



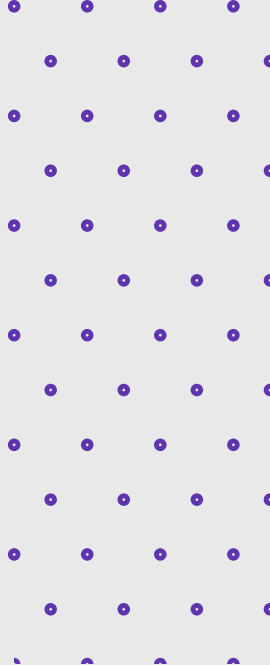
PHILLIPS COUNTY
HEALTH SYSTEMS

Advancing
Our Mission:

**Patient-Centered
Excellence**



OUR STRATEGIC PLAN



Turning a Plan Into Action

Phillips County Health Systems' Strategic Plan is a roadmap for our future. It charts a course so we can achieve our aspirations on behalf of the patients, families, and employees we serve. We're transforming our community's health through our Mission objectives and our Strategic Imperatives - focusing on areas that tap into our strengths today, while also laying the groundwork for tomorrow by seizing opportunities as healthcare landscapes change.





ADVANCING OUR MISSION | PROVIDING PATIENT-CENTERED EXCELLENCE IN ALL WE DO

Phillips County Health Systems is on a journey to discover new and better ways to fulfill our missions to provide "Patient-Centered Excellence" and to help our patients and community live the healthiest and most fulfilling life possible. The patients and families that we serve are at the heart of everything we do. We are working hard for you.

Our Strategic Plan advances our mission and transforms community health. It builds on our strengths by leveraging the collective talent of our team and by seizing opportunities to learn and evolve as the rural healthcare landscape changes.

If we learned anything post-COVID pandemic, it is that we can not predict the future but that change is a constant and we have to be flexible enough to weather many challenges while pushing ourselves to advocate for and seize the opportunities that will result in better health for our community now and into the future.

Key to our plan is uniting our entire organization and forging new connections to serve the patients and community who need us in the most convenient way possible. Across it all, we're expanding and accelerating our work to deliver safe, high-quality, and affordable care for everyone in our region - and beyond. I invite you to learn more about how our Strategic Plan fuels our ability to deliver new services, connect care closer to home, and live by our values.

Limitless compassion and relentless curiosity compel us to become what our mission inspires us to be through thoughtful, deliberate transformation. With our strategic roadmap for the future, we channel collaboration and innovation to not only imagine - but also create - what "Patient-Centered Excellence" looks like for patients and their families today as well as for tomorrow's generation.

I would like to thank our Strategic Planning Steering Committee, Board of Trustees, management team, medical providers, Phillips County Commissioners, and the PCHS staff for their work in not only developing this plan but in ensuring we are ready to navigate the changes that will propel us into the future.

Sincerely,

Tara Overmiller
 Chief Strategy Officer
 Phillips County Health Systems

Board of Trustees (Strategic Planning Steering Committee members noted with an asterisk.)



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Strategic Planning Steering Committee



Rex Walk, Chief Executive Officer Dr. Tyson Wisinger, Chief of Staff Tara Overmiller, Chief Strategy Officer Cris Bolin, Chief Financial Officer Vickie Gibbs, Chief Nursing Officer Jennifer Dodds, Chief Experience Officer Danielle Bohl, Rehab Manager



*There is no cohesive vision of
what a future rural hospital
needs to look like.*

We are in a perfect storm.

*We can't go back, but we can't
go forward by staying the same.*



Our mission, vision, and values anchor our Strategic Plan. They express our core purpose and the promises we make every day to our patients and families, our team, and our community. Each successfully completed goal brings us closer to achieving our vision.

Mission

Patient-Centered Excellence

Vision

Phillips County Health Systems strives to be a place where '**patients** want to come, **providers** want to practice, and **people** want to work'.

Values

Teamwork/Communications

Building an effective team through cooperation and collaboration.

Accountability/Commitment

Demonstrating pride and commitment to this organization through our actions.

Safety/Quality Standards

Providing and maintaining the safest, highest quality environment possible for patients and staff.

Customer Service Professionalism

Exceeding customer expectations and creating a positive image of our organization.



STRATEGIC OVERVIEW

Rural healthcare is complex. Nationwide workforce shortages make it challenging to recruit physicians, nurses, clinicians, and other skilled workers to rural areas. Additionally, decisions made by federal and state government agencies and legislators on an annual basis make it extraordinarily difficult to plan for the future. We are unable to predict what we will be reimbursed next year, nonetheless in the next five years.

We've done a great job of providing health care to our community. We have certifications, awards, and accolades that attest to this. Yet we cannot remain the same. We must progress further to become more efficient, decrease costs, and constantly strive to improve outcomes for our patients. We look at this transformation through a strategic lens: *Do our plans improve efficiency? Decrease cost? Provide a better experience for our patients? Increase convenience? Support better clinical outcomes?*

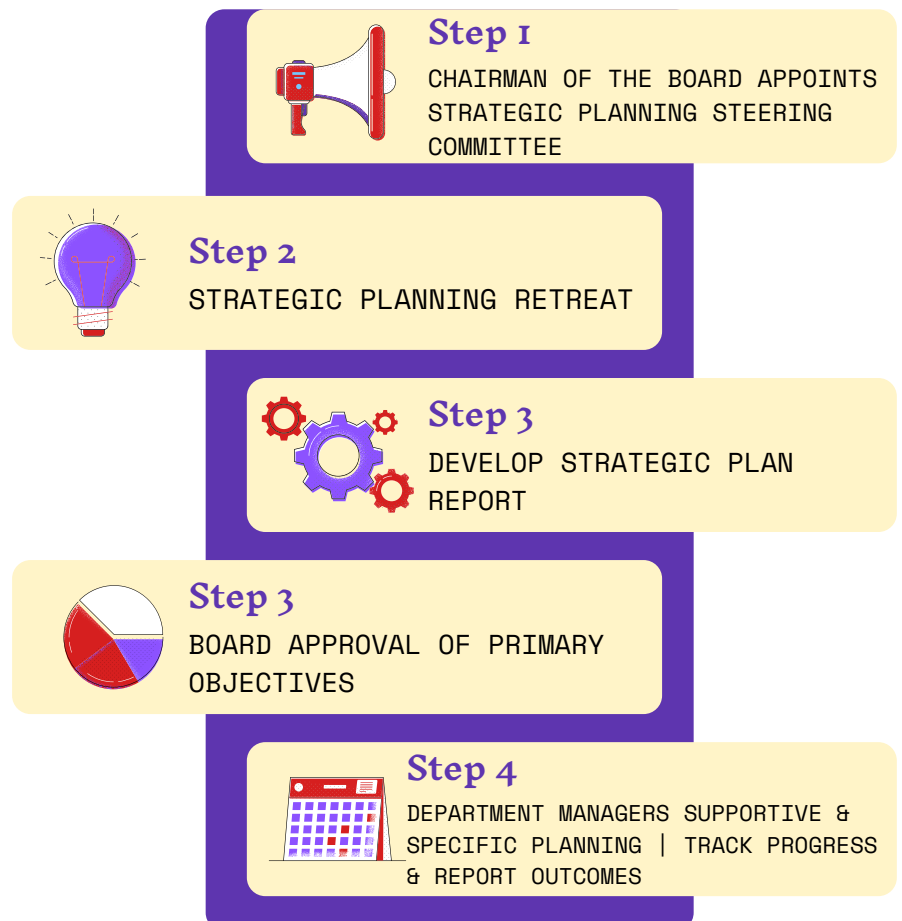
This Strategic Plan must support the wide variety of services we provide locally, which allows our community members to obtain the services they need, right here at home. These services include:

- A 25-bed critical access, acute care hospital, including a robust emergency department
- Primary care, urgent care, and mental health services
- Specialty care, including cardiology, general surgery, orthopedics, nephrology, ophthalmology, sleep studies, urology, and more
- Ancillary services, including laboratory, diagnostic imaging, respiratory therapy services, physical and occupational therapy, nutrition and diabetes education, and social services.

This Strategic Plan addresses how we must transform to continue our success, and stay true to our "patient-centered" approach to health care. The redundant theme that we kept coming back to during the strategic planning process was the need to focus on convenience for our patient, our community, and our staff.

Strategic Planning Process

What is the process to reach our goals?



FOCUS AREAS & GOALS

Despite uncertainty in the health care environment, PCHS is committed to providing high-quality health care, operational excellence, and financial stewardship. We have prioritized goals within each focus area.



High-Quality Health Care

PCHS' goals related to high-quality health care are aligned with the Institute for Healthcare Improvement's Triple Aim framework:

- Improving the health of community members
- Enhancing the patient experience of care
- Reducing or maintaining the cost of care

Goals targeting improved care will strengthen the ability of PCHS to support the provision of providing "Patient-Centered Excellence" Care in all we do. **Convenience is our primary goal throughout this area of focus.**

Goal 1: Improve patient experience through improved convenience.

Access and convenience are paramount to what care a patient receives and where they receive it. We must bring the care and compassion our patients need closer to our patients and meet, or exceed, their expectations. We will do this by:

- Innovating and growing our service offerings to ensure that patients are seen close to home and receive the care **when** and **where** they want it.
- Provide the best possible, **patient-centered care experience** across all of our service lines - hospital, clinic, home health, etc. - through prompt, satisfying, and convenient care.
- Pursue and implement appropriate **telemedicine** options when it makes viable sense to do so.
- Continue to ensure patient access to high-quality **specialist care** through our Outreach Speciality Clinic and through expanding telemedicine opportunities.

Goal 2: Improve the outcomes of our community through preventative health care.

Our community members deserve to lead healthy lives and to achieve their full potential. All too frequently, diseases that could have prevented or had better outcomes are diagnosed at later stages due to the lack of preventative wellness. We will increase preventative health care by:

- **Proactively communicating** to patients about screenings, exams, and scheduling follow-up appointments.
- Expand and strengthen **care coordination** to appropriately address patients' needs. Shift care from being "program-centric" to being "patient-centric" focused.
- **Educate** community members on services and benefits available through preventative care.

Operational Excellence

PCHS is committed to improving efficiencies to support patients accessing the right level of care **when** and **where** they need it. Operational excellence requires an intentional focus on strengthening our core components and infrastructures. Across every aspect of the organization, PCHS will strive to make the **convenience** of our patients and the community a key component when evaluating our IT, communications, workforce, data, infrastructure and facility. PCHS will strengthen the organization's operations by achieving these goals:

Goal 1: Strengthen and sustain a high-functioning, efficient, and patient-centered workforce.

The high-performing workforce of PCHS has been identified as a key strength of the organization. To maintain the success of the organization, PCHS will continue to invest in its workforce and nurture a workplace culture where **innovation** and **continuous improvement** are valued.

Strategies to advance this goal will include:

- Providing competitive salaries and benefits
- Focus on retention and employee satisfaction
- Offering programs for employee (and community) health and wellness
- Robust training and developmental programs and opportunities
- Celebrating achievements and supporting development
- Based on previous employee surveys, measurably improve employee engagement/satisfaction



Goal 2: Expand and Strengthen partnerships

PCHS recognizes the value of collaborating with others to advance its mission. Collaboration will continue to occur at the local, regional, state, and federal levels and focus on **convenience** and **quality** of health care.

- Sharing our knowledge and expertise while also learning from others outside of our organization to continually improve our services
- Leverage our partnerships and networks to allow for information sharing and coalition building aimed at providing enhanced care for our patients and community.

Goal 3: Update Master Facility Plan

Devise a facility master plan with **incremental growth strategy**, beginning with determination of building needs/functions and consider, based on **financial viability**, construction project timelines in order to meet the changing needs of health care and of our patients.



PCHS will continue to invest in its workforce and nurture a workplace culture where innovation and continuous improvement are valued.

Financial Stewardship

PCHS has worked diligently to achieve a reputation for sound business management practices and responsible stewardship of resources. While many rural hospitals are at risk of financial collapse with changing reimbursements and shrinking populations or have already closed their doors, PCHS has regularly had a solid operating bottom line over the past few years. **The organization proactively manages challenges and leverages new opportunities in the ever-changing health care environment.** These goals are intended to advance the organization's mission while maintaining fiscal prudence.

Goal 1: Recruit Chief Financial Officer

After the vacancy left by our former CFO that was with PCHS for about 40 years of employment, a new CFO was brought into the organization. Timing is everything - this CFO brought us through the complications of COVID relief funds and reporting regulations. However, all good things must come to an end. An opportunity arose closer to her family that she couldn't refuse. We appreciate her service and her continued service while we work to identify a replacement to join our management team.

Strategies to replace this position include:

- Current CFO continuing to work remotely until the position is filled
- Current CFO training new CFO
- Utilizing recruitment firm that successfully placed our current CFO in this position

Goal 2: Centralizing Financial Functions

Improving the **convenience** of our financial services for our patients and our staff will be a focus of this strategic plan.

- Cross-training employees in the clinic and hospital billing offices to be able to assist patients at either location with billing questions or payments
- Investigating the options for converting to one bill from the hospital and clinic instead of separate invoices and bills.
- CFO to oversee both clinic and hospital financial operations.
- HIM department to be actively involved in both clinic and hospital patient records, provider credentialing, data collection, etc.

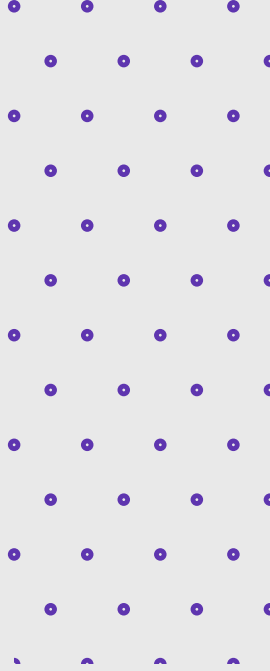


Goal 3: Increase Productivity

PCHS and its medical providers remain committed to business practices that appropriately utilize efficiencies and value both the providers' and the patients' time for increased **convenience**. PCHS will look for new opportunities to gain efficiencies (for the organization as well as for providers) to increase availability and access to care for patients. Strategies may include changes to registration processes, appointment schedules, additional services that can be offered, or changes in operating models.

COVID and the decrease in access to elective medical care did negatively impact our productivity standard, as regulated by CMS. We were able to request an exception this year, due to COVID, so that our reimbursement rates were not impacted. However, we need to increase our productivity metrics to ensure we meet the standards this fiscal year.

- Increase productivity by improving processes, growing volumes to meet community needs, managing expenses, and reducing waste.



Making Our Goals a Reality

A strategic plan is much more than a simple document. Every day at Phillips County Health Systems we translate our Mission, Vision, and Strategic Imperatives into living, breathing success stories for our patients, community, and staff.

