

#### **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



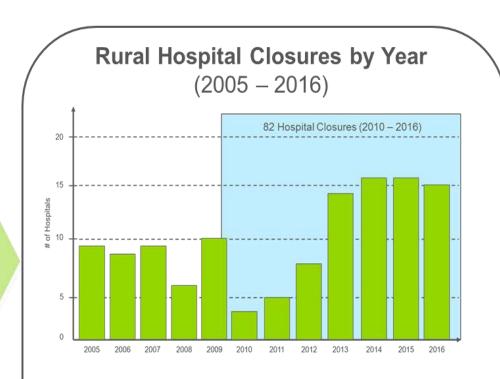
**Compression of margins** 



Consumerism comes to healthcare



Competing on value



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.



# Access to Care Physician Recruitment

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



## **Access to Care Streamlining Physician Workflow**

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



#### **Urgent Care**

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



#### **Estes Park Health Living Center**

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



#### Home Health and Hospice

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



#### **General Surgery**

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



#### 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



#### **Orthopedics**

- Exploring Options for Growth
- Developing Marketing Strategies



#### Cardiology

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



#### **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?

