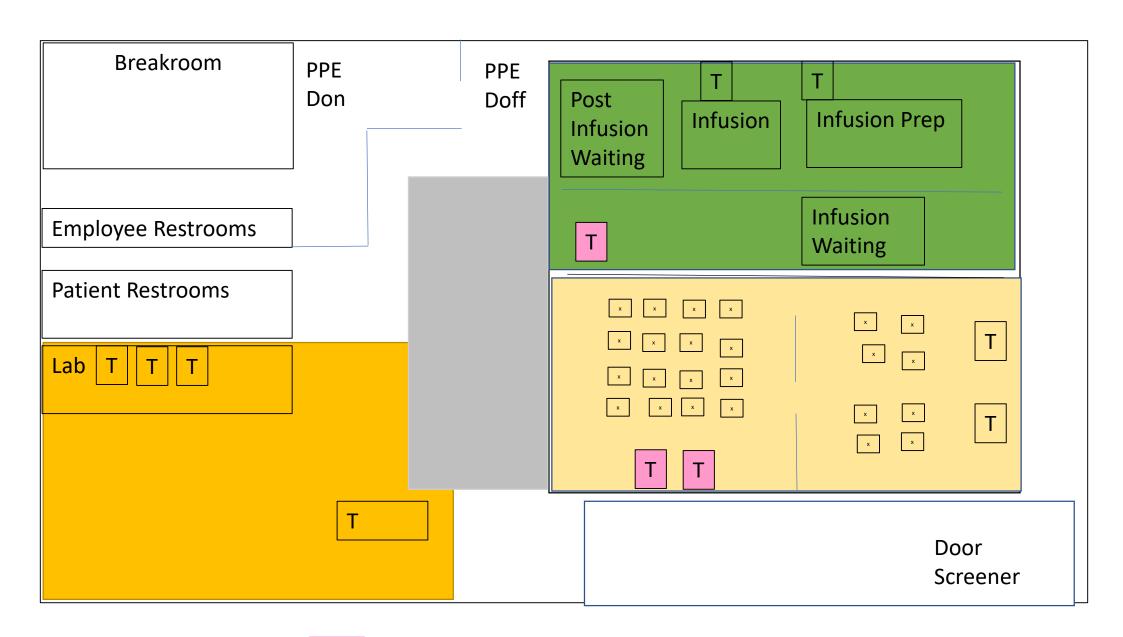
- Focus on the Mission and Vision
- Resiliency



- Decision to Close Services
- Designed New Alternate Care
 Site Operational Model
- Process Management and Improvement
- Capturing Innovative Ideas for Strategic Planning Purposes



DESIGN NEW SERVICE / PROCESS



Lab

Clinic

Infusion

Reg



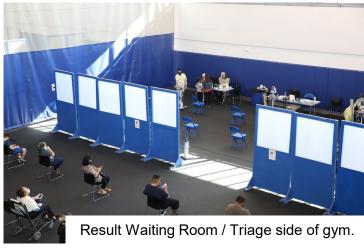










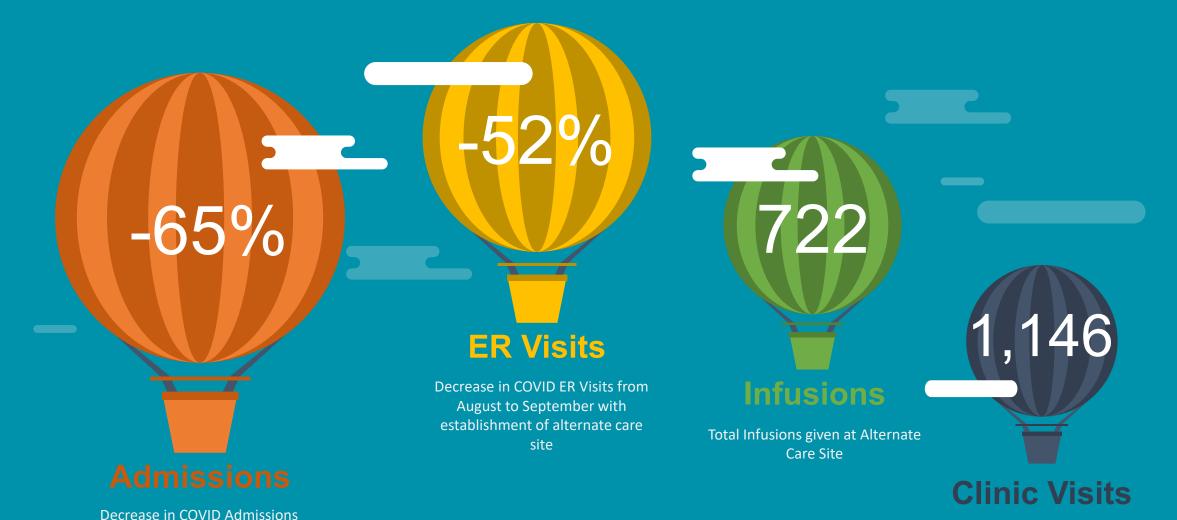




Did our patients get better care?

- 55% decrease in testing
- 300% increase in infusions
- 63% of symptomatic patients were infused
- Significant decrease in admissions
- Patients with less serious or less urgent needs were delayed in care

RESULTS AFTER ESTABLISHMENT OF ALTERNATE CARE SITE



after establishment of COVID

Alternate Care Site

Symptomatic COVID Patients processed through Alternate Care Site



Surveillance

Our team is working on identifying a variety of metrics that would be leading indicators to trigger an earlier response to a surge.

Service Closures

Several services/clinics remained closed leaving some with challenges in accessing care.

Scaled Response

Team is working on an escalated response to a future surge.

Rapid Response Team

Nor-Lea's Corporate Wellness team has added staff to address needs early in a surge response.