

2025

*MOVING FORWARD
FOR THE FUTURE OF
HEALTHCARE*

MASTER PLAN



Memorial Hospital
of Carbon County

Master Plan Message from the COO



Stephanie Hinkle,
Chief Operating Officer

On behalf of the entire team at Memorial Hospital of Carbon County, we are pleased to share this plan with the communities that we serve! As your community partner, it is important that we be transparent about the work being done and future goals as well to create a culture of accountability and sense of shared commitment.

- Rural healthcare organizations face unique challenges in caring for patients, from geography to payer mix to staffing shortages and low patient volumes due to postponed elective procedures. Educating communities about the relevance and necessity of local healthcare is an essential piece of the overall formula to help overcome some of the challenges faced.
- Nearly 60 million people-20% of all Americans-live in areas designated as “rural.” Rural hospitals serve as a crucial resource to promote health and well-being in these communities. With the nearest comparable facility over 90 miles away, it is imperative that Carbon County residents and interstate travelers have access to critical care services. Rural hospitals often serve as economic anchors in their community by providing jobs and purchasing goods and services within the local economy. The same is certainly true for Memorial Hospital of Carbon County. With 140 full-time employees, we contribute over \$13 million annually in wages and salaries to local communities. Beyond the walls of the hospital, we represent a pillar of essential goods and services that residents and businesses alike rely on. Recruitment and retention of employees, businesses, and industry require viable healthcare at the local level.
- To achieve clinical, operational, and financial success, our team is looking at each aspect of how we do business. It is essential that we adapt to change while using a blend of data and community-centered approaches to help us create our future.

Thank you for your interest and for your continued support to help us move forward together!

Stephanie Hinkle. COO



Our Mission:

Improve the lives of Carbon County residents and others needing healthcare, wellness, and healing arts by providing programs and services that will foster a fuller and healthier life.

Our Vision:

MHCC aspires to be a financially vibrant healthcare organization that delivers exceptional healthcare services while also striving to be a place where:

- Patients want to come
- People want to work
- Providers want to practice

Core Values:

Integrity: Adhere to moral principles that include honesty, fairness, transparency, and decency.

Accountability: Create a culture based on clear expectations, constructive feedback, manageable goals, and enforcement of consequences when needed.

Respect: Demonstrate courtesy, compassion, acceptance, and dignity to our patients, visitors, and fellow employees.

Quality: Provide patient care that is safe, effective, patient-centered, timely, and efficient.

Stewardship: Carefully and responsibly protect and manage the resources entrusted to us.

Teamwork: With individual skills, knowledge, and positive attitudes, effectively work together to provide excellence in healthcare for our patients

Strategic Priorities

"Take care of the patient and everything else will follow."
Thomas Frist, MD

Operations

Financial Metrics

The following metrics and tools will be utilized as a guide to monitor our financial status and work towards long term financial strength.

- Increase Days Cash on Hand *(Days organization can operate if no revenue is received)
 - **Goal:** Increase by 25%
- Reduce Net Accounts Receivable Days
 - **Goal:** Reduce by 10% from 50.62 to 45.56
- Reduce Accounts Payable > 90 days
 - **Goal:** Reduce by 50% from current level
- Billing: MHCC will continue work started with new partners in 2024 to maintain accurate, timely processes that patients can trust when receiving a bill for self-pay portions. This will include provider and staff education for coding, increased clean claim rates, and decreased denials.
- Independent Audit: The practice of having an independent audit performed annually prior to end of fiscal year will continue to be completed.
- Cost Report: As a critical access hospital, MHCC is eligible to receive cost-based reimbursement for inpatient and outpatient services provided to Medicare patients. An annual report has always been filed, allowing the facility to receive 99% of costs on certain expenses for Medicare patients. The 2025 Cost Report will be filed prior to December 2025 to capture all eligible reimbursements.
- Grants: A designated grant coordinator has been assigned and will oversee grant opportunities that the organization might be eligible for. Requests have been gathered and assessed to determine level of priority, to be followed by the search for funding options to meet those needs.

Hospital District

The MHCC Hospital District PAC will continue outreach efforts, informing and educating residents about the value of a special district to help support and maintain healthcare services. The PAC will pursue a ballot initiative again in 2026.

Quality Metrics

Memorial Hospital of Carbon County is accredited by CMS (Centers for Medicare and Medicaid.) Numerous yearly requirements must be met in order to maintain this accreditation, one of which being a Quality Program. We are taking additional measures by implementing a newly revised Quality Improvement (QI) program, designed to monitor, analyze, and improve the quality of processes to improve the healthcare outcomes within our organization. By continually gathering and analyzing data in key areas, we can effectively implement change.

Patient Satisfaction

As a critical access hospital, MHCC must meet conditions of participation as stated by CMS (Centers for Medicare and Medicaid.) One such condition is utilizing a third-party research firm to monitor patient satisfaction scores for inpatient services. Fields Healthcare Research contacts patients upon discharge to ask a series of questions covering all areas of care, ranging from doctor and nurse communication to cleanliness of facility. This information is then provided to MHCC as a percentage and is compared to state and national results. In 2024, MHCC routinely maintained results 10-20% higher than other Wyoming facilities.

- **Goal:** Maintain positive score trends, meeting or exceeding state averages.
- **Goal:** Implement a similar patient satisfaction scorecard for outpatient services (surgery, ER, clinics, etc.) We currently have an internal process utilizing Patient Feedback cards that are available within every department, but we want to go above and beyond by working with a third-party vendor to capture patient satisfaction information for outpatient services. At time of this plan, only inpatient services are required to monitor and report patient satisfaction scores.

Strategic Priorities

Operations, Con't.

Service Line Optimization

MHCC is proud to offer a variety of services to help meet the healthcare needs of Carbon County residents and minimize the inconvenience and cost of traveling away from home. We recognize there are additional services that the community would like to have available. New services will be carefully evaluated to measure cost, value, and viability.

- **Goal:** Promote and increase utilization of:
 - General Surgery
 - Orthopedic Surgeries
 - Swing Bed/Transition Care
 - Family Practice Services
 - Sleep Studies
- **Goal:** Evaluate results from Community Survey to help determine additional services needed/desired by community members. Consideration of new services will require a complete financial analysis prior to approval/denial.
 - Community Survey will occur January 2025.

Primary Care

Our family practice clinics and providers are an integral part of the healthcare services provided by MHCC. These primary care locations ensure patients have access to resources that serve as a foundation for their entire well-being. We are currently operating with 3-4 fewer primary care providers than what is needed to meet the demands of our Rawlins, Saratoga, and Hanna clinics.

- **Goal:** Recruit a minimum of two additional primary care providers that align with the values and mission of the organization.
- **Goal:** Increase appointment availability at each location for patient convenience.
- **Goal:** Streamline clinic processes to create efficiency and consistency for patients.

Staff Recruitment and Development

Our employees are the most valuable asset we have. We are committed to attracting and retaining team members that are equally committed to our patients and the organization. In addition, we want to invest in staff by providing ongoing learning opportunities to help them achieve their highest potential

Goal: Recruit permanent CEO, CFO, and clinical staff.

Goal: Identify and offer training and education that will help staff develop leadership skills as well as enhance knowledge specific to their job duties.

Goal: Work with team members to achieve work-life balance and increased employee satisfaction.

Goal: Become an Employer of Choice within Carbon County.

Staffing Efficiencies

We will continue to focus on recruitment of permanent staff to reduce the reliance on travel/contract staff in clinical areas.

Effective cross-training is also critical to help cover positions when openings exist.

- **Goal:** Reduce travel nurses and supplement existing staff with international nurses.
- **Goal:** Create inter-department cross training schedules and timelines for competency completion.



Strategic Priorities

Community

Consumer Education

In addition to healthcare services, we also want to help our patients understand support services that are available to them to help with their healthcare journey. The following areas have been identified for 2025:

- **Finance Related:**
 - Price Transparency
 - Payment Portal
 - Bill Pay Options
 - Financial Assistance
- **Community Education:**
 - Preventative Health Care
 - Patient Portal
 - Physician/Provider Educational Programs for Public

Spanish Speaking Services

Identifying and meeting the needs of our Hispanic population will also be a focus area during the upcoming year. We will be working with other community partners, including educators and Hispanic residents, to learn how we can best serve this demographic. We currently have several providers and staff that are fluent in Spanish and Certified Interpreters to assist patients with clinic appointments and address their care needs. Dual language forms and advertising will be implemented in each MHCC location.

Patient Family Advisory Council & Business Breakfast

Both initiatives were implemented at the beginning of 2024, and we are eager to continue our work in 2025. Each of these programs help develop relationships and it is our hope to also create ambassadors on behalf of the hospital.

- The Patient Family Advisory Council (PFAC) consists of patients/community members that have had varied experiences with Memorial Hospital of Carbon County. Meetings are held bi-monthly and focus on allowing patients/community members to speak about their encounters, positive and negative, with MHCC staff in order to identify areas of improvement, acknowledge successes, and implement process change(s). Changes/improvements are then communicated to PFAC. This creates accountability for MHCC and allows PFAC to know that their feedback is being taken seriously.
- Business Breakfasts are open to all business leaders/representatives from across Carbon County. Also held bi-monthly, these events provide an opportunity for MHCC leadership to share factual updates directly with business peers.

Advertising can be found on the hospital's Facebook page.

Collaborative Partnerships

Building and maintaining partnerships has been, and will remain, a fundamental component of how MHCC does business. From evaluating potential new services to clinical training for students, to working with other entities to host community events, MHCC will continue to be a collaborative partner and work towards the common goal of vibrant, healthy communities in Carbon County. Some examples of our existing partnerships include, but are not limited to:

- Rawlins PD, Rawlins Fire Department, County-wide EMS, Fremont Therapy Group, CC Prevention Coalition, Rawlins Rehabilitation, CCSD1 and CCSD2, Carbon County Fair, Carbon County Higher Education, Child Development Services.

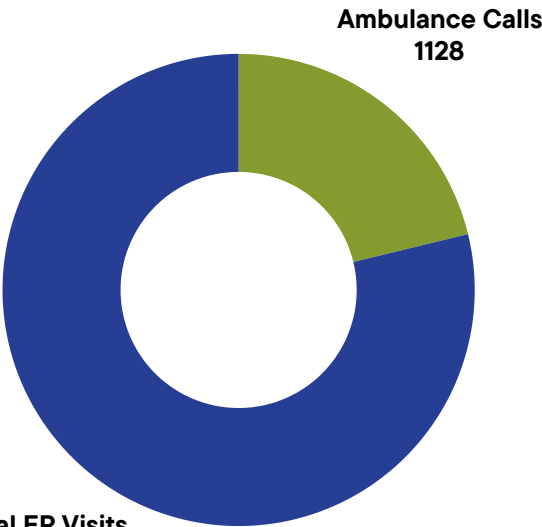


MHCC by the numbers...

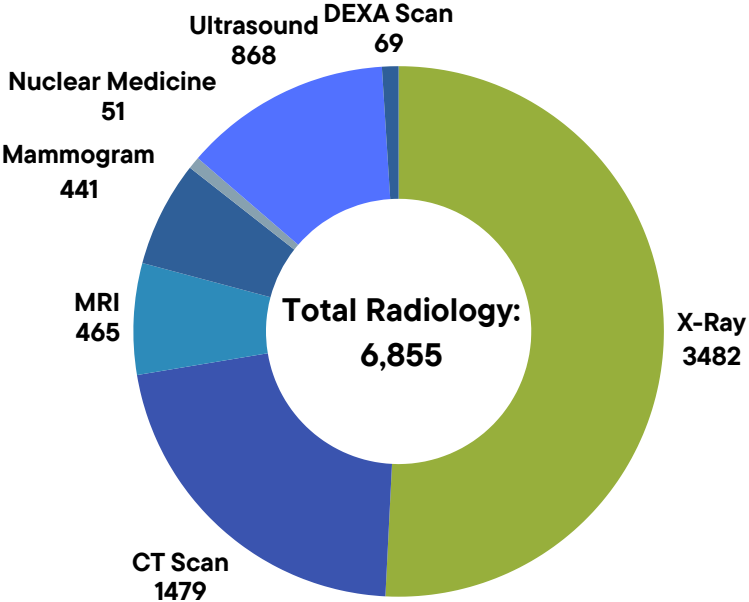
2024



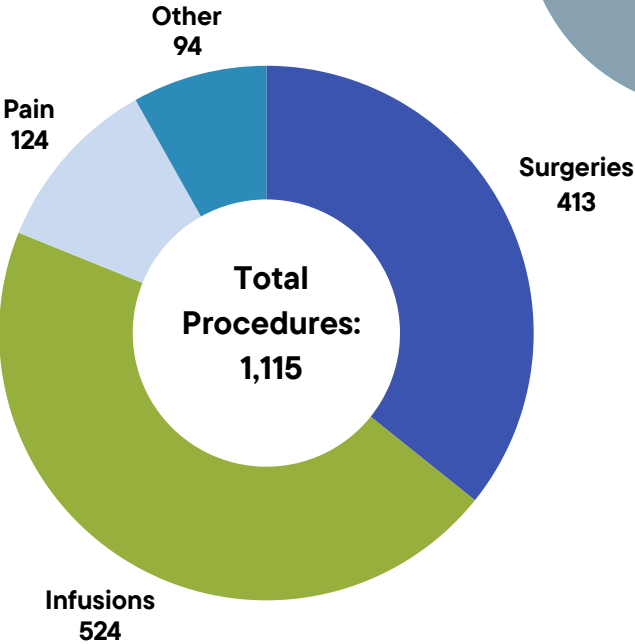
Total Laboratory Orders:
45,987



Total ER Visits
4193



**Total Hospitalized
Patient Days:**
1,764



Student Numbers 2024

- CNA: 12
- Phlebotomy: 11
- EMT: 11
- RN: 3
- Physician Assistant: 6
- Hospitalist: 1
- Job Shadow: 8
- NOLS (National Outdoor Leadership School): 150
- Radiology: 8
- OR: 2

