



# Strategic Plan

## 2023-2025

# 2022 BOARD MEMBERS

## CHAIR

**Ivan Mitchell, FACHE**  
Chief Executive Officer  
Great Plains Health  
North Platte, NE

## IMMEDIATE PAST CHAIR

**Leslie Marsh, RN, MSNBA**  
Chief Executive Officer  
Lexington Regional Health Center  
Lexington, NE

## VICE CHAIR

**Ryan Larsen, MBA, MHA, FACHE**  
Chief Executive Officer  
Community Medical Center, Inc.  
Falls City, NE

## SECRETARY

**Brett Richmond, FACHE**  
President & CEO  
Methodist Fremont Health  
Fremont, NE

## TREASURER

**Kevin Miller**  
President  
CHI Health Lakeside & CHI Health  
Midlands  
Omaha, NE

## DIRECTOR AT LARGE—SEAT

**Lori Mazanec, MHA**  
Chief Executive Officer  
Box Butte General Hospital  
Alliance, NE

## DIRECTOR AT LARGE—SEAT 2

**James Linder, MD**  
Chief Executive Officer  
Nebraska Medicine  
Omaha, NE

## DIRECTOR AT LARGE—SEAT 3

**William Calhoun, MBA, FACHE**  
Chief Executive Officer  
Kearney Regional Medical Center  
Kearney, NE

## DIRECTOR AT LARGE—SEAT 4

**Kelly Driscoll, RN, MHA, FACHE**  
President & CEO  
Faith Regional Health Services  
Norfolk, NE

## PHYSICIAN REPRESENTATIVE

**Scott L. Smith, MD**  
Director of Medical Affairs  
Kearney Regional Medical Center  
Kearney, NE

## TRUSTEE REPRESENTATIVE

**Marsha Rogers**  
Board Chair  
Saunders Medical Center  
Wahoo, NE

## DISTRICT I CHAIR

**Josie Abboud, RN, BSN, MBA, FACHE**  
President & CEO  
Nebraska Methodist Hospital and  
Methodist Women's Hospital  
Omaha, NE

## DISTRICT II CHAIR

**Todd Consbruck**  
President & CEO  
Avera St. Anthony's and Avera Creighton  
O'Neill and Creighton

## DISTRICT III CHAIR

**Kyle Kellum**  
Chief Executive Officer  
Cherry County Hospital  
Valentine, NE

## DISTRICT IV CHAIR

**Jessica Fisher, MHA**  
Chief Executive Officer  
Tri Valley Health System  
Cambridge, NE

## DISTRICT V CHAIR

**Treg Vyzourek, MBA**  
Chief Executive Officer  
Brodstone Memorial Hospital  
Superior, NE

## AHA RPB 6 CHAIR (EX-OFFICIO)

**Russ Gronewold**  
President & CEO  
Bryan Health  
Lincoln, NE

## AHA RPB 6 DELEGATE (EX-OFFICIO)

**Michael Hansen, FACHE**  
President & Chief Executive Officer  
Columbus Community Hospital  
Columbus, NE

## AHA RPB 6 DELEGATE (EX-OFFICIO)

**Chris Nichols**  
Chief Executive Officer  
Fillmore County Hospital  
Geneva, NE

## AHA RPB 6 DELEGATE (EX-OFFICIO)

**James Ulrich, MHA, FACHE, FHFMA**  
Chief Executive Officer  
York General  
York, NE

## NHA PRESIDENT (EX-OFFICIO)

**Jeremy Nordquist, MPA**  
President  
Nebraska Hospital Association  
Lincoln, NE

# INTRODUCTION

Nebraska hospitals face a myriad of challenges we haven't seen in generations. Recruitment and retention to maintain a strong workforce. Financial pressures as a result of record high inflation combined with low reimbursement rates. Increasing barriers to transitioning patients to post-acute settings.

During the summer of 2022, the NHA Board of Directors and NHA Senior Leadership sought input from member hospitals to create a three-year strategic plan for the association. As part of this effort, we discussed these challenges as well as many other issues facing our members. Behavioral health, payer challenges, administrative burdens... to name a few.

More importantly, we discussed how the NHA can best serve our members and maximize our strengths for the good of the association as a whole. We revised our four strategic pillars, adjusted our mission and vision statements and laid out a plan of how our strengths will be integral in supporting these pillars.

The next three years will be important in charting the course for not only the NHA, but its 92 member hospitals. We are Nebraska Hospitals and we're looking forward to being your trusted source and influential advocate for years to come.

# NHA STRATEGIC PILLARS



# TRUST AND CONFIDENCE

- Grow unity among member hospitals to speak with one voice about the high-quality health care provided by Nebraska hospitals.
- Promote messaging that Nebraska hospitals are essential for a strong Nebraska, provide care 24/7 throughout the state, and care for all who enter our doors.
- Take a leadership role in health care policy and be the convener of the health care community in Nebraska.
- Communicate to the public and opinion leaders about current hospital challenges.
- Partner with hospitals to promote important public service announcements.

# WORKFORCE DEVELOPMENT

- Lead efforts to develop a statewide health care workforce plan based on current and future health care workforce needs; partner with higher education and business entities focused on workforce development.
- Advocate for expansion of nursing, allied health, and clinical support education programs.
- Advocate for funding to expand physician residency and nurse clinical training sites in rural Nebraska.
- Share best practices for new staffing models and collaborate with higher education to align education models to current hospital operations.
- Reach K-12 and nontraditional students to promote health care career opportunities and financial support available to pursue a health care career.

# FINANCIAL STABILITY

- Advocate for improved reimbursements to Nebraska hospitals that keep pace with medical inflation, are paid in a timely manner, and allow for the sustainability of hospital services across Nebraska.
- Strengthen post-acute treatment pathways and improve statewide behavioral health resources.
- Collaborate with payers to reduce administrative burdens and improve overall wellness; challenge payers on unnecessary barriers to medically necessary health care.
- Improve analysis, member engagement, and advocacy on state and federal hospital regulations.
- Protect important federal programs, such as the 340B Drug Pricing Program for Critical Access and Disproportionate Share Hospitals.

# DATA-DRIVEN IMPROVEMENT

- Strengthen data capabilities to empower members to identify gaps and disparities in care and improve overall health outcomes.
- Expand data partnerships with DHHS, public health, and academic institutions.
- Continue to improve CMS HQIC measures through education, performance improvement cohorts, coaching, and benchmarking.
- Establish a unified quality metric that all Nebraska hospitals will work to improve.
- Tell Nebraska's quality improvement story – our hospitals are improving quality and leading in rural health quality.

# STRENGTHENING NHA PILLARS



# NHA IN ACTION

## ADVOCACY & ENGAGEMENT

Proactively develop and advocate for hospital policy agenda. Strengthen relationships between hospital leaders and public officials. Train new hospital leaders to effectively advocate for their interests.

## KNOWLEDGE EXCHANGE

Foster member collaboration and knowledge exchange to develop ideas and solutions for the future of health care in Nebraska. Bring hospital leaders together to share best practices.

## DATA & RESEARCH

Enhance decision-making by making data easily accessible for hospital leaders. Be the trusted source of data for public officials. Build partnerships in academia to advance health research.

## EDUCATION & TRAINING

Provide accessible educational opportunities for hospital staff on current matters. Expand high demand leadership development programs. Promote beneficial educational programs offered by other organization.

## COLLABORATION & PARTNERSHIPS

Strengthen NHA departments by collaborating with partner organizations in health care, higher education, business, and non-profits. Better understand what needs are met by others and what gaps NHA should fill.

NebraskaHospitals.org

