

STRATEGIC PLAN *(draft)* 2021 - 2023

Charting the Course for the Future of Pagosa Springs Medical Center



Based upon 04/13/2021 comments
Revised 04/27/2021 and 05/20/2021

Why We Are Here

Our

MISSION

To provide quality, compassionate healthcare and wellness for each person we serve.

Our

VISION

To build an organization passionate and committed to do the right thing for each patient every day.

Our

VALUES

Wholeness

We value the physical, spiritual and emotional aspects of all.

Integrity

We strive for transparency, consistency and clarity in our relationships

Stewardship

We work to deliver the best value for our community's healthcare dollar.

Excellence

We are focused on the best performance and outcome in all of our actions.

Respect

We honor, in thought and action, the worth of our patients and employees.

Who We Are

The *Pagosa Springs Medical Center* and the *Upper San Juan Health Service District* are the same entity – Pagosa Springs Medical Center (PSMC) is simply the recognized operational trade name for the Upper San Juan Health Service District (District). PSMC was formed in 1981 to support the delivery of healthcare in Archuleta County and the portions of Hinsdale and Mineral counties south of the Continental Divide.

In the 1980s, PSMC and some dedicated volunteers assumed from the County operating the ambulance and emergency medical services. Today, PSMC continues to provide the only ambulance and EMS service for our community, an 1800 square-mile service area.

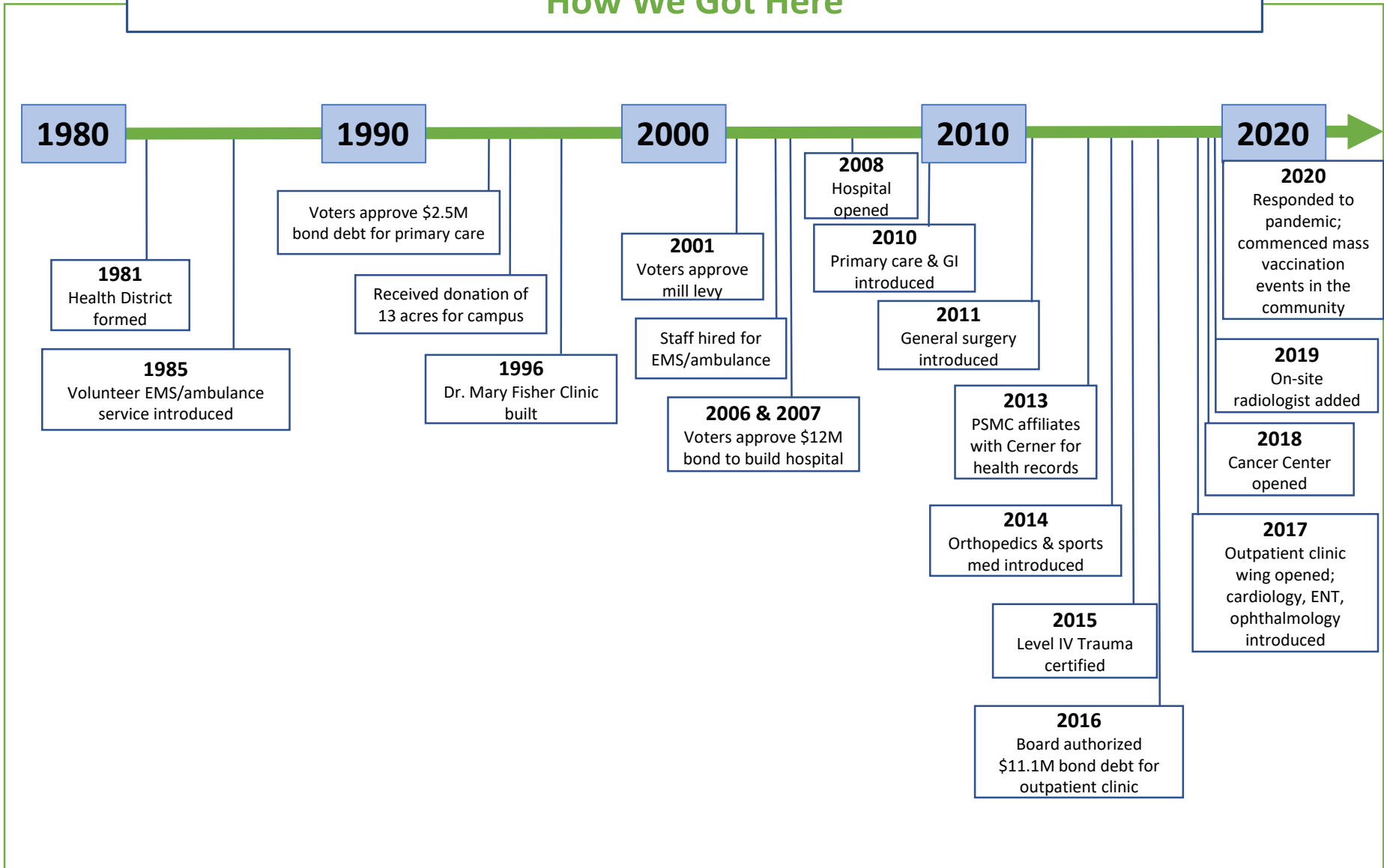
Also, in the 1980s, there was a failed ballot initiative to support construction of a hospital. In 1990s, PSMC built, through bond financing and support of local donors, a small clinic building offering primary care on a very limited basis. Today, this building is attached to the north end of the medical center and houses PSMC's Cancer Center, the board room and some administrative offices.

Between 2001-2007, donors made generous donations and the community voted to pass a mill levy and bond financing – these funds were used to construct the hospital building. In 2008, the hospital, originally named Pagosa Mountain Hospital, opened its doors providing 24/7 emergency room services, inpatient care, radiology and lab. In 2010, PSMC added its first specialty service – gastroenterology – and in the following decade expanded specialty service offerings to include general surgery, orthopedic surgery, neurology, cardiology, ear/nose/throat, oncology, ophthalmology, women's health, behavioral health and infusion/respiratory/physical therapy services.

In 2016, the District/PSMC borrowed more bond money and received more grants and donations to construct the front entrance to the medical center and the outpatient clinic wing that is attached to the south side of the hospital building. The outpatient clinic building has allowed the District/PSMC to expand and maintain a steady staff of primary care physicians and providers to care for the community. In addition, all specialists are available for patients in the outpatient clinic except for the oncology team who, since 2018, provide services in PSMC's Cancer Center.

While Pagosa Springs Medical Center is still very young, its services, staff, equipment and facilities have expanded significantly over the past decade in an effort to best meet the needs of our community.

How We Got Here



Where Are We Going?

PSMC will be the provider of choice in the region.

Patients will choose PSMC for our:

- **Exceptional patient and customer service;**
- **Experienced physicians, other providers and staff;**
- **Timely, efficient patient care; and**
- **Community partnerships.**

How Will We Get There?

QUALITY & PATIENT SAFETY

Strategy: Improve patient outcomes.

- **Tactic:** Focus on preventative care and wellness, management of chronic disease, and community health.
- **Tactic:** Integrate care teams to address patient's medical, social, behavioral health needs.
- **Tactic:** Maximize our participation in State and federal healthcare quality programs.
- **Tactic:** Continue to foster relationships with outside providers.

CULTURE & TALENT

Strategy: Create an inclusive culture for patients and staff.

- **Tactic:** Train staff in service excellence.
- **Tactic:** Focus on positive employee experience; create opportunities for autonomy or advancement; update the employee compensation plan; attract/retain the right staff.

STRATEGIC GROWTH

Strategy: Achieve the right service offerings to meet the needs of our region.

- **Tactic:** Obtain updated market data and assess new or existing service lines for growth and/or efficiency opportunities.
- **Tactic:** Increase the efficiency & effectiveness in delivery of care; reduce avoidable hospital use.
- **Tactic:** Increase the use of technology to enhance patient care and communication.
- **Tactic:** Increase access to care for area businesses and their staff.
- **Tactic:** Implement cost-management opportunities.

FINANCIAL SUSTAINABILITY

Strategy: Accelerate PSMC's financial sustainability.

- **Tactic:** Achieve budgeted net income annually.
- **Tactic:** Refinance 2006 bonds for lower interest rate and reduced expense.
- **Tactic:** Develop a long-range capital improvement plan.
- **Tactic:** Evaluate whether to pursue increased property tax funding via increased mill levy.

COMMUNITY RELATIONSHIPS

Strategy: Strengthen PSMC's value in the community.

- **Tactic:** Enhance coordination of emergency preparedness with applicable governmental entities.
- **Tactic:** Improve public information program about PSMC.
- **Tactic:** Continue community engagement.