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GUNNISON VALLEY HEALTH

2025-2027 STRATEGIC ACTION PLAN

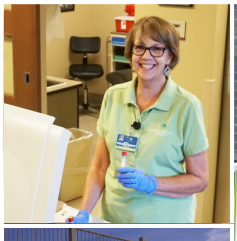










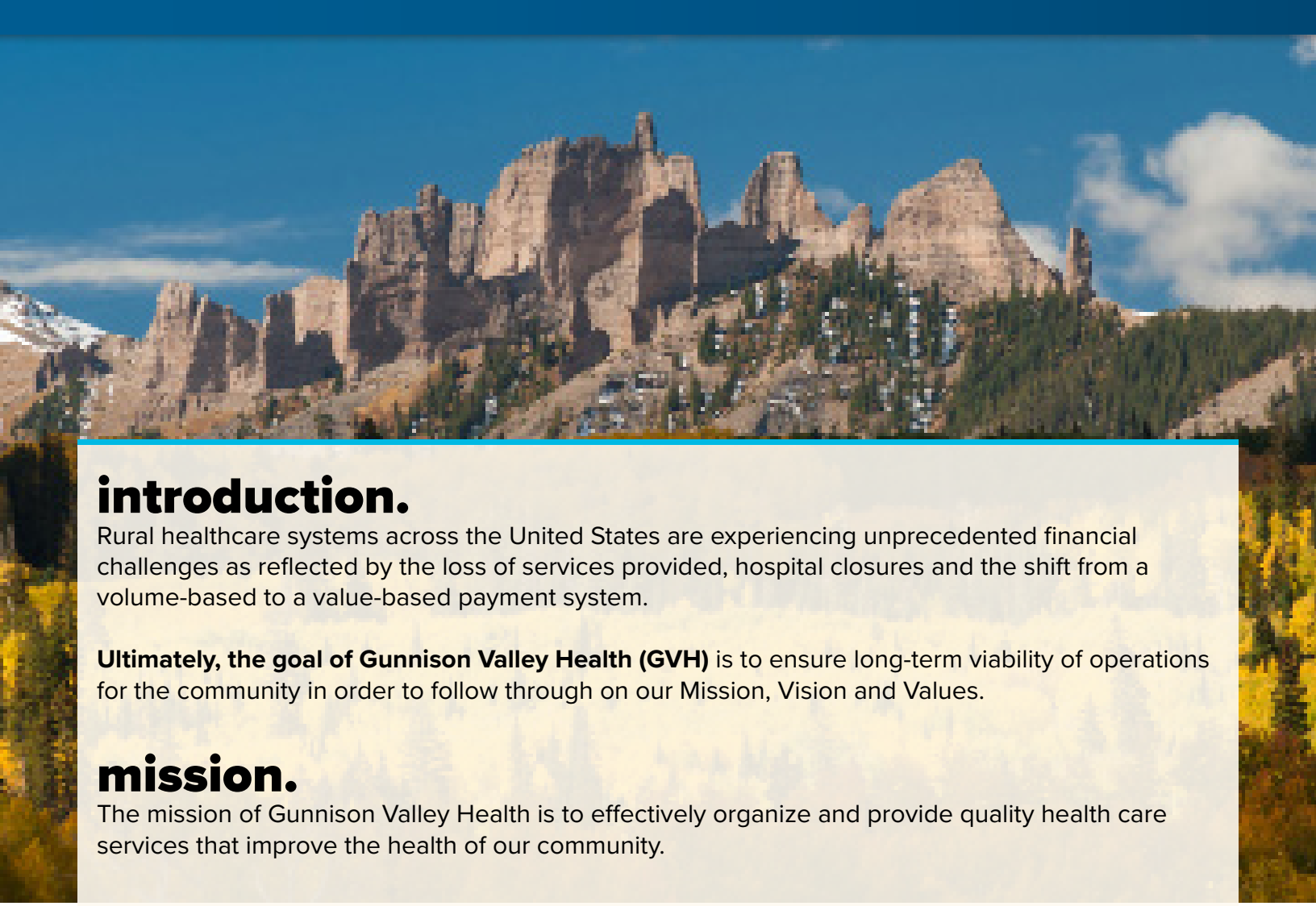












introduction.

Rural healthcare systems across the United States are experiencing unprecedented financial challenges as reflected by the loss of services provided, hospital closures and the shift from a volume-based to a value-based payment system.

Ultimately, the goal of Gunnison Valley Health (GVH) is to ensure long-term viability of operations for the community in order to follow through on our Mission, Vision and Values.

mission.

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

vision.

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

live well. live healthy. live inspired.

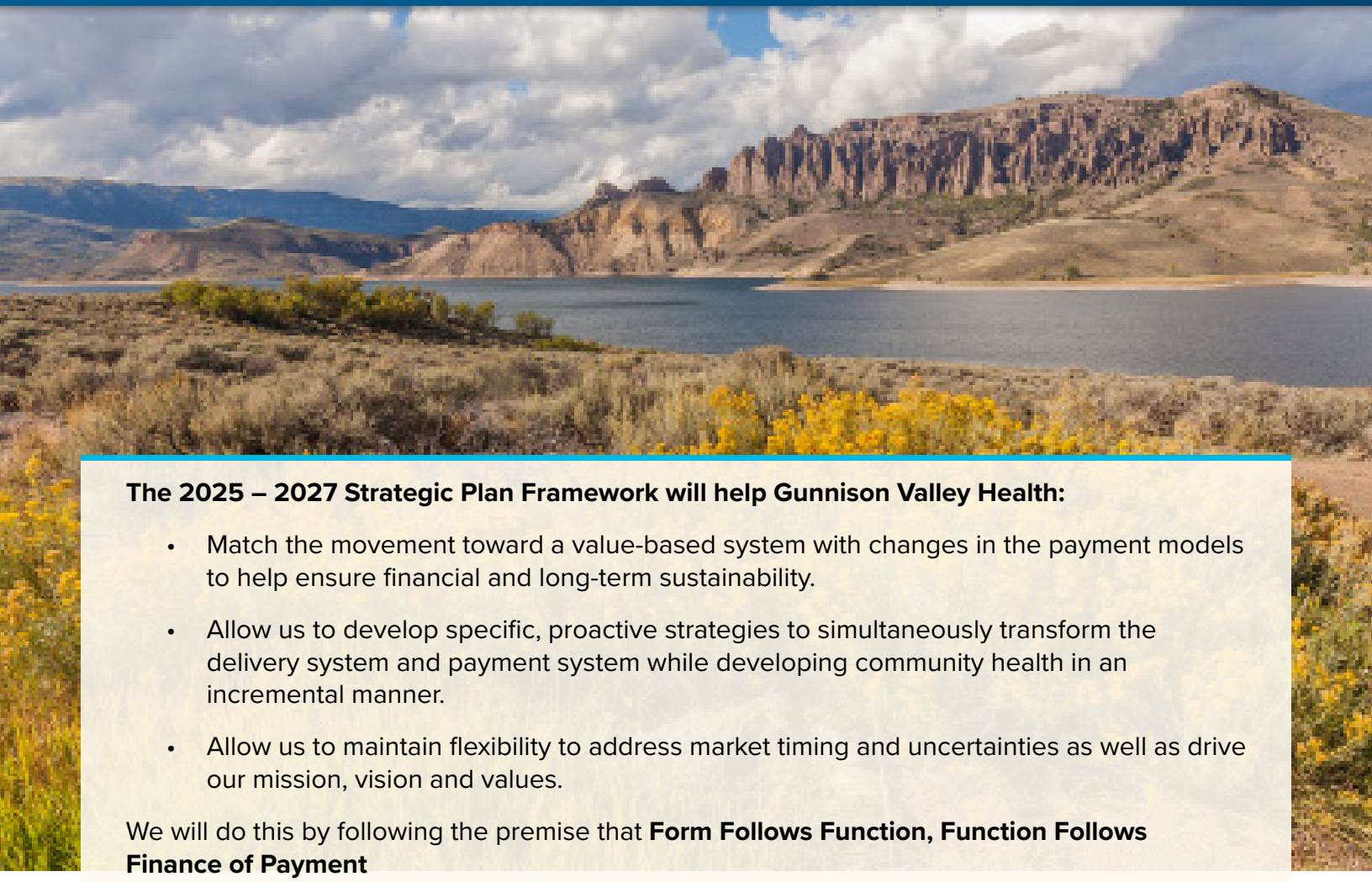
values.

I CARE: **integrity. compassion. accountability. respect. excellence.**

It will be imperative to carry out the work of our Mission and Vision in order to achieve the Quadruple Aim:

- Promote care team well-being and achieve top decile engagement.
- Promote a seamless and first-class patient experience and achieve top decile engagement scores.
- Promote the health of our population by providing health care services that meet the needs of our community.
- Reduce healthcare costs to improve the long-term financial viability of GVH and to decrease health care costs for the community.

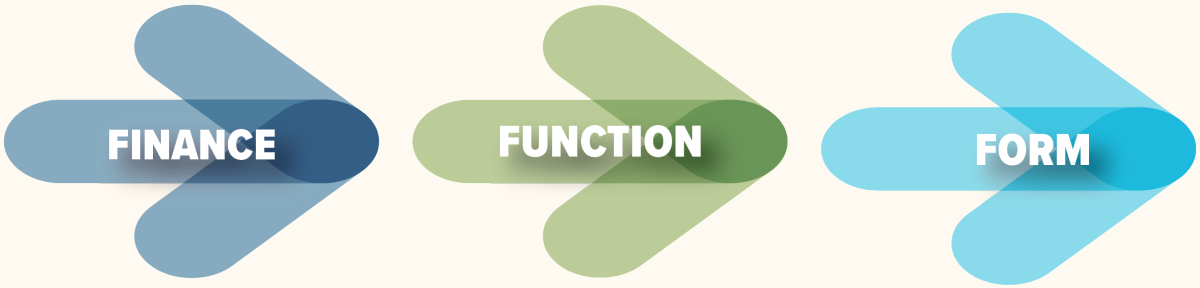




The 2025 – 2027 Strategic Plan Framework will help Gunnison Valley Health:

- Match the movement toward a value-based system with changes in the payment models to help ensure financial and long-term sustainability.
- Allow us to develop specific, proactive strategies to simultaneously transform the delivery system and payment system while developing community health in an incremental manner.
- Allow us to maintain flexibility to address market timing and uncertainties as well as drive our mission, vision and values.

We will do this by following the premise that **Form Follows Function, Function Follows Finance of Payment**



MACRO-ECONOMIC PAYMENT SYSTEM

Government Payers

- Changing from fee for service to population-based payment systems

Private Payers

- Follow government payers
- Steerage to lower cost providers

PROVIDER IMPERATIVES

Fee For Service

- Management of price, utilizations and costs

Population-Based Payment System

- Management of care for defined population
- Providers assume insurance risk

PROVIDER ORGANIZATION

Evolution From

- Independent organizations competing with each other for market share based on volume

To

- Aligned organization competing with other aligned organizations for covered lives based on quality and value

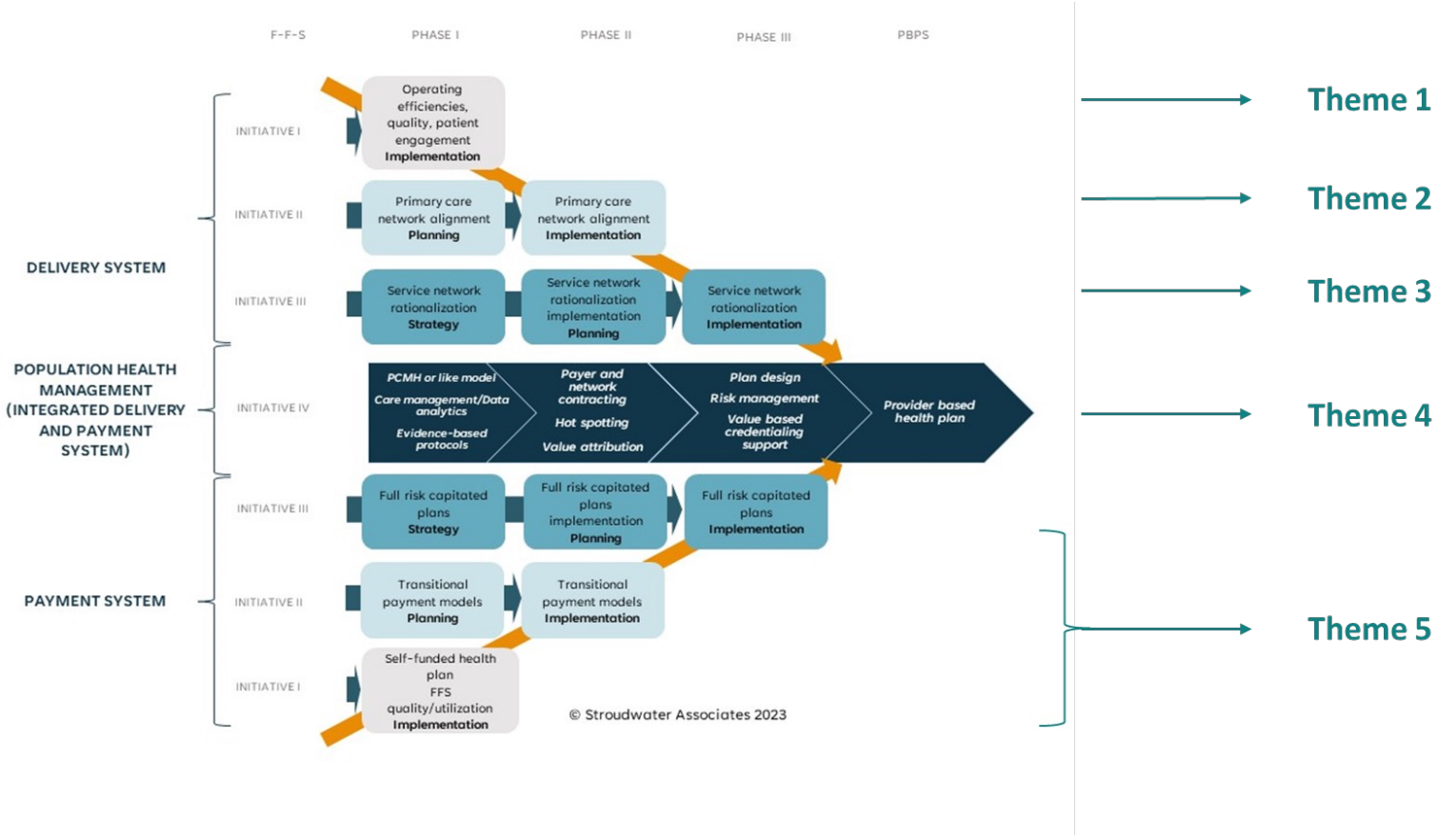
NETWORK AND CARE MANAGEMENT ORGANIZATION

New competencies required

- Network development
- Care management
- Risk contracting
- Risk management



Based on this concept, GVH will stack its strategic initiatives in different phases over the next three years to mark the different phases of transition to Value Based Care as the overall healthcare market moves similarly and to respond to government and commercial payer pressure and changes.





OVERARCHING STRATEGIC THEMES TO ACHIEVE THE VISION

GVH identified the following Strategic Initiatives to ensure success and sustainability as we navigate the next three years through the transition framework in a rapidly changing environment:

theme 1. Organizational Excellence – Perform To Thrive

Drive quality, safety, patient-centered care and financial excellence throughout our organization while identifying new sources of revenue, expanding market share and building on existing revenue streams. Invest in the people of GVH to achieve and strengthen an accountable, quality-focused culture that positions the organization as a provider and workplace of choice.

theme 2. Medical Staff Synergy – Unleash Provider Potential

Further develop and strengthen an integrated medical staff that provides access to a high-quality experience for patients and families, caregivers and healthcare team.

theme 3. Clinical Services Collaboration – Build For The Future

We will strive for appropriate access to specialists, technology and facilities to meet future demand. We will collaborate with like-minded, high-quality providers to serve our community and recognize the value of GVH.

theme 4. Strengthening Community Health

Actively engage in developing a comprehensive population/community health management system that provides access to high-quality “sick care” and a progressive approach to “well care” resulting in improved well-being for the communities served.

theme 5. Transitioning Payment Models – Value For The Valley

While maximizing revenues in the existing payment system, proactively transition from volume-based to value-based payment, including through the optimization of alternative payment models (e.g., ACO).



HEALTHCARE IN THE GUNNISON VALLEY

STRATEGIC PLAN 2025 - 2027

ORGANIZATIONAL EXCELLENCE

Perform to Thrive

Strategy

1. Be Epic
2. People first
3. Achieve financial excellence
4. Choose GVH
5. Enable performance excellence to achieve top decile quality, safety and patient experience
6. Develop and implement a GVH housing strategy

MEDICAL STAFF SYNERGY

Unleash Provider Potential

Strategy

1. Empower providers via service line structure and performance
2. Align provider incentives with organizational priorities
3. Develop a 5-year medical staff plan

CLINICAL SERVICES COLLABORATION

Build the Future

Strategy

1. Build a medical office building to support the future of ambulatory care in the Gunnison Valley
2. Explore additional regional collaboration to bring additional specialty services to the Gunnison Valley
3. Develop a long-term plan for hospital facilities and infrastructure

STRENGTHENING COMMUNITY HEALTH

Empowering our Community

Strategy

1. Continue efforts and focus on health equity in the Gunnison Valley for Hispanic, Cora and other underserved and under-represented populations
2. Complete 2025 Community Health Needs Assessment and action plan

TRANSITIONING PAYMENT MODELS

Value for the Valley

Strategy

1. Maximize GVH performance in Medicare Accountable Care Organization focusing on increasing lives covered, shared savings and performance metrics and screenings
2. Create valued-based programs for GVH self-insured population
3. Clinically integrated network development for other employers

ORGANIZATIONAL EXCELLENCE
PERFORM TO THRIVE

GOAL: BE EPIC
Fully leverage information technology and digital health innovation to serve the needs of our community.

OVERALL GOAL LEADERS: CEO & CFO

ACTION ITEMS (HIGH – 2025)
- Fully implement EPIC on time and on budget
- Expand the utilization and optimization of data through the strategic use of Epic and other sources to develop a measurement culture grounded in data analytics
- Develop an IT and innovation master plan

ACTION ITEMS (MEDIUM)
- Expand telemedicine and RPM offerings at GVH
- Improve IT expense management and capital planning

GOAL: PEOPLE FIRST
GVH to improve retention and recruitment of staff within the Gunnison Valley.

OVERALL GOAL LEADER: Director of HR

ACTION ITEMS (HIGH – 2025)
- Maintain competitive wages relative to the market via implementation of Gallagher survey results
- Decrease utilization and costs of travelers
- Improve staff retention throughout GVH
- Fill key positions vital to the GVH Mission

ACTION ITEMS (MEDIUM)
- Partner with WCU to develop a pipeline of clinical recruits
- Optimize marketing of the Gunnison Valley lifestyle to potential recruits
- Utilize the GVH leadership academy to facilitate a mindset of organizational performance excellence

ACTION ITEMS (LOW)
- Grow the Medical Pathways development program to develop a pipeline of potential clinical recruits by fostering relationships with high schools, colleges, junior colleges and the community

GOAL: PEOPLE FIRST
Develop and implement a GVH housing strategy that meets the traditional and longer-term housing needs for staffing.

OVERALL GOAL LEADER: VP of Operations

ACTION ITEMS (HIGH – 2025)
- Identify, engage and align with community and private partners to pursue potential staff housing developments
- Update GVH Housing Strategic Plan

ACTION ITEMS (MEDIUM)
- Explore year two housing stipends
- Assist staff in identifying potential existing housing throughout the community

GOAL: FINANCIAL EXCELLENCE
Optimize revenue cycle management operations and sustain improvements for the long term.

OVERALL GOAL LEADER: CFO

ACTION ITEMS (HIGH – 2025)
- Improve the understanding of revenue cycle performance across the organization by creating a measurement culture via the deployment of a revenue cycle KPI dashboard
- Improve front-end processes and operations, focusing on accurate registrations and an effective denials management strategy and operations
- Create and establish the GVH Revenue Cycle Committee that will meet weekly
- Deploy systems to achieve days in Net A/R of less than 45 days while decreasing contractual allowances, bad debt and charity care to 30% of gross revenue
- Review, categorize and renegotiate payor contracts to optimize payment terms for GVH and hold payors accountable for current contract performance

ACTION ITEMS (MEDIUM)
- Develop two-way continuous communication dialogue between the revenue cycle team, practice managers and providers in order to discuss issues regarding coding and billing in real time
- Establish a bi-annual to real time process to review/update the GVH chargemaster

ORGANIZATIONAL EXCELLENCE
PERFORM TO THRIVE

GOAL: FINANCIAL EXCELLENCE
Develop systems, processes, and operations management functions to ensure the long-term financial stability of GVH.

OVERALL GOAL LEADER: CFO

ACTION ITEMS (HIGH – 2025)
- Enhance and further develop expense and revenue management capabilities of the GVH leadership team via the quarterly business review (QBR) process
- Improve the understanding of revenue cycle performance across the organization by creating a measurement culture via the deployment of a revenue cycle KPI dashboard
- Implement cost report improvements (provider professional time, bad debt, ED standby time, etc.)
- Actively invest in, pursue and improve revenue opportunities within GVH's 340B program
- Enhance organizational wide performance on expense management including supply chain costs, salary and benefit expenses

ACTION ITEMS (MEDIUM)
- Develop a long-term capital investment strategy
- Continue to improve financial performance of the GVH Senior Care Center to cover the cost of depreciation
- Develop productivity benchmarks for staffing
- Develop a plan for long-term financial success of the Alpine Ambulatory Surgery Center

ACTION ITEMS (LOW)
- Develop a collaborative fundraising plan with the GVH Foundation

GOAL: CHOOSE GVH
Develop, expand and maintain GVH service lines to increase patient utilization of services and improve market share.

OVERALL GOAL LEADERS: CNO & VP of Community Health & Development

ACTION ITEMS (HIGH – 2025)
- Execute GVH swing bed growth strategy
- Increase level of acuity of care that GVH can safely keep as an inpatient
- Grow hospital outpatient surgery volumes and sub-specialty surgical care
- Increase market capture of ancillary volumes (lab, imaging, rehabilitation services)

ACTION ITEMS (MEDIUM)
- Identify opportunities to consolidate and expand north valley service offerings
- Review internal GVH referral flow from GVH medical staff to ensure we are providing the right access to services
- Develop a comprehensive communication strategy to engage with the community about services that GVH provides and other current efforts and initiatives

GOAL: TOP-TIER PERFORMANCE
Achieve top decile performance in quality, safety and patient engagement scores.

OVERALL GOAL LEADERS: CMO & CNO

ACTION ITEMS (HIGH – 2025)
- Continue the development of the GVH Lean Transformation Program

ACTION ITEMS (MEDIUM)
- Continue the development of the GVH quality structure via Board Quality and Outcomes Committee and GVH Leadership Quality and Patient Safety Council
- Maintain organizational survey readiness and compliance status
- Implement national best practices as suggested by ARHQ, IHI, NAHQ and like organizations to improve care processes

ACTION ITEMS (LOW)
- Evaluate GVH's opportunity to achieve Pathways To Excellence and/or Baldridge recognition

MEDICAL STAFF SYNERGY
UNLEASH PROVIDER POTENTIAL

GOAL: MEDICAL STAFF ALIGNMENT

Enhance provider alignment to further develop an integrated high performing medical staff.

OVERALL GOAL LEADERS: CEO & VP of Community Health & Development

ACTION ITEMS (HIGH – 2025)

- Identify and hire a Primary Care Medical Director
- Improve alignment with other local primary care practices
- Utilize the service line model to partner with providers to engage in conversations about quality, service, financial and growth metrics
- Implement the Stroudwater optimization plan
- Develop a provider compensation methodology and resulting contracts to align providers around organizational priorities and performance

ACTION ITEMS (MEDIUM)

- Develop and implement a physician leadership/ medical director training program or academy
- Develop a five-year medical staff plan to ensure GVH is prepared for the future with the correct complement of providers

CLINICAL SERVICES COLLABORATION
BUILD THE FUTURE

GOAL: STRATEGIC INFRASTRUCTURE

Develop and implement a facility building plan to support long-term strategic operations and growth of services for the greater community.

OVERALL GOAL LEADER: VP of Operations

ACTION ITEMS (HIGH – 2025)

- Finalize a plan for a consolidated medical office building in Gunnison, and possibly in the North Valley, by obtaining board approval for financing and engaging in the design process

ACTION ITEMS (LOW)

- Develop a long-term plan for hospital facilities and infrastructure for acute care on the current campus

GOAL: STRENGTH IN PARTNERSHIP

Explore opportunities for mutually beneficial relationships with tertiary, regional, and peer providers along the Western Slope and beyond.

OVERALL GOAL LEADER: VP of Operations & CEO

ACTION ITEMS (HIGH – 2025)

- Improve access to specialists through collaboration with other organizations, either in person or through telehealth

ACTION ITEMS (MEDIUM)

- Identify areas where the GVH community could benefit from the scale or resources by collaborating with other organizations
- Evaluate opportunities with regional providers to develop high value, mutually beneficial relationships that would benefit our service area, while maintaining GVH autonomy and flexibility to refer patients where appropriate

STRENGTHENING COMMUNITY HEALTH

GOAL: IMPROVE HEALTH EQUITY

Improve health equity across the service area.

OVERALL GOAL LEADERS: VP of Community Health & Development & Marketing & Communications Director

ACTION ITEMS (MEDIUM)

- Continue to develop and refine the GVH health equity strategy to engage with immigrant, CORA, Hispanic or other underserved and under-represented communities in the Gunnison Valley
- Document GVH's commitment to health equity and report on multiple domains such as: equity as a strategic priority, data collection, data analysis, quality improvement, leadership identification of areas where the GVH community could benefit from the scale or resources by collaborating with other organizations

GOAL: IMPROVE COMMUNITY HEALTH

OVERALL GOAL LEADERS: VP of Community Health & Development & Marketing & Communications Director

ACTION ITEMS (HIGH - 2025)

- Develop the 2025 – 2028 Community Health Needs Assessment and utilize data to address true community health needs
- Develop and refine the strategic plan to address mental health needs within our service area

ACTION ITEMS (MEDIUM)

- Identify and expand community outreach programs with a goal of improving community health (nutrition, smoking cessation, diabetes management)
- Develop a KPI dashboard that shows progress towards community wellness initiatives and overall community health

ACTION ITEMS (LOW)

- Ensure capture of social drivers of health data to inform community needs



TRANSITIONING PAYMENT MODELS
VALUE FOR THE VALLEY

GOAL: SMART, ACCOUNTABLE CARE
Optimize participation in an accountable care organization (ACO).

OVERALL GOAL LEADER: VP of Community Health & Development

ACTION ITEMS (HIGH – 2025)
- Enhance performance in GVH's ACO
- Grow attributed lives in the Medicare ACO

ACTION ITEMS (LOW)
- Evaluate value-based payment opportunities for Medicare Advantage and other commercial plans

GOAL: SUSTAINABLE PAYMENT STRATEGIES
Optimize fee for service payment systems through proactive community engagement.

OVERALL GOAL LEADER: VP of Community Health & Development

ACTION ITEMS (HIGH – 2025)
- Maximize incentives and payments for health-related activity (well child visits, health physicals, annual women's visits and appropriate screenings) through an organized approach including telemedicine initiatives

ACTION ITEMS (MEDIUM)
- Develop a focused Chronic Care Management Program

GOAL: MAXIMIZING PLAN VALUE
Maximize performance of self-insured plan.

OVERALL GOAL LEADER: Director of HR

ACTION ITEMS (HIGH – 2025)
- Work with broker to review employee health plan claims to identify opportunities to improve employee health and reduce claim expenditures

ACTION ITEMS (LOW)
- Redesign health plan to provide incentives for healthy behavior, disincentives for unhealthy behaviors and to reduce out-migration





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