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GUNNISON VALLEY HEALTH

2020-2025 STRATEGIC PLAN





mission.

The mission of Gunnison Valley Health is to effectively organize and provide quality healthcare services that improve the health of our community.

vision.

live well. live healthy. live inspired.

As central to a vibrant, diverse and independent community, Gunnison Valley Health provides sustained, premier care that promotes lifelong health and wellness.

values.

Our values are summed up by the acronym "I CARE:"

integrity.

We will be resolute and unrelenting in our adherence to our mission, these values, and our code of conduct as demonstrated in our honesty, ethical decisions and practices, and our soundness of moral character.

compassion.

We will always exhibit behaviors and actions that reflect our understanding of another person's circumstances and a willingness to create a positive relationship with the person for the purpose of providing them physical and psychological comfort.

accountability.

We will be responsible for our choices and actions at an individual and organizational level.

respect.

We will always exhibit a willingness to listen and understand another's point of view, to be courteous while others express their beliefs, to be fair in reaching our own conclusions, and to express our opinions and decisions in a manner that is devoid of disparaging suggestions or innuendo.

excellence.

We will commit ourselves to continuous improvement in everything we do and seek to exceed our potential and the performance standards of our industry.

RURAL HEALTHCARE

THE FUTURE 2020-2025

Planning for the future delivery of health services is essential if we are to successfully meet the health needs of our growing and aging population.

This Strategic Plan 2020-2025 outlines how we will meet the challenges ahead by embracing discovery and learning, building partnerships and engaging our community, to deliver excellent health and wellbeing. It will be the central focus as we develop and update our clinical services, community engagement and infrastructure management.

Our priority will be to continue to deliver extraordinary healthcare. To do this, five distinct themes have been identified to drive the strategic plan forward:

1. Accessibility through integrated delivery
2. Organizational excellence
3. Delivering value
4. Culture of Innovation
5. Strengthening community health

Each of these strategic themes will be driven by clear plans and performance measures to ensure there is a focus on the delivery of the objectives of the Strategic Plan, and the best health outcomes for our community. Key priorities have been identified and we will develop a measurement and reporting framework for evaluating our progress.

This Strategic Plan is our framework to bring together the entire healthcare system team, in conjunction with the community, to always remain two steps ahead of future advancements. We have great confidence that this Plan will deliver Gunnison Valley Health's vision for the future to provide sustained, premier care that promotes lifelong health and wellness.



Rob Santilli
CEO





STRATEGIC PLAN

THE FUTURE 2020-2025



Objective To improve the coordination of care so that patients receive the right care, in the right place at the right time.	Objective To continually improve people, performance and service delivery that will result in a High Reliability Organization (HRO).	Objective To support the health of our community by utilizing a value-based approach to reduce costs and delivering an exceptional patient/resident experiences.	Objective To embrace digital technology to serve as a foundation for the design services.	Objective To establish targeted services, programs and infrastructure which impact on community needs and health gaps.
Strategy	Strategy	Strategy	Strategy	Strategy
<ol style="list-style-type: none"> 1. Gunnison Valley Health will have a stronger community presence “Up Valley” by providing facilities, services, and community programs in Crested Butte and Mt. Crested Butte. 2. Develop a signature medical facility in Gunnison as an integrated delivery network. 3. Assure access to primary care physicians at both ends of the Valley based on population needs and growth. 	<ol style="list-style-type: none"> 1. Develop high performing leaders with strong leadership skills to achieve high reliability. 	<ol style="list-style-type: none"> 1. Adopt a “Triple Aim” value-based approach throughout the health system that ties to more affordable pricing. 2. Move to population health management. 	<ol style="list-style-type: none"> 1. Provide a core electronic health record that is sustainable long-term along with a digital platform and partnerships that can accommodate telehealth and artificial intelligence. 	<ol style="list-style-type: none"> 1. Be recognized as the leader in orthopedics, sports and rehabilitative services. 2. Offer a screening and testing service in light of the COVID-19 pandemic. 3. Be a leader in care for seniors through services and senior campus development. 4. Provide leadership and services to support “Brain Health”. 5. Provide a comprehensive EMS service and collaborate with CB EMS. 6. To become the best small/rural hospital in the nation for breast care and cancer care services.
Outcomes	Outcomes	Outcomes	Outcomes	Outcomes
<ul style="list-style-type: none"> • Increased services in Crested Butte • Adequate access to primary care providers • Choice of care delivery 	<ul style="list-style-type: none"> • High performing and efficient organization • Supportive and confident workforce • Effective collaboration and communication 	<ul style="list-style-type: none"> • Cost effective healthcare solutions • Improved outcomes • A healthier community 	<ul style="list-style-type: none"> • Increased access to services and specialists • Services aligned to community needs • Robust strategic healthcare partnerships 	<ul style="list-style-type: none"> • Reduction in health and service gaps • Strong performing partnerships • Committed local supporter networks



ACCESSIBILITY THROUGH INTEGRATED DELIVERY

OBJECTIVE:

To improve the coordination of care so that patients receive the right care, in the right place at the right time.

STRATEGY:

- 1. Gunnison Valley Health will have a stronger community presence “Up Valley” by providing facilities, services, and community programs in Crested Butte and Mt. Crested Butte.**

We will:

- Be a focal point to offer urgent and emergent care in Mt. Crested Butte to support mountain recreation and the community.
- Explore the opportunity to develop a new facility in Crested Butte in conjunction with the town to house medical services that include primary care, urgent care, orthopedics, rehabilitation therapy, behavioral health and complementary medicine.

- 2. Develop a signature medical facility in Gunnison as an integrated delivery network.**

We will:

- Develop a 30,000 ft.² facility to accommodate urgent and primary care integrated with medical specialists, behavior health, complementary medicine and community education.

- 3. Assure access to primary care physicians at both ends of the Valley based on population needs and growth.**

We will:

- Develop urgent care in Crested Butte
- Offer primary care to meet the needs of the Valley.
- Recruit a physician leader to develop behavioral health services
- Offer telehealth services through the primary care office

OUTCOMES:

- Organized services in Crested Butte through a centralized medical facility.
- Appropriate access to primary care providers and specialists.
- Community education center for well-being.
- Choice of care delivery either through walk-in urgent care clinics and telehealth services.



ORGANIZATIONAL EXCELLENCE

OBJECTIVE:

To continually improve people, performance and service delivery that result in a High Reliability Organization (HRO)

STRATEGY:

- 1. As an underlying tenet to the success of the health system, attract and develop high performing leaders with strong leadership skills to achieve high reliability.**

We will:

- Relentlessly pursue zero-harm through predictable, error-free operation to achieve the best patient outcomes.
- Create a foundation of core management and leadership competencies which is demonstrated by every departmental leader.
- Complete a high reliability diagnostic assessment roadmap and implementation program using proven on-site tools and tactics.

- Continue to support the growth of employees in achieving Lean Six Sigma white and green belts allowing them to effectively facilitate data-driven and solution oriented improvements
- Develop leaders who drive improvement and innovation by regular Leadership Development Institute (LDI) opportunities for all leaders.
- Focus on purchasing or building additional housing in an effort to recruit and bring the best talent to our community.

OUTCOMES:

- High performing and efficient organization that achieves top percentile results.
- Our culture supports everyone to contribute their best and to be fulfilled at work.
- Talented leadership that continually moves the bar higher to achieve excellence.





DELIVERING VALUE

OBJECTIVE:

To support the health of our community by utilizing a value-based approach to reduce costs and delivering an exceptional patient/resident experience that will improve outcomes.

STRATEGY:

1. Adopt a “Triple Aim” value-based approach throughout the health system that ties to more affordable pricing.

We will:

- Develop key stakeholders with an expertise in Hospital Transformation Program (HTP) measures that are tracked and reported to the board quality committee to achieve maximum results.
- Adopt a pricing strategy that is most competitive in the Colorado healthcare market.

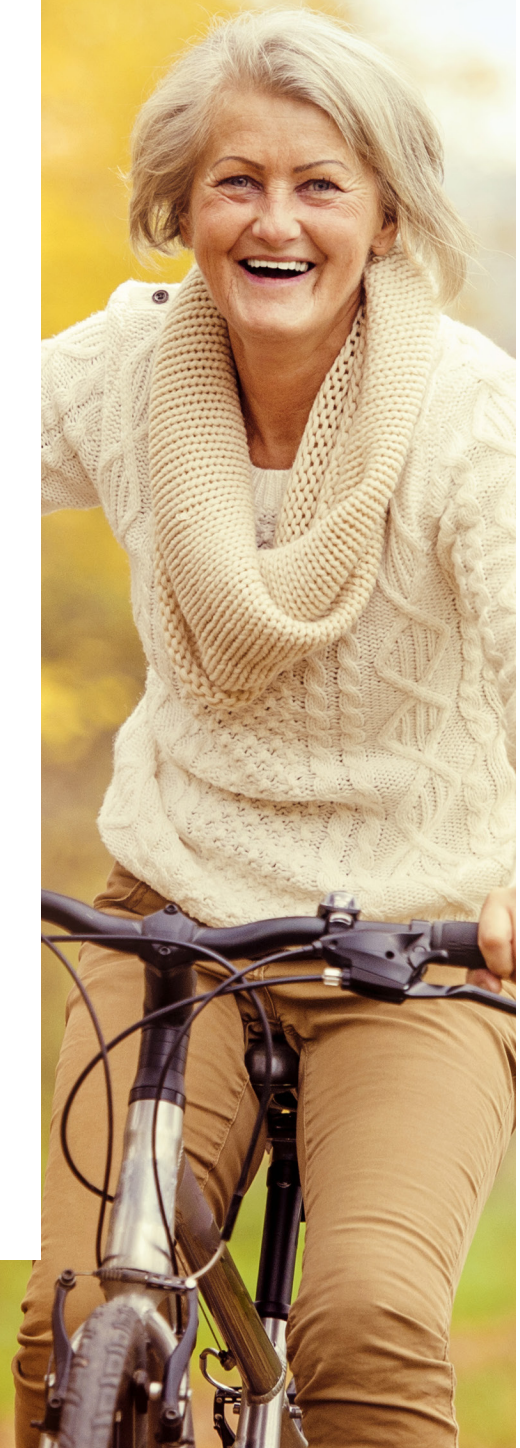
2. Prepare the health system to bridge from fee for service basis to population health management.

We will:

- Move from acute illness to a healthy community model embracing prevention, mind, body, and spirit.
- Continue to screen for behavioral health and social determinants (such as food, utilities, transportation, communication, housing and social isolation) and use care managers to connect patients with appropriate services.
- Develop a community quality program that is population health-based.
- Utilize the Center for Improving Value in Healthcare (CIVHC) as the administrator of the All Payer Claims Database to develop competitive pricing strategies.
- Consider working with an exclusive Colorado insurance payer to develop pricing and an insurance product to the Gunnison County community to provide premium reductions.

OUTCOMES:

- A healthier community.
- Cost effective healthcare solutions.
- More affordable healthcare.





CULTURE OF INNOVATION

OBJECTIVE:

To embrace digital technology to serve as a foundation for the design of services.

STRATEGY:

1. Provide a core electronic health record that is sustainable long-term along with a digital platform and partnerships that can accommodate telehealth/artificial intelligence especially as it applies to clinical specialists and complex services.

We will:

- Evaluate the compatibility of Epic as a sustainable electronic health record (EHR) for Gunnison Valley Health going forward.

- Identify a telehealth platform and key services along with partners to provide additional services.
- Evaluate the opportunity to partner with UC Health, as the only National Cancer Institute, to develop a virtual cancer center.
- Evaluate the opportunity to partner with a healthcare system such as Intermountain Healthcare/SCL or UC Health to deliver telehealth specialists throughout the health system.
- Leverage artificial intelligence to achieve the greatest amount of sophistication in care delivery.

OUTCOMES:

- Comprehensive access to services and specialists
- Services aligned to community needs
- Robust strategic healthcare partnerships.



STRENGTHENING COMMUNITY HEALTH

OBJECTIVE:

To establish targeted services, programs and infrastructure which impact on community needs and health gaps.

STRATEGY:

- 1. To be recognized as the leader in orthopedics, sports and rehabilitative services in the Valley and in the region.**

We will:

- Provide continuum of services for the performance athlete, recreational athlete, personal improvement, student athlete, surgical service, outpatient services/ rehabilitation
- Develop separate rehabilitation services for inpatient and outpatient with a sports medicine component to rehabilitation including a sports physical therapist. Combine these efforts with sports primary care and sports pediatrics. Integrate the sports program into the high school. Differentiate the rehabilitation program for all other programs in the Valley.
- Create a Center of Orthopedic Excellence.



2. Offer a screening and testing service to position GVH as the support system for the community in light of the COVID-19 pandemic.

We will:

- Offer employee screening and employee testing to provide confidence in our staff and community that we are the safest place in the Valley.
- Provide community testing as a viable business plan to support community businesses and major institutions.

3. Be a leader in care for seniors through services and senior campus development.

We will:

- Partner with the City of Gunnison and Gunnison Home Association to develop eight independent living units in the Lazy K development.
- Assess the opportunity to expand the existing senior care campus to be a hub for senior health.

4. Provide leadership and services to the Gunnison County to support “Brain Health”

We will:

- Develop a behavioral health plan for the Valley which incorporates our current activities and offers more comprehensive services.
- Provide a concussion assessment and treatment program for the community at risk.

5. GVH will be the EMS service for Gunnison and collaborate with CB EMS to provide a comprehensive EMS service for the County

We will:

- Develop a short-term solution to provide sleeping quarters next to the current ambulance bays.
- Invest in a permanent solution for housing all ambulances and equipment storage along with education space.

6. To become the best small / rural hospital in the nation for breast care and cancer care services

We will:

- Collaborate with Tough Enough to Wear Pink to complete the Cancer Plan.
- Strengthen partnerships with key stakeholders that specialize in cancer care services.
- Invest in the most advanced technology and specialists to provide a superior service to our community.

OUTCOMES:

- Reduction in health and service gaps.
- Strong performing partnerships.
- Healthier senior living and services.
- Positive impact on behavioral health.



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