Memorial Hospital of Carbon County

Strategic

BUSINESS PLAN

2026–2028

www.imhcc.com

Memorial Hospital of Carbon County

On behalf of the entire team at Memorial Hospital of Carbon County, we are pleased to share our Strategic Business 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!

Memorial Hospital of Carbon County – Strategic Plan 2026-2028

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.

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Optimize Our Performance

Goal: *Ensure organizational sustainability through efficient operations, financial stewardship, and quality improvement.*

Objectives:

- Improve financial performance through effective cost management, securing county funding, and continuous monitoring of KPIs.
- Evaluate service line mix and contribution margin to ensure long-term viability
- Enhance billing processes to maximize reimbursement and ensure seamless end-user experience (timely statements, customer service, etc.)
- Strengthen clinical quality through ongoing monitoring, shared accountability, and staff engagement
- Optimize clinic operations (workflows, efficiencies, access, scheduling) to expand capacity and streamline care coordination

Enhance Local Access

Goal: *Expand MHCC's reach and impact through disciplined investment in services, community outreach, and partnerships.*

Objectives:

- Continue to grow MHCC presence at community events and online to drive service utilization of services
- Bolster relationships with community partners to improve access, align resources, and maximize community impact
- Maintain service line plan to evaluate future demand, viability, and community need for new services
- Develop and operationalize comprehensive marketing plan to tell MHCC story and promote positive community perception

Engage Our People

Goal: *Cultivate a skilled, collaborative workforce that promotes professional development and long-term retention.*

Objectives:

- Continue to build a culture that fosters collaboration, teamwork, and communication
- Collaborate with Medical Staff to improve communication, access, and strategic alignment
- Engage in succession planning for both leadership and clinical positions to address aging workforce concerns
- Support continuing education through employee/leadership development, service excellence training, and other programming
- Evolve recruitment practices through partnerships with local schools, creative benefits/compensation packages, etc.

Master Plan Focus Areas: Finance · Patient Satisfaction · Clinical · Quality/Compliance · Community · Recruitment/Development

Optimize Our Performance

Goal: *Ensure organizational sustainability through efficient operations, financial stewardship, and quality improvement.*

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Actions & Tactics:

- Enhance billing processes to maximize reimbursement and ensure seamless end-user experience (timely statements, customer service, etc.)
- Improve financial performance by working collaboratively with the Revenue Cycle vendors, utilizing our GPO pricing, streamlining/standardizing supplies throughout departments
- Institute a review process for vendor contracts and pricing to identify opportunities for negotiating, especially for high dollar items
- Optimize clinic operations (workflows, efficiencies, access, scheduling) to expand capacity and streamline care coordination
    - Stabilize service offerings by onboarding new providers, standardizing scheduling, and implementing capacity management monitoring and optimization
    - Seek to build cohesion and engagement between clinics and hospital operations to enhance referral relationship and care coordination
    - Strive for technology enablement focused on enhancing patient access (i.e. patient portal enhancements, UCC, self scheduling)
- Evaluate service line mix and contribution margin to ensure long-term viability
- Strengthen clinical quality through ongoing monitoring, shared accountability, and staff engagement
    - Mature the Quality Program through enhanced structure, data collection, and reporting
    - Develop HCAHPS Improvement Plan that addresses patient and care giver experience
- Stabilize staffing cost through reducing contract staff, monitoring and benchmarking for productivity for staff and providers

Considerations:

- Current gaps and barriers in data access could hinder monitoring and reporting
- Organization historically resistant to change; intentional change management and proactive communication are necessary to implementation success
- Continued industry pressures will require continued focus on cost of care, financial sustainability, quality and safety

Measures of Success:

- Revenue Cycle: DCOH, claim denials rate, AR days, timely statements
- Star Rating and HCAHPS
- Clinic Operations: volumes, next available, unique lives, productivity

Enhance Local Access

Goal: *Expand MHCC's reach and impact through disciplined investment in services, community outreach, and partnerships.*

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Actions & Tactics:

- Bolster relationships with community partners to improve access, align resources, and maximize community impact
  - Collaborate with community leaders to identify ways to better serve the community
  - Continue to engage with stakeholders through community Business Breakfasts, Community Town Halls, and other methods to regularly communicate the good work happening within MHCC
- Maintain service line plan to evaluate future demand, viability, and community need for new services.
  - Maintain focus on primary care clinic access and stability to ensure community access to care
  - Evaluate service line capacity and opportunity to expand hours for core services through a phased approach
  - Advance ease of patient access through patient portals, online scheduling, etc.
- Develop and operationalize comprehensive marketing plan to tell MHCC story and promote positive community perception
  - Continue to grow MHCC presence at community events to build trust
  - Continued focus on digital marketing and online presence to drive service awareness
  - Hire Marketing/Community Outreach Coordinator to execute on marking initiatives and build brand recognition
- Enhance community health and equitable access to care through Health Equity Plan

Considerations:

- Community perception of MHCC not strong at the time of this strategic plan, posing risk for organization and service stability
- Regional population decline and demographics will require stronger connection with community
- Growth of services and potential personnel will require transparent communication with all stakeholders to gain buy-in and support
- All service additions and expansions should be evaluated for feasibility and sustainability

Measures of Success:

- Community Engagement: digital marketing engagement scores, number of events hosted/attended, "would you recommend"
- Service Access: volume by service line, referrals, revenue

Engage Our People

Goal: *Cultivate a skilled, collaborative workforce that promotes professional development and long-term retention.*

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Actions & Tactics:

- Continue to build a culture that fosters collaboration, teamwork, and communication
  - Seek feedback from employees through periodic engagement surveys and "stay interviews" to guide action plan development to address opportunities
  - Engage and communicate with employees through 30/60/90 reviews, 30-day CEO Lunch, CEO Breakfast & Birthday Lunch, etc.
  - Seek opportunities for rewards and recognition, retention bonuses, etc. to enhance retention
- Support continuing education through:
  - Establishing leadership development programming to aid in retention of good leaders, to include identification and inclusion of next generation of leaders
  - Investing in employees by providing and/or funding educational opportunities
  - Implementing continuing education and service excellence training to strengthen communication and patient experience (via webinar series, "lunch and learns", etc.)
- Collaborate with Medical Staff to improve communication, access, and strategic alignment
- Engage in succession planning to address aging workforce concerns
  - Develop process and framework for succession planning and roll out in phases starting with leadership and medical staff
  - Utilize succession planning committee to spearhead this and guide organization
- Evolve recruitment practices through:
  - Evaluating current recruitment practices, including sign on bonuses, scholarship opportunities, moving expenses, etc. to create a robust recruitment package
  - Expanding partnerships with local schools and training programs
  - Identifying creative benefits/compensation packages to keep offerings modern
- Advance a culture of accountability through implementing consistent performance reviews, standardization of corrective actions to ensure equal accountability organization wide

Considerations:

- Growing national shortage of workforce, including clinical and non-clinical positions
- Competition for staff remains high requiring strong culture and retention tactics
- Difficulty recruiting to Rawlins will consistently be a barrier
- Leadership recognized need to rebuild trust and communication lines with MHCC workforce
- Successful execution of this plan will require the entire MHCC staff and providers

Measures of Success:

- Number of education and development opportunities supported
- Employee & Provider Engagement Participation & Scores
- Education reimbursement/applications
- Turnover
- Completed succession plans

Prepared in partnership with Ovation Healthcare. Proprietary and Confidential

Health Equity Plan

Goal: *Identify and implement initiatives to promote health equity and greater access to care in the greater Carbon County community.*

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MHCC intentionally developed its strategic plan to align with the broader organizational goal of providing access to quality, equitable health care to all residents. This Health Equity plan consolidates the strategic initiatives that are specifically aimed towards advancing health equity and access in the community.

Actions & Tactics:

- Strengthen clinical quality through ongoing monitoring, shared accountability, and staff engagement
  - Develop HCAHPS Improvement Plan that addresses patient and care giver experience
- Optimize clinic operations (workflows, efficiencies, access, scheduling) to expand capacity and streamline care coordination
  - Strive for technology enablement focused on enhancing patient access (i.e. patient portal enhancements, UCC, self scheduling)
- Bolster relationships with community partners to improve access, align resources, and maximize community impact
  - Collaborate with community leaders to identify ways to better serve the community
  - Continue to engage with stakeholders through community Business Breakfasts, Community Town Halls, and other methods to regularly communicate the good work happening within MHCC
- Maintain service line plan to evaluate future demand, viability, and community need for new services.
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  - Evaluate service line capacity and opportunity to expand hours for core services through a phased approach
  - Advance ease of patient access through patient portals, online scheduling, etc.
- Simplify financial assistance programming and application, and offer in multiple languages, to make assistance more easily accessible

Priority Populations

The following populations were identified as having the greatest barriers to access and highest rates of health disparities: (1) Low-Income Individuals, (2) Hispanic & Migrant Populations, (3) Residents of Rural/Frontier Areas

Stakeholder Engagement

MHCC hosted a community-wide survey in September 2025 to solicit varied stakeholder perspectives. These insights ultimately informed the strategic goals and actions.

Health Equity Resources:

- Financial assistance programs
- Insurance enrollment assistance through MHCC business office
- Visiting and rotating specialists at MHCC
- Free screenings and educational services at community events
- Telehealth available for certain specialties

Measures of Success:

- Number of community outreach/screening events completed within calendar year
- Number of inpatients screened for Social Drivers of Health (SDoH)
- Number of patients enrolled in online portal