



Carson Valley Medical Center

3-YEAR STRATEGIC PLAN | 2020



Approved by Board of Directors February 2020

Purpose & Method

The purpose of the Strategic Plan is to provide strategic, operational, and financial priorities to guide Carson Valley Medical Center over the next three years. The 2020-2023 Strategic Plan was developed through the collaborative efforts of CVMC's board of directors, medical staff, community, and hospital staff & leadership with the guidance of Navigant Healthcare Consulting.

Data obtained and reviewed in the planning process included: market data, utilization data, 2019 Community Health Needs Assessment, and patient survey feedback.

Components

Mission | Vision | Values

These are what drive our organization through strategic decisions and daily business practices. We ask that all employees at every level understand and embrace the organization's mission, vision, and values.

Areas of Focus

Components of the organization that are at the core of what we do. If successful in these areas; we are successful as an organization.

Strategic Goals

Our strategic objectives support the development of the core areas of focus for Carson Valley Medical Center.

Key Performance Indicators

Specific metrics identified by CVMC to show success towards strategic goals, measured through the corporate scorecard. Target metrics tied to the key performance indicators are updated annually and these are cascaded through every level of the organization to support the success of Carson Valley Medical Center.

Strategic Initiatives

Activities planned that will affect the entire organization and support the strategic goals and are designed to move the mark on the identified key performance indicators for success.

MISSION

To care for your health and wellness.

VISION

*To **strengthen our community** by providing accessible, affordable, high quality healthcare to all.*

VALUES

RESPECT

We treat our patients, our community, and our co-workers with respect at all times.

EXCELLENCE

We hold ourselves and others to a standard of excellence as we serve our patients and community.

INTEGRITY

We do the right thing, every time.

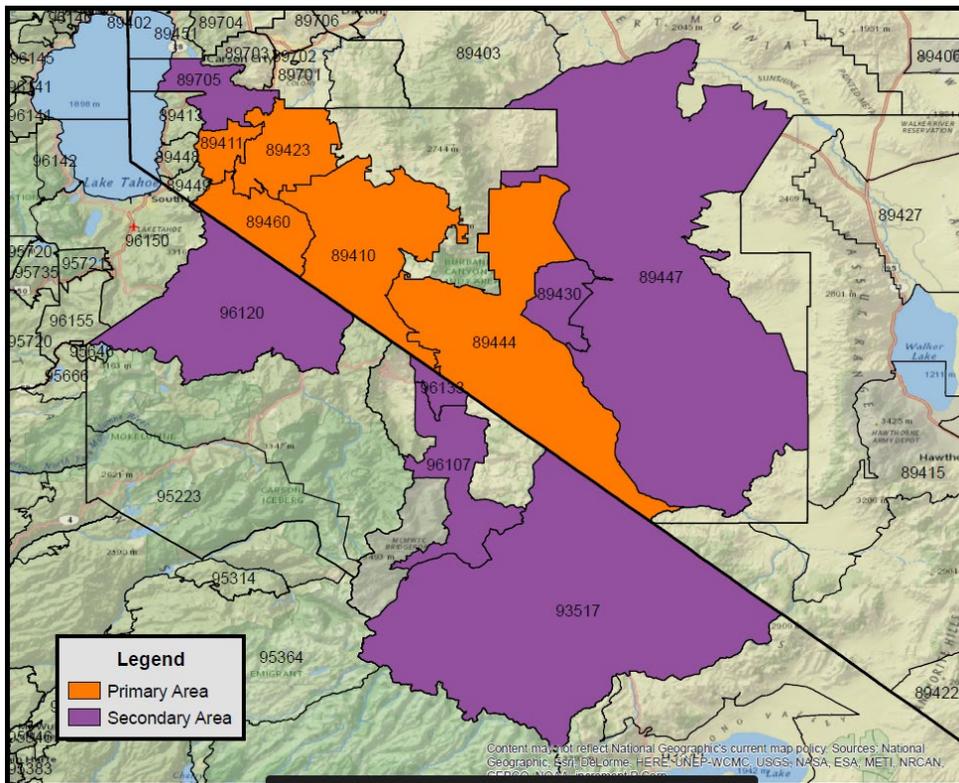
COMPASSION

We understand that we are in a business to care for others at a time when they need it most and commit to approach all situations with compassion and humanity.

Service Area/Community Information

Carson Valley Medical Center serves the Carson Valley population, encompassing much of Douglas County, NV as well as portions of Lyon County, NV and Alpine County, CA. The population of our service area is noted below. Other statistics are based of available data for Douglas County.

Town	Zip Code	Population (as of 2018)
Gardnerville	89410	10,544
GV Ranchos	89460	13,161
Minden	89423	10,465
Genoa	89411	929
Wellington	89444	2544
S. Carson City	89705	5,321
Coleville	96107	1,096
Yerington	89447	7,800
Bridgeport	93517	670
Smith	89430	257
Topaz	96133	83
Markleeville	96120	714
Total		53,584



Community Health Needs

The 2019 Community Health Needs Assessment (conducted by Professional Research Consultants, Inc.) identified the following areas for health improvement in Douglas County:

Health concerns where Douglas County statistics were unfavorable compared to Healthy People 2020 Goals and state/national Benchmarks:

- High Cholesterol
- Unintentional Injury
- Prenatal Care
- Suicide
- Nutrition/Food Access
- Excessive Drinking
- Tobacco Use

Health concerns* as reported by the survey's key informants:

- Mental Health**
- Substance Abuse
- Nutrition, Physical Activity and Weight
- Dementia/Alzheimer's Disease
- Cancer
- Diabetes
- Heart Disease & Stroke
- Tobacco Use
- Kidney Disease
- Respiratory Disease
- Access to Healthcare Services
- Infant and Child Health

* Reported as either a major or moderate concern over 50% of respondents

Initiatives in this three year plan that address above areas are indicated by this symbol. 

**Note: CVMC's outpatient behavioral health clinic opened mid-2019, after this study was completed.

QUALITY

STRATEGIC GOAL: PROVIDE THE HIGHEST STANDARD OF CARE

STRATEGIC INITIATIVES:

- 1) Establish a **CVMC Lean team** to assess and improve potential operational enhancements with a focus on
 - Revenue Cycle, including charge master, supply chain, strategic pricing.
 - Clinical care variation reduction.
- 2) Develop a **Quality Council** with a focus on :
 - Improving patient experience, quality of care, and outcomes.
 - Enhancing physician leadership in driving clinical performance excellence.
 - Quality rounding for quality and departmental leadership.

KEY PERFORMANCE INDICATORS

CVMC’s identified priority areas for quality metrics – summarized in the CVMC Quality Dashboard. Includes but not limited to:

- Patient Experience
- Core Measures
- Patient Safety Goals
- Readmissions
- Quality Audits
- CMS Star Rating

Readmission Rates

SERVICE

STRATEGIC GOAL: Be the Provider of Choice in our Community

STRATEGIC INITIATIVES:

- 🍏 1) Enhance **Cardiology** services at CVMC in conjunction with community and regional partnerships.
 - Embed Cardiac screening into primary care and urgent care.
 - Formalize clinical partnerships to ensure seamless and convenient access to comprehensive high quality care through care pathways.
 - Develop Cardiac Rehab program
- 2) Position CVMC as an **Orthopedic Center of Excellence** in conjunction with community and regional partnerships.
- 🍏 • Expand CVMC rehabilitative services, aligned with the creation of the CVMC Rehab and Sports Medicine Center.
- Evaluate opportunity to develop orthopedic bundles.
- Expand orthopedic support services with schools and local businesses.
- Expand total joint program.
- 3) Improve access to **primary care & specialty care services** in CVMC clinics
- 🍏 • Further develop and refine a strategy that includes same day appointments, weekend/extended office hours, and greater leverage of physician extenders (e.g. PA’s, NP’s, etc.).
- 🍏 • Explore developing specialty clinic(s) at Ironwood.
- Evaluate how to expand use of telemedicine capabilities.
- Enable and promote online appointment scheduling capability for patients and MYCHART functionality.
- 4) Enhance and grow **General Surgery** and **Gastroenterology** service lines
- 5) Develop and implement a **patient centered medical home model**.
- 🍏 • Include medical and holistic services including behavioral health, health and wellness, prevention, integrative models, and disease management.
- 6) Develop **women’s and children’s** service lines in conjunction with community and regional partnerships.
- 🍏 • Formalize partnerships to promote and assist patients’ navigation through the regional women’s and children’s network of care; defining CVMC’s role within that network.

KEY PERFORMANCE INDICATORS

Market Capture

Volumes

Patient experience scores on “likelihood to recommend”

PEOPLE

STRATEGIC GOAL: Become the employer of choice in our community

STRATEGIC INITIATIVES:

- 1) Establish a **CVMC Talent Management & Workforce Development Program** to ensure appropriate staff development, training, and succession planning at all levels in the organization.
 - 2) Improve **team member engagement and recruitment** through:
 - Conducting a market salary and benefits analysis and make appropriate adjustments to the compensation plan.
 - Expanding career development initiatives including career pathways and cross training opportunities.
 - Promotion of HPSA/HRSA benefits.
 - 3) Develop and implement **physician retention and engagement** program:
 - Develop a plan for onboarding and assimilation into the community and organization that covers the span of the physician’s first 2-3 years.
 - Expand educational and physician leadership opportunities for medical staff.
 - 4) Develop a **physician recruitment plan**.
 - Develop a physician compact and embed in recruiting process and physician governance structure.
 - Explore potential of establishing a "physician emeritus" program targeted at physicians in major metropolitan areas that might be interested in relocating/retiring to the area and continuing to practice on a part-time basis.
- 🍏 • Update CVMC’s medical staff development plan and secure additional resources for:
- ✓ PCPs
 - ✓ GI
 - ✓ Cardiology
 - ✓ ENT
 - ✓ Pediatrics
 - ✓ Gynecology
 - ✓ General surgery
 - ✓ Hematology/Oncology

KEY PERFORMANCE INDICATORS

Turnover

Employee engagement

COMMUNITY

STRATEGIC GOAL: Strengthen Community Partnerships

STRATEGIC INITIATIVES:

- 1) Develop **brand messaging** to support CVMC’s strategic objectives including:
 - Access points: primary care, Urgent Care, ER; promoting the accessibility and convenience.
 - Orthopedics
 - Expanded specialty services & specialists
 - Improved access, including same-day appointments
 - High quality care using advanced technologies
 - Expert, compassionate, skilled healthcare providers
 - Emphasis on CVMC’s role in the network of care within the region
- 2) Assess potential of collaborating with/supporting a **community paramedicine program**.
- 3) Conduct regular **outreach** and visitation sessions for governmental officials and community partners.
- 4) Expand relationships to improve **community wellness**, including:
 - Employer program
 - Disease management prototype programs
 - Explore telemedicine linkages with schools, hotels, etc.



KEY PERFORMANCE INDICATORS

Community involvement – hours committed to outreach, service, and leadership in our community

Value of community health improvement initiatives

FINANCE

STRATEGIC GOAL: Financial Stewardship

STRATEGIC INITIATIVES:

- 1) Update and strengthen the philanthropic strategic plan to align philanthropic efforts with vision and strategic direction.
- 2) Explore key commercial and Medicare Advantage plans’ interest in incremental funding/incentives/increased steerage tied to CVMC’s performance as a high value provider.
- 3) Develop a technology roadmap to optimize IT investments.
- 4) Secure appropriate funding for facility growth plan required to support growing healthcare needs in the Carson Valley.

KEY PERFORMANCE INDICATORS

- Operating margin
- Adjusted patient days
- Bond financing to support growth plan
- Successful Certificate of Need awarded