



**TETON VALLEY  
HEALTH CARE**  
*Partners in Health for a Lifetime*

**Strategic Plan  
Fiscal Years 2009 & 2010**

**Adopted by the  
Teton Valley Health Care  
Board of Trustees  
December 10, 2008**

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## **Mission Statement**

Teton Valley Health Care promotes the health of the community by delivering quality, patient-centered medical services with compassion, integrity and respect.

## **Vision Statement --- Our 2020 Vision**

Teton Valley Health Care (TVHC) is the focal point and primary provider of high-quality, professional medical services for the Teton Valley community. TVHC is open and accessible, and provides compassionate, timely, and effective treatment. TVHC is recognized for patient-centered service and treats everyone with honesty, dignity, and respect.

Through prudent management of its staff and facilities, TVHC provides for the full range of medical care available within the limits of its financial resources. We adapt our scope of services to respond to healthcare needs through community engagement, innovation and collaboration. We maximize opportunities for improved patient care, safety, and cost-efficient health care delivery.

TVHC continually improves the quality of patient care by providing ongoing development, training, and educational opportunities for its staff. TVHC staff takes individual and collective responsibility for its actions and works as a cooperative, integrated team that uses its skills for the benefit of the patient and organization.

TVHC staff members treat each other, the patient, and the organization with dignity and respect. Everyone's contributions to the quality of patient care and success of the organization are recognized, appreciated, and celebrated.

## **Core Values**

### **A. Integrity**

Our communications are open and honest. We say what we mean and do what we say. We take individual and collective responsibility for our actions.

### **B. Dignity**

We respect the uniqueness, personal preferences, and worth of every person. We promote development of each person's potential and celebrate everyone's contributions.

### **C. Compassion**

We demonstrate caring and concern for the physical, emotional, and spiritual well being of those we serve.

**D. Quality**

We strive for excellence in everything we do. We deliver healthcare through teamwork and innovation. We strive for an environment of continuously improving quality and patient safety. We foster staff development and fulfillment.

**E. Stewardship**

We manage our time, talent, and financial resources responsibly. We enhance our resources through collaboration to increase our impact upon the community. We are dedicated to the success of TVHC.

**F. Community**

We share a sense of belonging with all the people of Teton Valley, our residents and visitors. We appreciate and honor community involvement.

## Strategic Goals, Objectives, and Strategies

NOTE: The highest immediate priorities are shown in red.

### *Medical Staff/Provider Relations*

#### Goal Statement I:

Recruit, engage, and retain a talented and motivated Medical Staff.

#### Objective A:

Achieve improved relations among the Medical Staff, TVHC Administration and Board of Trustees by February 1, 2009 as evidenced by more communication, understanding of board governance roles, and improved teamwork.

#### Strategies:

1. Hold periodic meetings on a scheduled basis among Board of Trustees, Medical Staff and CEO to build more understanding and better relations. These meetings are also a key part of new Trustee orientation.
2. Include an open discussion agenda item for each Board of Trustees meeting and invite physicians and other hospital staff members to make their view known with public comments.

#### Objective B:

The TVHC Medical Staff is involved in TVHC strategic planning during the current turnaround and on a continual basis.

#### Strategies:

1. Physicians will be invited to be involved in development of subcommittee goals, objectives, and strategies.
2. Physicians will be provided all planning documents and given meaningful opportunity to comment.
3. The Strategic Planning Committee will involve providers in all major aspects of strategic planning.

#### Objective C:

The TVHC Medical Staff members are empowered to enhance their abilities as medical service providers and achieve their professional goals at TVHC.

#### Strategies:

1. Provide for public recognition of medical staff achievements and exemplary patient care. Develop incentives to reward exemplary care within the limits of TVHC financial capacity.

### ***Medical Staff/Provider Relations (cont.)***

2. Provide training opportunities for Medical Staff as appropriate to the model of care and financial capability of TVHC.
3. Conduct scheduled performance reviews of Medical Staff members to provide opportunity for members' feedback regarding preferred career paths.

#### **Objective D:**

**Strengthen primary care provider/patient relationships to increase patient retention.**

#### **Strategies:**

1. Fully engage the Medical Staff in determination of the preferred TVHC model of care and recruit adequate staffing to provide quality patient care within this model. *See also Finance-Fiscal Management and Scope of Services Subcommittee goals related to model and care and staffing model.*

## *Scope of TVHC Services-Patient Services*

### Goal Statement I:

Ensure high quality core health care at Teton Valley Health Care (TVHC), to include primary care (clinic, family practice), emergency medicine and ancillary services (such as laboratory, x-ray, and physical therapy).

### Objectives:

- A. Provide for staffing, facilities, and services as recommended to ensure high quality core health care in Teton Valley as soon as practically feasible.
- B. Sustain appropriate levels of ancillary services, technologies, and facilities such as emergency medical care, operating room, lab, X-ray, and physical therapy as needed for core health care in house to optimize the patient experience.
- C. Develop mechanisms and procedures to continually monitor and adapt core medical care to continually demonstrate a high level of patient care and staff competence.

### Strategies:

1. Assess staffing model for hospital and clinic and determine staff needed to meet core health care needs of TVHC patients. Create and empower a representative TVHC team, with Board assistance and administrative leadership, to complete assessment and document results. Report results at January 2009 meeting of Board of Trustees.
2. Employ and sustain staff as needed to meet core health care needs in a responsible manner. Ensure appropriate levels of in-house medical staff and use of hospital privileges for visiting medical staff to meet core health care needs.
3. Evaluate swing bed program and, if analysis suggests that it is cost effective, employ staff as needed to enhance inpatient care.
4. Enhance referral relationships with Eastern Idaho Regional Medical Center, Madison, St. John's in Jackson and others.
5. Build upon good relationship with physical therapy providers to secure proven outcomes.
6. Ensure that the appropriate hospital committee(s) periodically review(s) patient services at TVHC and recommend(s) adaptive changes to TVHC model of care.

### Goal Statement II:

Provide specialized services that best meet the needs of the community while being fiscally responsible.

### Objective A:

Provide patient services and fill highest priority needs that are financially feasible.

### Strategies:

1. Perform an assessment of needs and a financial analysis, with consideration for a full range of care models, staffing and cooperative agreements, for the following patient services:
  - Orthopedic services
  - Other surgical specialties
  - Physical Therapy/OT

## ***Scope of TVHC Services-Patient Services (cont.)***

2. Complete thorough analysis to identify the best mix of privileges for visiting medical providers to enhance the TVHC range of services.

### Objective B:

Rank and provide the following potential patient services and fill highest priority needs if and when these service lines are financially feasible.

### Strategies

1. Perform an assessment of needs and a financial analysis, with consideration for a full range of care models, staffing and cooperative agreements, for the following patient services:
  - Diabetes diagnosis, support, management, education
  - OB/birthing center
  - Hospice/Home Health Ashton
  - Substance abuse, treatment, education
  - Cardio-respiratory care
  - Sports medicine
  - Geriatric care
  - Alternative medicine
2. Complete thorough analysis to identify the best mix of privileges for visiting medical providers to enhance the TVHC range of services.

### Goal Statement III:

Ensure the optimal degree of patient access to TVHC services with regard to patient need and within limits of TVHC financial resources.

### Objective A:

Determine if operation of a clinic in Victor meets identified current and potential patient needs and is financially beneficial to TVHC by April 1, 2009.

### Strategy:

1. Perform an analysis of potential patient demand for a medical clinic in Victor and an analysis of the financial cost/benefit for TVHC.

### Objective B:

Provide for preventative medical care in Teton Valley to improve overall patient health and improved outreach to the entire community.

### Strategies:

1. Develop partnerships with other Teton Valley entities to provide enhanced substance abuse outreach and education.
2. Coordinate and empower robust annual community health fair, with broad community engagement, through recruitment of community sponsors.

## *Organizational Development*

### Goal Statement I:

Quality Improvement – Ensure that TVHC services meet or exceed the standard of care criteria established for critical access hospitals.

### Objectives:

- A. The TVHC Quality Services Director shall report monthly on Quality Improvement goals, related monitoring measures, and progress to date to the TVHC Board of Trustees in regular Board meetings beginning in January 2009. The TVHC Quality Services Director will consult with all relevant TVHC departments in preparation of this report.
- B. By April 1, 2009 ensure that TVHC quality assurance measures are 95% compliant with the standard of care criteria set by the Idaho Hospital Association and Blue Cross for critical access hospitals.

### Strategies:

1. Under the direction of the TVHC Chief Executive Officer and Quality Services Director, all departments will set measurable process improvement goals needed to meet the standard of care criteria established for critical access hospitals and/or additional projects as approved by the Quality Improvement Committee. All departments will also identify related monitoring measures to track progress toward Quality Improvement goals.
2. The Quality Improvement Committee will meet quarterly with assigned departments to receive and review the department/services quarterly reports and make recommendations/assignments to their quality improvement projects.
3. Every department or service will immediately identify and begin work on a measurable process improvement project and be prepared to report to the Quality Improvement Committee so that selected projects and any current results can be reported at the January Board of Trustees meeting.
4. Report quality improvement measures and progress through the internal and external communication subcommittees.

### Goal Statement II:

Customer Service – Deliver services to all customers in a manner that satisfies, meets or exceeds the customer's expectations.

### Objectives:

- A. Determine appropriate patient survey methods and employ them to develop a comprehensive understanding of TVHC patient needs and expectations by July 31, 2009.
- B. Achieve seamless billing procedures and practices for clinic and hospital that meet customer expectations for timeliness, accuracy, and bill comprehension and fully capture revenue by March 1, 2009.
- C. Establish the TVHC goals, objectives and policies needed to ensure that TVHC meets customer expectations.

## ***Organizational Development (cont.)***

### Strategies:

1. Determine patient's needs and expectations through comprehensive surveys and follow-up to establish goals and policies to meet those expectations. Coordinate with Communications/Community Relations committee.
2. Evaluate billing staff capacity, training, oversight, and performance and recommend necessary changes in staffing and procedures needed to meet the billing objective.
3. The TVHC Chief Executive Officer will provide an update of the TVHC clinic and hospital billing programs at monthly Board of Trustees meetings to report on progress toward program goals.
4. Establish processes to deal with patient complaints. Consider assignment of an ombudsman or patient advocate who can take complaints and respond to customers under the direction of the Quality Services Director, or assign this task to an existing staff member. Reports will be provided regularly to administration and the TVHC Board of Trustees.
5. Ensure that model of care analyses conducted at TVHC consider customer service to ensure timely and responsive patient care.

### Goal Statement III:

Compliance – Update, develop, and implement policies and procedures as needed to ensure full compliance with regulations designed to ensure patient, visitor, and staff safety.

### Objective A:

Implement TVHC compliance review recommendations to include all policy, process, and staffing updates by December 1, 2009.

### Strategies

1. Review existing TVHC compliance policies, procedures, and staffing with input from all areas of concern and identify needed policy, process, and staffing changes. Include thorough analysis of cost and effect of process changes, and provide recommendations to TVHC Board of Trustees by 09-01-09.
2. Review technology needs associated with compliance, including assessment of options and costs, and include in recommendations noted above to be made by TVHC administrator by 09-01-09.

### Goal Statement IV:

Staff Satisfaction - Ensure employee satisfaction through measurable enhancement of staff morale and performance.

### Objective A:

Document a measurable increase in staff morale through systematic monitoring by August 1, 2009.

### Strategies

1. Develop measurement tools to track staff morale and develop a baseline for future comparison by March 31, 2009.

### ***Organizational Development (cont.)***

2. Develop incentives that encourage staff excellence and recognize staff for outstanding compliance with new policies and procedures.
3. Develop and implement means of internal staff communications and feedback around implementation of new policies and procedures. Partner with Internal Communications sub-committee in this process.

## *Fiscal-Finance Management*

### Goal Statement I:

Develop a sustainable business model with a balanced budget and pay off existing debt, not including renovation long-term debt, by the end of fiscal year 2010.

### Objectives:

- A. Decrease expenses at least 15% from the end of FY 2008 to the end of FY 2009.
- B. Increase revenues 5% each year (2008 to 2009 and 2009 to 2010).
- C. Reduce accounts receivable to 75 days by the end of FY 2009 and 60 days by the end of FY 2010.
- D. Days cash on hand will be 20 days by the end of FY 2009 and 30 days by the end of FY 2010.
- E. Reduce Current Liabilities to \$2.2 and \$1.6 million by end of FY 2009 and FY 2010, respectively.
- F. Reduce Long Term Liabilities to \$1.3 million and \$1.0 million by end of FY 2009 and FY 2010, respectively.
- G. Reduce Key Bank line of credit to \$500,000 by end of FY 2009 (meeting all intermediate benchmarks, as required).
- H. Pay off Key Bank line of credit by end of FY 2010 (meeting all intermediate benchmarks, as required).
- I. Pay off \$135,000 loan from County by end of FY 2010.
- J. Pay off \$100,000 house mortgage by end of FY 2010.
- K. Raise \$2 million in unrestricted contributions by end of FY 2010.

### Strategies:

1. Align Medical Staff compensation levels with regional norms and model of care (Also see Medical Staff/Provider Relations Sub-committee).
2. Continue evaluating lines of service to decrease expenses and increase revenues (Also see Service Line Sub-Committee).
3. Improve coding and billing to fully capture revenue (Also see Organizational Development Sub-Committee).
4. Consider offer from Phase 2 Consulting and similar consultants for free preliminary revenue/expense analysis.
5. Add Key Bank metrics as line item in financials for better monitoring of financial progress.
6. Create an advisory non-voting/non-binding donor board to encourage and involve donors.
7. Create a Foundation fund earmarked for debt reduction and sell yearly community memberships.
8. Stabilize the operational budget so that some of tax monies from the supplemental levy can be allocated to debt reduction in FY '10.
9. Sell unneeded real estate (2 lots with houses next to See 'n' Save) when it is financially advantageous to TVHC.

## ***Fiscal-Finance Management (cont.)***

### Goal Statement II:

Explore hospital organizational models to determine the future organization of Teton Valley Health Care.

### Objectives:

- A. Research organizational models and determine the best model for TVHC by August 2009 Board of Trustees meeting.
- B. If the Hospital Board determines that it wishes to pursue a permanent county tax levy to support TVHC as a county entity, be prepared to launch the levy campaign by December 31, 2009.

### Strategies:

1. Establish a Hospital Model Development Committee with representatives from administration, board, staff and community to investigate alternative organization options.
2. CEO will continually pursue regional provider alliances and provide monthly feedback to the Board of Trustees.
3. Communications/Community Relations committee will develop community forums and other mechanisms of communication to explain organizational/financial options and document feedback.
4. If the Hospital Board decides to pursue a permanent tax levy, establish a campaign committee with representatives from the Hospital administration, board, staff and community.

## ***Communication/Community Relations***

### Goal Statement:

Transparent communications, both internally and externally, drive TVHC operations.

### Objectives:

#### External Objectives for the community:

- A. Recruit a public relations professional for at least 20 hours/week. Have professional on base by 02-15-09.
- B. Through a public relations campaign, improve the image of TVHC to maintain and increase client base. Increase clinic visits and patient retention 15% by 09-30-09.
- C. Understand key community issues and communicate a positive message to the community that their issues are understood. Communicate this message, as well as the strategic planning process outcomes, to 80% of Teton Valley residents.
- D. Implement an external communication sub-committee composed of community and hospital volunteers by 01-30-09. This sub-committee is a subset of the Board Community Relations Committee. The public relations professional should chair this sub-committee.

### Strategies:

1. Determine who will be the hospital's spokesperson – provide one consistent message.
2. Develop a community survey to better understand community perception and needs. Send to each household in Teton Valley and provide the survey on-line via the hospital's website.
3. Develop response to survey and send direct mailing back to community members. Include narrative on how we got to this point and the path forward.
4. Develop a continuous two-way communication vehicle/strategy regarding dissemination and intake of information. Keep it simple.
5. Provide answers to the community's most asked questions on the website and in printed materials.
  - Communicate to the public how the tax levy dollars have been spent thus far, and the plan for the rest of the tax levy dollars.
  - Clearly communicate to the public the status of services provided, including those recently cut.
6. Obtain patient testimonials and use them in direct mailers, articles in Teton Valley News, and on our website.
7. Implement a regular column in TVN.
8. Simplify phone message that greets the public when they call the hospital. Provide a live person to answer the phone whenever feasible.

#### External Objective D:

Ensure greater awareness of TVHC's available services through outreach and community education by March 1, 2009.

## ***Communication/Community Relations (cont.)***

### Strategy

1. Develop more effective and comprehensive outreach to all groups in Teton Valley, including the Hispanic community, to improve access to TVHC medical services and to provide better preventative healthcare to potential TVHC patients.

### Internal Objectives – the hospital

- A. Keep all hospital staff apprised of the most updated information available. Make this a quarterly ongoing and updated effort.
- B. Implement an internal communication sub-committee composed of hospital staff, physicians/providers, and administration by 01-30-09. This sub-committee is a subset of the Board Community Relations Committee. The public relations professional should chair this sub-committee.

### Strategies:

1. Implement an employee survey. Let employees know what was heard and include them in determining solutions.
2. Train key front-line staff in responding to community questions when they call into the hospital to ensure consistent messages.
3. Provide to the staff clear communication on where the hospital is going. Repeat and update often.
4. Provide to all employees an updated phone list/tree.