



# Strategic Plan

2009 - 2010

**Don't Start with Constraints...Start with Possibilities.**

**PILLAR**

**GOALS**

**STRATEGIES**

<p><b>FINANCIAL PERFORMANCE</b></p>	<p>Achieve sustained, positive, financial performance.</p>	<ul style="list-style-type: none"> <li>* Meet/Exceed Revenue Cycle performance targets.</li> <li>* Establish in-house credit and collections services.</li> <li>* Expand system of inventory management.</li> <li>* Achieve an operating gain of 3% or better.</li> <li>* Perform clinics operations assessment.</li> <li>* Develop staffing standards and tracking tools.</li> <li>* Hire a permanent CFO.</li> </ul>
<p><b>PEOPLE</b></p>	<p>Increase the organization's ability to attract and retain well-trained and educated staff. Provide employees at all levels of the organization with opportunities to grow professionally and to expand their knowledge and skills.</p>	<ul style="list-style-type: none"> <li>* Assess training &amp; education deficits.</li> <li>* Develop: "Grow Our Own" approach to staff recruitment &amp; retention.</li> <li>* Conduct employee satisfaction survey.</li> <li>* Establish relationship with Cerro Coso Community College.</li> <li>* Evaluate and revise organizational structure.</li> </ul>
<p><b>QUALITY</b></p>	<p>Develop an organization-wide philosophy and commitment to providing patients the "ideal" patient experience. Develop a quality program that documents patient care Quality Indicators.</p>	<ul style="list-style-type: none"> <li>* Evaluate Joint Commission accreditation status.</li> <li>* Establish patient satisfaction and quality improvement targets.</li> <li>* Evaluate Malcolm Baldrige Award Program criteria.</li> <li>* Continue Electronic Medical Record (EMR) implementation.</li> <li>* Transcend cultural and language differences.</li> <li>* Evaluate Magnet Status for Mammoth Hospital.</li> </ul>



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## PILLAR

## GOALS

## STRATEGIES

<p><b>PEOPLE</b></p>	<p>Maintain and develop a medical staff of sufficient size and breadth including specialty mix, background, education, and expertise needed to support the range of services required to meet the needs of residents in the service area.</p>	<ul style="list-style-type: none"> <li>* Identify organizational options.</li> <li>* Create Medical Staff development plan.</li> </ul>
<p><b>GROWTH</b></p>	<p>Continue to provide residents of the service area the full range of healthcare services within the Hospital's financial capability and clinical competence.</p>	<ul style="list-style-type: none"> <li>* Evaluate swing bed program.</li> <li>* Complete pharmacy service expansion.</li> </ul>
<p><b>GROWTH</b></p>	<p>Maintain and improve current strong market position by aggressively marketing hospital and clinic services to residents in the service areas and to visitors and former patients out of the area.</p>	<ul style="list-style-type: none"> <li>* Develop a formal marketing plan.</li> </ul>
<p><b>SERVICE</b></p>	<p>Enter into mutually beneficial relationships with other hospitals and organizations for securing access to training, education, and/or mentoring opportunities.</p>	<ul style="list-style-type: none"> <li>* Establish relationships with other rural hospitals.</li> <li>* Circulate affiliation Request For Proposal (RFP).</li> <li>* Strengthen our relationship with Northern Inyo Hospital.</li> </ul>
<p><b>SERVICE</b></p>	<p>Maintain and develop a state of the art physical plan and campus.</p>	<ul style="list-style-type: none"> <li>* Create a formal master facility plan.</li> <li>* Obtain additional property through a land exchange.</li> <li>* Explore alternate sources of power.</li> </ul>