



ESTES PARK
HEALTH

Strategic Plan Update:








Failing to Plan Means Planning to Fail

JULY 30, 2018

Our Mission:

**To make a positive
difference in the
health and well-being
of all we serve**

Why does Estes Park Health need a strategic plan?

-  Changes to regulations are uncertain
-  Contraction of inpatient volumes
-  Chronic Disease and Care Management across the continuum
-  Consolidation of providers
-  Compression of margins
-  Consumerism comes to healthcare
-  Competing on value

Rural Hospital Closures by Year (2005 – 2016)



Today, 673 rural hospitals are at risk for closure, 68% of these hospitals are critical access hospitals

Why does Estes Park Health need a strategic plan?

- **To ensure Estes Park Health remains sustainable, vibrant, and financially stable in the increasingly competitive and uncertain world of healthcare**
- **To position Estes Park Health as the provider of choice for high-quality and service excellence in the Estes Valley**
- **To keep the organization**

Market Assessment and Current Positioning

- **Estes Park Health's primary service area is unique for a small rural hospital**
- **Estes Park Health captures 37% of total health expenditures in the primary market**
- **The majority of outmigration is for low acuity care**
- **There is significant opportunity for growth in both inpatient and outpatient services.**

Key Strategic Initiatives:

Access to Care

Physician Recruitment

- **3 Internal Medicine Physicians**
- **Part-time Pediatrician**
- **Pediatrician Call Coverage**

Key Strategic Initiatives:

Access to Care

Streamlining Physician Workflow

- **Epic / Lawson Software**
- **Decrease Data Entry Burden**
- **Staffing to Improve Productivity**
- **Workflow Process Improvement**

Key Strategic Initiatives:

Urgent Care

- **Greatest Competitive Threat**
- **Highly Visible Location**
- **Convenient Hours**
- **Limited Lab & X-Ray on Site**
- **Advanced Practice and Paramedics**

Key Strategic Initiatives:

Estes Park Health Living Center

- **Opportunity for Improvement**
- **Interim Nursing Home Administrator**
- **Potential Management Agreement
Good Samaritan Society**

Key Strategic Initiatives:

Home Health and Hospice

- **Enhancement Opportunity**
- **Additional Expertise**
- **Economies of Scale Opportunities**
- **Potential Management Agreement**

Key Strategic Initiatives:

General Surgery

- **Dr. Scott Woodard is Part-Time**
- **Surgeon Call Coverage Now**
- **Market share Growth Opportunity**
- **Exploring Options for Staffing**
- **Potential Surgicalist Program**

Key Strategic Initiatives:

General Medicine, Inpatient Care

- **Hospitalist Program Working Well**
- **Keeping More Inpatient Care Locally**
- **Growth Opportunity, Swing Beds**
- **Exploring Options for Intensive Care**
- **Growth with a Surgicalist Program**

Key Strategic Initiatives:

Orthopedics

- **Exploring Options for Growth**
- **Developing Marketing Strategies**

Key Strategic Initiatives:

Cardiology

- **Exploring Options for Growth**
- **Exploring Service Expansion**
- **Developing Marketing Strategies**

Key Strategic Initiatives:

Health & Wellness

- **Wellness Center Building is on Hold**
- **Community Wellness Initiative**
- **Utilize Existing Community Facilities**

Key Strategic Initiatives

Other Priorities

- **Master Facility Plan**
- **Medical Staff Engagement**
- **Medical Staff, Administration, and Governance Partnership**

Questions?