

Southern Coos Health District
2022-2024 Strategic Plan
Updated October 25, 2022

STATUS	WBS	DESCRIPTION	OWNER	DUE DATE	RESOURCES	%
	1.0	People				
On Track	1.1	Benchmark and implement employee compensation philosophy	Jeremiah Dodrill			55.55
Completed	1.1.1	Implement Salary.com Benchmarking	Jeremiah Dodrill	7/31/2022	Carrie Okey, HR, Finance	100
Completed	1.1.1.1	Provide compensation data to Salary.com	Jeremiah Dodrill	6/30/2022	Carrie Okey, HR, Finance	100
Completed	1.1.1.2	Complete HR staff training on Salary.com	Jeremiah Dodrill	7/31/2022	Carrie Okey, HR, Finance	100
Overdue	1.1.2	Develop employee compensation philosophy	Jeremiah Dodrill, Raymond Hino	11/30/2022	Carrie Okey, HR, Finance	50
Overdue	1.1.2.1	Update policies and standard work related to annual market benchmarking for all positions	Jeremiah Dodrill	11/30/2022	Carrie Okey, HR, Finance	50
Overdue	1.1.3	Complete benchmarking study of hospital job codes	Jeremiah Dodrill	12/31/2022	Carrie Okey, HR, Finance	16.66
Overdue	1.1.3.1	Compare current salaries by job code to Salary.com benchmark data, noting large differences. Establish pay grads, based on market data, for those positions in which they do not exist.	Jeremiah Dodrill	11/30/2022	Carrie Okey, HR, Finance	50
Overdue	1.1.3.2	Quantify compensation differences individually and in the aggregate by job code, department and whole hospital	Jeremiah Dodrill	11/30/2022	Carrie Okey, HR, Finance	
Overdue	1.1.3.3	Determine strategy to impact compensation differences, particularly roles or areas that appear to be significantly under the benchmark and implement required wage/market adjustments as necessary	Jeremiah Dodrill	12/31/2022	Carrie Okey, HR, Finance	
Attention	1.2	Develop and implement hospital physician/provider (medical staff) development plan, to include both current and projected future recruitment needs, Stark law compliance, additional best practices for medical staff development.	Jeremiah Dodrill, Raymond Hino	5/1/2023	Executive Team, Katelin Wirth, MD Ranger, MGMA	51.14
Completed	1.2.1	Research best practices and compliance requirements (DNV) in medical staff development plans	Raymond Hino	7/31/2022	DNV, MD Ranger, Governance Institute, CEO colleagues	100
Attention	1.2.2	Review Community Health Needs Assessment & interview Board, Medical Staff, Executive Leadership for physician recruitment needs	Raymond Hino	12/31/2022	Survey Monkey or hard copy surveys. Distribute, collect and tabulate results	50
On Track	1.2.3	Complete a provider contract audit and identify if compliance variances exist	Raymond Hino	7/15/2022	MD Ranger, Jeremiah Dodrill	100
Attention	1.2.4	Create Medical Staff Development plan based upon results of needs assessment and best practices	Raymond Hino	12/31/2022	Executive Team, Kim Russell	50
Attention	1.2.4.1	To include recruitment needs and recruitment plan	Raymond Hino	12/31/2022	Executive Team	

Southern Coos Health District
2022-2024 Strategic Plan
Updated October 25, 2022

Completed	1.2.4.2	To include Stark Law compliance metrics for all contracts	Raymond Hino	12/31/2022	Executive Team	100
Attention	1.2.5	Present findings of Medical Staff Development Plan to Board of Directors	Raymond Hino	12/31/2022	Jeremiah Dodrill, Kim Russell	
Attention	1.2.6	Complete implementation of findings and recommendations from Board approved Medical Staff Development Plan	Raymond Hino	12/31/2022	Executive Team	25
Attention	1.2.7	Renegotiate provider contracts, where necessary, to meet regulatory requirements	Raymond Hino	12/31/2022	Jeremiah Dodrill, Outside legal counsel	33
Attention	1.3	Develop Employee Recognition and Engagement Plan by department/division, with a focus on collaboration	Cori Valet, Scott McEachern	1/1/2023	Executive Team, Carrie Okey	4.16
On Track	1.3.1	Survey staff to identify gaps in employee recognition	Cori Valet, Scott McEachern	12/31/2022	Carrie Okey, Amy Moss Strong	
	1.3.1.1	Develop Survey Questions	Cori Valet, Scott McEachern	7/15/2022	Executive Team	
	1.3.1.2	Deploy SurveyMonkey with employee recognition questions	Scott McEachern	9/30/2022		
	1.3.1.3	Analyze Results of Survey	Scott McEachern, Cori Valet	10/5/2022	Executive Team	
	1.3.1.4	Use results from staff survey to develop employee recognition plan for FY23-25	Cori Valet, Scott McEachern	10/12/2022	Executive Team	
On Track	1.3.2	Identify staff champions and coordinate with Employee Council	Scott McEachern, Cori Valet	12/31/2022	Amy Moss Strong	
On Track	1.3.3	Develop a budget for Employee Recognition	Cori Valet, Scott McEachern, Jeremiah Dodrill	12/31/2022	Executive Team	
Attention	1.3.4	Create Employee Council	Scott McEachern	9/30/2022	Managers, staff	16.66
On Track	1.3.4.1	Develop and send out staff survey re: establishing council	Scott McEachern	11/30/2022	Carrie Okey	
Completed	1.3.4.2	Research council models	Scott McEachern	6/30/2022	Outside hospitals	100
Attention	1.3.4.3	Develop outreach/solicitation to employees	Scott McEachern	11/30/2022	Carrie Okey	
Attention	1.3.4.4	Propose SCHHC council model to Exec Team	Scott McEachern	11/30/2022	Exec Team	
Attention	1.3.4.5	Convene first SCHHC Employee Council	Scott McEachern	11/30/2022	Interested Employees	
Attention	1.3.4.6	Define Mission Statement of SCHHC Employee Council	Scott McEachern	12/16/2022	Members of the Employee Council	
On Track	1.4	Develop and implement a staff education plan	Cori Valet	2/28/2023	Carrie Okey	38.88

Southern Coos Health District
2022-2024 Strategic Plan
Updated October 25, 2022

Completed	1.4.1	Identify current staff education plans.	Cori Valet	8/12/2022	Carrie Okey, Kerry Vincent and department managers	100
Completed	1.4.1.1	Identify current all staff education plan (Initial and annual)	Cori Valet	7/8/2022	Carrie Okey, Kerry Vincent	100
Completed	1.4.1.2	Identify current department specific education processes.	Cori Valet	7/15/2022	All department managers, Kerry Vincent	100
Completed	1.4.2	Identify current Medical Provider Education plans	Cori Valet	6/18/2022	Shawn March	100
On Track	1.4.3	Perform a gap analysis to determine deficiencies in existing education processes.	Cori Valet	1/31/2023	Carrie Okey	33.33
	1.4.3.1	Develop a gap analysis tool	Cori Valet	12/31/2022	Carrie Okey, Arianne Booth	50
On Track	1.4.3.2	Benchmark other Hospitals, i.e. LUH, CVH, CGH	Cori Valet	12/31/2022	Carrie Okey, Arianne Booth	50
	1.4.3.3	Perform gap analysis using data from other hospital benchmarking	Cori Valet	1/31/2023	Carrie Okey, Arianne Booth	
	1.4.4	Update existing education plans to include deficiencies noted in gap analysis.	Cori Valet	3/31/2023	Carrie Okey	
	1.4.5	Create an education policy for staff, manager and medical provider education.	Cori Valet	1/31/2023	Carrie Okey	
	1.4.6	Implement the updated education policy for staff, managers, and medical providers.	Cori Valet	4/14/2023	Scott McEachern, Shawn March, Carrie Okey	
Completed	1.5	Implement Leadership Training Program	Raymond Hino	9/1/2022	Carrie Okey, Executive Team	100
Completed	1.5.1	Identify management team members required to participate in Leadership Training program	Raymond Hino	5/31/2022	Carrie Okey, Executive Team	100
Completed	1.5.2	Research external resources for Leadership Training (e.g. Studer, HealthStream, etc)	Raymond Hino	6/30/2022	Carrie Okey, Executive Team, Studer Group, HealthStream	100
Completed	1.5.3	Select resource entity, sign contract (if necessary) and establish start date	Raymond Hino	7/31/2022	Carrie Okey, Executive Team	100
Completed	1.5.4	Create 12-month schedule for Leadership Training program	Raymond Hino	9/1/2022	Carrie Okey, Executive Team	100
On Track	1.6	Expectations - Clarify expectations of all employees and update/streamline employee evaluation process aligned with expectations	Jeremiah Dodrill	12/31/2022	Carrie Okey	37.5
Overdue	1.6.1	Identify best practices in employee evaluation process	Jeremiah Dodrill	9/30/2022	Carrie Okey, HR	50
Attention	1.6.2	Perform value stream analysis on employee evaluation process.	Jeremiah Dodrill	11/30/2022	Carrie Okey, HR	50
Attention	1.6.2.1	Clarify expectations of employees and managers in evaluation process	Jeremiah Dodrill	11/30/2022	Carrie Okey	50
Attention	1.6.2.2	Develop standard operation procedures for HR, managers and employees for the employee evaluation process	Jeremiah Dodrill	11/30/2022	Carrie Okey	50
Attention	1.6.3	Revamp employee evaluation documents to meet best practices	Jeremiah Dodrill	12/31/2022	Carrie Okey, HR	

Southern Coos Health District
2022-2024 Strategic Plan
Updated October 25, 2022

Attention	1.6.3.1	Employee evaluations to include review of job performance in reference to stated job descriptions, progress to individual and departmental goals and expectations of all employees	Jeremiah Dodrill	12/31/2022	Carrie Okey, HR	
Attention	1.6.4	Develop visibility and accountability measures for leadership	Jeremiah Dodrill	11/30/2022	Carrie Okey, HR	50
On Track	1.7	Identify gaps in recruitment process	Jeremiah Dodrill	12/31/2022	Carrie Okey	83.33
Completed	1.7.1	Identify best practices in employee recruiting.	Jeremiah Dodrill	7/31/2022	Carrie Okey, HR	100
Completed	1.7.2	Perform value stream analysis on employee recruiting process	Jeremiah Dodrill	8/31/2022	Carrie Okey, HR	100
Overdue	1.7.3	Create Standard Operating Procedures for each step in the recruiting process	Jeremiah Dodrill	9/30/2022	Carrie Okey, HR	50
	2.0	Service				
Attention	2.1	Develop and implement a concierge patient engagement model for patient services to improve patient satisfaction.	Raymond Hino	6/30/2023	Executive Team	25
Completed	2.1.1	Create a vision for SCHHC's patient engagement model, from initial contact and intake to point of service, and finally to discharge. The working premise is that the SCHHC patient engagement model should emulate an Apple Store experience.	Raymond Hino	6/17/2022	Executive Team, Leadership Team	100
Overdue	2.1.2	Create project teams focused on. at minimum, the following: (1) Pre-Hospital Experience; (2) Wayfinding and Physical Environment; (3) Intake; (4) Outpatient Services; (5) Inpatient Services; (6) Discharge and Continuation of Engagement.	Raymond Hino	3/1/2023	Executive Team; Project Teams	
Attention	2.1.3	Implement 2-5 deliverable enhancements to patient engagement, recommended by each team	Raymond Hino	11/17/2022	Executive Team, Project Teams; Leadership Team	
	2.1.4	Implement 4-8 deliverable enhancements to patient engagement, recommended by each team	Raymond Hino	6/30/2023	Executive Team, Project Teams, Leadership Team	
On Track	2.2	Identify, select, and implement the most effective EMR system.	Scott McEachern	9/30/2024	Executive Team, Managers, Providers	54.12
On Track	2.2.1	Convene EHR Governance Committee, comprised of a cross-departmental team tasked with overseeing selection, implementation, and maintenance of EHR system	Scott McEachern	3/1/2023	Executive Team, Managers, Providers	
Completed	2.2.2	Open conversations with potential EMR vendors	Scott McEachern	7/31/2022	Raymond Hino, Trevor Jurgenson	100
Completed	2.2.2.1	OCHIN	Scott McEachern	5/31/2022		100
Completed	2.2.2.2	St. Charles EPIC	Scott McEachern	7/31/2022		100
Completed	2.2.2.3	Cerner Community Works	Scott McEachern	7/31/2022		100

Southern Coos Health District
2022-2024 Strategic Plan
Updated October 25, 2022

On Track	2.2.3	Determine scope of work for hiring an external project management team	Scott McEachern	8/31/2022	Executive Team	33
On Track	2.2.3.1	Identify appropriate project management team options. Criteria: has worked with small rural hospitals before; experience with EPIC implementation in CAHs; affordable price.	Scott McEachern	8/31/2022		33
On Track	2.2.4	Identify needed peripheral systems	Scott McEachern	9/30/2022	Trevor Jurgenson, Cindy Kessler, Deb Backman, Marlene Rocha, Deb Ellis, Cheryl Johnson	100
On Track	2.2.4.1	ERP System	Scott McEachern	9/30/2022	Marlene Rocha, Finance Team	100
On Track	2.2.4.2	Laboratory Information System	Scott McEachern	9/30/2022	Cindy Kessler, Laboratory	100
On Track	2.2.4.3	Radiology Information System & Peripherals	Scott McEachern	9/30/2022	Deb Backman	100
On Track	2.2.4.4	Respiratory Peripherals	Scott McEachern	9/30/2022	Cheryl Johnson	100
Completed	2.2.5	Identify potential project funders	Scott McEachern	8/31/2022	Jeremiah Dodrill	100
Completed	2.2.5.1	SM reached out to USDA	Scott McEachern	7/6/2022	Jeremiah Dodrill	100
Completed	2.2.5.2	SM reached out to AHA/Phil Rivera	Scott McEachern	7/6/2022	Jeremiah Dodrill	100
Completed	2.2.5.3	Reach out to Advanced Health	Kimberly Russell	7/31/2022	Jeremiah Dodrill, Ray Hino	100
	2.2.6	Develop financial plan for EMR implementation	Scott McEachern, Raymond Hino, Jeremiah Dodrill	6/30/2023	Executive Team	
	2.2.7	Compare potential EMR Vendors	Scott McEachern	9/30/2022	Executive Team	100
	2.2.8	Make recommendation to SCHD Board	Scott McEachern	12/15/2022	Executive Team	
	3.0	Quality				
On Track	3.1	Implement and Maintain Quality DNV Accreditation Program	Raymond Hino	9/30/2022	Scott McEachern, Barb Snyder, staff	50
Completed	3.1.1	Schedule a meeting with Stakeholders to discuss next steps and establish timelines	Scott McEachern	5/12/2022	Scott McEachern	100
Completed	3.1.2	DNV Training	Scott McEachern	7/12/2022	Barb Snyder	100
On Track	3.1.3	Prepare for DNV Assessment in September 2022	Scott McEachern	9/30/2022	Managers, staff	100
Completed	3.1.3.1	Meet with managers to review DNV accreditation items	Scott McEachern	6/10/2022	Managers, Barbara Snyder	100
Completed	3.1.3.2	Follow-up with managers to review DNV accreditation items	Scott McEachern	7/15/2022	Managers, Barbara Snyder	100
	3.1.4	Achieve Initial DNV Accreditation	Barbara Snyder, Raymond Hino	12/30/2022	Executive Team, Managers, Providers, district board	
	3.1.5	Pass DNV Accreditation Survey for 2nd Year in a Row	Raymond Hino, Barbara Snyder	9/30/2023	Executive Team, Managers, staff, providers, district board	
On Track	3.1.6	Achieve top 100 Hospital Status	Scott McEachern, Cori Valet, Raymond Hino, Jeremiah Dodrill	6/30/2025	Executive Team, Managers, staff, providers, district board	
Attention	3.2	Establish Quality Benchmark	Cori Valet	11/21/2022	Barb Snyder, Sharon Bischoff	37.5
Attention	3.2.1	Establish Quality Benchmarks consistent with other Critical Access Hospitals	Cori Valet	11/21/2022	Barb Snyder, Sharon Bischoff	

Southern Coos Health District
2022-2024 Strategic Plan
Updated October 25, 2022

On Track	3.2.2	Establish individualized Quality Benchmarks for each clinical department	Cori Valet	11/21/2022	Barb Snyder, Sharon Bischoff, All clinical dept managers	75
Attention	3.3	Develop and Execute Effective Internal Communication Plan	Scott McEachern	12/31/2022	Executive Team, Employees Activity Committee	
	3.3.1	Perform a gap analysis: what could we be doing better to reach all staff with communication?	Scott McEachern	11/30/2022	Managers, staff	
	3.3.2	Convene focus group comprised of representatives from departments	Scott McEachern	11/14/2022	Managers, staff	
	3.3.2.1	Develop questionnaire for focus group	Scott McEachern	11/7/2022	Amy Moss Strong	
	3.3.2.2	Utilize findings from the focus group to develop plan	Scott McEachern	11/30/2022	Amy Moss Strong	
	3.3.3	Present plan to Executive Team	Scott McEachern	12/7/2022	Executive Team	
	3.3.4	Execute Internal Communication Plan	Scott McEachern	1/2/2023	Amy Moss Strong, Managers	
	3.3.5	Initiate Quarterly Review of staff for analysis by SCHHC Employee Council	Scott McEachern	1/2/2023	Employee Council	
Attention	3.4	Update and Implement a district wide Incident Response Plan	Cori Valet, Scott McEachern	12/31/2022	Jason Cook, Trevor Jurgenson, Deb Backman, Katelin Wirth	
Attention	3.4.1	Update Emergency Preparedness Plan	Scott McEachern	12/30/2022	Jason Cook, Jeremiah Dodrill	
	3.4.2	Conduct preparedness exercises and regular training	Cori Valet, Scott McEachern	12/31/2022	Jason Cook, Arianne Booth	
	3.4.2.1	Embed training into onboarding and annual review process using the Department of Homeland Security modules.	Cori Valet		Jason Cook, Arianne Booth	
	3.4.3	Communicate Plan to Board of Directors, Foundation, and Community Members.	Scott McEachern, Cori Valet	1/31/2023	Jason Cook	
On Track	3.5	Update SCHHC cybersecurity program	Scott McEachern	6/30/2023	Trevor Jurgenson	80
Completed	3.5.1	Perform gap analysis on current SCHHC cybersecurity practices	Scott McEachern	7/31/2022	Trevor Jurgenson	100
On Track	3.5.2	Update cybersecurity practices and protocols	Scott McEachern	12/31/2022	Trevor Jurgenson	100
Completed	3.5.3	Develop annual vulnerability testing plan	Scott McEachern	12/31/2022	Trevor Jurgenson	100
Completed	3.5.3.1	Hold kick-off call with Critical Insight	Scott McEachern	7/7/2022	Trevor Jurgenson	100
Completed	3.5.3.2	CI ships out devices to SCHHC	Scott McEachern	8/15/2022	Trevor Jurgenson, Jeff Weymouth, Chris Cox	100
Completed	3.5.3.3	Schedule penetration test	Scott McEachern	8/22/2022	Trevor Jurgenson, Jeff Weymouth, Chris Cox	100
On Track	3.5.4	Develop security awareness training program	Scott McEachern	12/31/2022	Trevor Jurgenson	50
On Track	3.5.5	Perform annual risk assessment	Scott McEachern	12/1/2022	Trevor Jurgenson	50
	4.0	Growth				
Attention	4.1	Develop comprehensive district marketing plan.	Scott McEachern	10/31/2022	Amy Moss Strong	79.16
Completed	4.1.1	Perform a SWOT analysis	Scott McEachern	6/1/2022	Executive Team	100
Attention	4.1.2	Assess SCHHC community and patient demographics to optimize outreach practices	Scott McEachern	10/31/2022	Amy Moss Strong	50

Southern Coos Health District
2022-2024 Strategic Plan
Updated October 25, 2022

Attention	4.1.2.1	Develop SCHHC patient and provider personas in an effort to better target patient advertising and provider recruitment	Scott McEachern	10/31/2022	Executive Team	50
Attention	4.1.3	Identify SCHHC's value propositions and differentiators	Scott McEachern	10/31/2022	Amy Moss Strong	75
Attention	4.1.4	Develop high-level strategies and core messaging to communicate changes at SCHHC, new services, and pertinent information to the community	Scott McEachern, Raymond Hino	8/31/2022	Amy Moss Strong	100
On Track	4.1.5	Develop pipeline of patient testimonials	Scott McEachern	12/31/2022	Amy Moss Strong	100
On Track	4.1.6	Position the SCHHC Website as SCHHC's digital front door	Scott McEachern	12/31/2022	Amy Moss Strong, external vendor	75
Completed	4.1.6.1	Perform a needs assessment on current website design, functionality, and content	Scott McEachern	7/31/2022	Amy Moss Strong, Employee Council	100
Completed	4.1.6.2	Evaluate vendors to provide web design and content maintenance services	Scott McEachern	8/31/2022	Amy Moss Strong	100
On Track	4.1.6.3	Revamp patient education on website and on-site resources	Scott McEachern	12/31/2022	Clinical managers	25
On Track	4.1.6.4	Integrate website with all other SCHHC digital assets -- ensure continuity of experience	Scott McEachern	12/31/2022	Amy Moss Strong	75
On Track	4.1.7	Review current practices for SCHHC brand optimization and expansion opportunities	Scott McEachern	10/31/2022	Amy Moss Strong	37.5
On Track	4.1.7.1	Identify other advertising and public relations integrations available in the community; e.g. other newsletters, business relationships, etc.	Scott McEachern	10/31/2022	Amy Moss Strong	75
	4.1.7.2	Implement regular survey cadence of community to assess movement in SCHHC brand awareness	Scott McEachern	11/30/2022	Amy Moss Strong	
On Track	4.1.8	Grow SCHHC Brand awareness by enhancing communication pathways to patients and community	Scott McEachern	12/31/2022	Amy Moss Strong	75
	4.1.8.1	Optimize SCHHC's social media performance	Scott McEachern	12/31/2022	Amy Moss Strong	50
	4.1.8.2	Increase mailing list sign-ups via e-newsletter and calls to action on website, social media	Scott McEachern	12/31/2022	Amy Moss Strong	100
	4.1.8.3	Optimize current patient portal experience for patients	Scott McEachern	12/31/2022	Shawn March, Clinical Informatics	75
On Track	4.1.9	Track Key Performance Indicators	Scott McEachern	8/31/2022	Amy Moss Strong	100
	4.1.9.1	Website Traffic	Scott McEachern	10/31/2022	Amy Moss Strong	100
	4.1.9.2	Open rate and click-through rate of e-newsletter	Scott McEachern	10/31/2022	Amy Moss Strongg	100
	4.1.9.3	Social Media page likes & reach	Scott McEachern	10/31/2022	Amy Moss Strong	100
Completed	4.1.9.4	Survey community on SCHHC brand awareness - benchmark	Scott McEachern	5/25/2022	Amy Moss Strong	100
Attention	4.2	Become the hospital of choice identifying, developing and providing the right services (health screening, mental health, surgical, transitional care) to improve community health.	Cori Valet, Scott McEachern, Raymond Hino, Jeremiah Dodrill, Kimberly Russell	12/31/2023	Board of Directors, Executive Team, Hospital and Health Center staff, Amy Moss Strong	18

Southern Coos Health District
2022-2024 Strategic Plan
Updated October 25, 2022

Attention	4.2.1	CEO to meet with major employers, elected leaders, medical staff members, Hospital Board and Executive Team to identify an opportunity assessment for current and future hospital services.	Raymond Hino, Kimberly Russell	12/31/2022	Board of Directors, Executive Team, Amy Moss Strong	
Overdue	4.2.1.1	Create a matrix of commercial health plan, and managed care plans that are active in Southern Coos County	Jeremiah Dodrill	9/30/2022	Cathy Mann, Katelin Wirth	
Overdue	4.2.1.2	Review current commercial and managed care contracts and adequacy of payment terms	Jeremiah Dodrill	9/30/2022	Cathy Mann	
Overdue	4.2.2	Evaluate alignment between employer sponsored health plans and current payor contracts at SCHHC	Jeremiah Dodrill	9/30/2022	Cathy Mann, Katelin Wirth	
On Track	4.2.3	Collaborate with other local healthcare organizations to maximize benefit to patients and the community	Raymond Hino	12/31/2022	Executive Team	90
Attention	4.2.4	Develop service line growth analysis mechanism and plan.	Raymond Hino	12/31/2022	Executive Team	
Attention	4.2.4.1	Construct a service line analysis process to identify new service lines and evaluate existing service lines				
Attention	4.2.4.2	Hire project manager				
Attention	4.2.4.3	Conduct market study of outpatient services				
Attention	4.2.4.4	Evaluate opportunities for new services (outpatient services, outpatient and inpatient surgical services, transitional care) that are financially feasible for SCHHC	Scott McEachern, Cori Valet, Raymond Hino, Jeremiah Dodrill			
	4.2.5	Increase commercial payers use of SCHHC services	Raymond Hino	1/31/2023	Cori Valet, Jeremiah Dodrill	
Overdue	4.2.5.1	Target local employers that offer better insurance plans: Bandon Dunes, School District, City of Bandon, etc.	Scott McEachern	9/30/2022	Executive Team	
Overdue	4.2.5.2	Assess local businesses' healthcare needs	Scott McEachern, Cori Valet	9/30/2022	Jeremiah Dodrill, Raymond Hin	
Overdue	4.2.5.3	Develop outreach plan to local businesses	Scott McEachern	9/30/2022		
Overdue	4.2.5.4	Implement outreach plan and tracking system to ensure continued outreach	Scott McEachern	9/30/2022		
Overdue	4.2.5.5	Research population segments; develop specific marketing outreach to segments	Scott McEachern	6/30/2022	Amy Moss Strong	
Attention	4.3	Develop long-term board governance training program for SCHD board	Raymond Hino	3/1/2023	Board, Sr Leadership	
Overdue	4.3.1	Research best practices in Governance Training and Education, including by not limited to: Governance Institute, Special District Association of Oregon; Estes Park Institute	Raymond Hino	9/1/2022	Executive Team, Kim Russell, Board of Directors	
Attention	4.3.2	Select a long-term board governance training partner.	Raymond Hino	12/30/2022	Executive Team, Kim Russell, Board of Directors	

Southern Coos Health District
2022-2024 Strategic Plan
Updated October 25, 2022

Attention	4.3.3	Create a 12-month calendar for Board Education and Training, for the months of June 2023 to May 2024	Raymond Hino	3/1/2023	Executive Team, Kim Russell, Board of Directors	
On Track	4.4	Develop a facility master plan for the entire facility that will encompass equipment, clinical tools, and infrastructure	Jeremiah Dodrill	12/31/2023		18.28
On Track	4.4.1	Select Architectural Firm	Jeremiah Dodrill	12/31/2022	Jason Cook	20
Completed	4.4.1.1	Identify and interview CAH hospitals that have had recent significant physical plant upgrades or built new hospitals.	Jeremiah Dodrill	9/15/2022	Jason Cook	100
	4.4.1.2	Develop Architect selection criteria based on results of CAH hospital interviews	Jeremiah Dodrill	11/30/2022	Jason Cook	
	4.4.1.3	Develop RFP and solicit bids for Architects to develop master site plan	Jeremiah Dodrill	12/31/2022	Jason Cook	
	4.4.1.4	Select Architect base on RFP submissions/responses. Negotiate Engagement terms	Jeremiah Dodrill	1/31/2023	Jason Cook	
	4.4.1.5	Sign Architect Contract	Jeremiah Dodrill	2/28/2023	Jason Cook, Ray Hino and Architect	
	4.4.2	Identify future plant infrastructure needs	Jeremiah Dodrill	8/31/2022	Jason Cook, Service Line Management	25
	4.4.2.1	Interview Service Line management to understand growth/expansion/service opportunities and issues affecting current and future clinical operations	Jeremiah Dodrill	7/31/2022	Jason Cook, Service Line Management	50
	4.4.2.2	Incorporate needs assessment into Architect RFP	Jeremiah Dodrill	12/31/2022	Jason Cook	
	4.4.3	Develop Phase 1 facilities plan - Immediate opportunities to improve existing campus infrastructure without large construction effort and service interruption	Jeremiah Dodrill	6/30/2023	Jason Cook and Architect	
	4.4.3.1	Work with Architect and management to identify opportunities for Phase 1 Plan	Jeremiah Dodrill	4/30/2023	Jason Cook and Architect	
	4.4.3.2	Develop cost estimates for Phase 1 Plan	Jeremiah Dodrill	5/31/2023	Jason Cook and Architect	
	4.4.4	Develop Phase 2 facilities plan - Full campus expansion	Jeremiah Dodrill	9/30/2023	Jason Cook and Architect	
	4.4.4.1	Work with Architect to identify opportunities for Phase 2 campus expansion - Location, Cost, Schematic variations considered	Jeremiah Dodrill	6/30/2023	Jason Cook and Architect	
	4.4.4.2	Evaluate Lot/Land options and availability for facilities expansion	Jeremiah Dodrill	8/31/2023	Jason Cook and Architect	
	4.4.4.3	Evaluate various options and select preferred high level schematic	Jeremiah Dodrill	9/30/2023	Jason Cook and Architect	
	4.4.4.4	Develop Cost Estimate				

Southern Coos Health District
2022-2024 Strategic Plan
Updated October 25, 2022

On Track	4.4.5	Develop long-range clinical and operations equipment plan	Jeremiah Dodrill	12/31/2022	Jason Cook, Accounting/Finance, Service Line Management	46.42
Completed	4.4.5.1	Create inventory of all existing owned, leased and serviced equipment	Jeremiah Dodrill	7/31/2022	Jason Cook and Accounting	100
On Track	4.4.5.2	Reconcile listing of all equipment between Engineering and Accounting	Jeremiah Dodrill	8/15/2022	Jason Cook and Accounting	100
On Track	4.4.5.3	Determine expected end of life/obsolescence of each equipment classification given date of purchase, expected useful life and other relevant factors (including service line manager input)	Jeremiah Dodrill	10/31/2022	Jason Cook, Accounting and Service Line Management	50
On Track	4.4.5.4	Evaluate warranty service period expiries	Jeremiah Dodrill	10/31/2022	Jason Cook and Accounting	75
On Track	4.4.5.5	Develop cost estimates for replacement, create schedule of replacement/investment/service contracts	Jeremiah Dodrill	11/30/2022	Jason Cook, SCS and Accounting	
On Track	4.4.5.6	Formalize equipment replacement plan, including cost, expected replacement dates and service contracts	Jeremiah Dodrill	12/31/2022	Jason Cook and Accounting	
On Track	4.4.5.7	Develop standard operating procedures for maintenance of equipment and warranty lists	Jeremiah Dodrill	12/31/2022	Jason Cook and Accounting	
On Track	4.5	Develop and execute SCHF Strategic Plan, aligned with the SCHHC StratPlan; improve communication between SCHF and SCHHC; improve SCHF financial statements and metrics	Scott McEachern, Raymond Hino	3/31/2023	Joseph Bain, SCHF Foundation	78.57
On Track	4.5.1	Develop scope of work for hiring external strategic plan consultant	Scott McEachern	9/22/2022	SCHF Foundation	100
Attention	4.5.2	Reach out to potential strategic planning vendors	Scott McEachern	10/31/2022	SCHF Foundation	50
	4.5.3	Select strategic planning vendor	Scott McEachern	11/30/2022	SCHF Foundation	
Completed	4.5.4	Develop fundraising plan for FY23-25	Scott McEachern	6/30/2022	Amy Moss Strong, Foundation board	100
Completed	4.5.4.1	Define specific fundraising targets for FY23-25	Scott McEachern	6/30/2022	Foundation board	100
Completed	4.5.5	Recruit SCHF Board Members	Scott McEachern	12/31/2022	SCHF Foundation	100
Completed	4.5.5.1	Identify a list of potential, interested people	Scott McEachern	6/30/2022	SCHF Foundation Officers	100
Completed	4.5.5.2	Meet with potential board members	Scott McEachern	9/30/2022	SCHF Foundation members	100
Completed	4.5.6	Improve communication between hospital & SCH Foundation	Scott McEachern	5/31/2022	Amy Moss Strong	100
Completed	4.5.6.1	Begin bi-weekly emails to SCH Foundation board updating them on issues of importance related to fundraising and in the hospital	Scott McEachern	8/29/2022		100
On Track	4.5.7	Refine SCHF Financials to include FY23 budget and fundraising goals	Scott McEachern	12/31/2022	Marlene Rocha	100
	5.0	Finance				
On Track	5.1	Develop financial sustainability plan	Jeremiah Dodrill	12/31/2022		20

Southern Coos Health District
2022-2024 Strategic Plan
Updated October 25, 2022

Completed	5.1.1	Complete FY 2023 budget. Criteria is that "Change in Net Position" is not negative for the fiscal year	Jeremiah Dodrill	6/30/2022	Axiom, Katelin Wirth, CLA	100
On Track	5.1.2	Complete long range financial plan, taking into consideration impact of cost based reimbursement, growth initiatives/targets and required capital/infrastructure plans	Jeremiah Dodrill	11/30/2022	Axiom, Katelin Wirth, CLA	
On Track	5.1.3	Define what it means to be adequately profitable to meet the capital needs of the hospital.	Jeremiah Dodrill	1/31/2023	Board, Executive Management	
On Track	5.1.4	Update plan with results of the Phase 1 facilities plan	Jeremiah Dodrill		Axiom, Katelin Wirth, CLA	
On Track	5.1.5	Update Plan with results of Phase 2 facilities plan. Identify funding gap.	Jeremiah Dodrill		Axiom, Katelin Wirth, CLA	
Attention	5.2	By the end of FY23, the clinic will be at break-even financially	Raymond Hino	6/30/2023	Raymond Hino, Jeremiah Dodrill, Dawn Gray	52.5
On Track	5.2.1	Feasibility study to Achieve rural health center designation for the clinic	Jeremiah Dodrill	11/30/2022		75
Completed	5.2.1.1	Obtain proposals to conduct feasibility study from 2 reputable consulting/CPA firms	Jeremiah Dodrill	5/13/2022	CLA and Wipfli	100
Completed	5.2.1.2	Review proposals and select consultant to conduct feasibility study	Jeremiah Dodrill	5/20/2022	CLA and Wipfli	100
On Track	5.2.1.3	Provide data and complete PBC listing for RHC feasibility study	Jeremiah Dodrill	8/31/2022	Katelin Wirth	100
On Track	5.2.1.4	Evaluate findings of RHC feasibility study and make recommendation to Executive Committee, Clinic leadership and Board	Jeremiah Dodrill	11/17/2022	Wipfli	
	5.2.2	Achieve positive net income for clinic for 3 consecutive months	Jeremiah Dodrill	6/30/2023	Dawn Gray, clinic providers, clinic staff	
Completed	5.2.3	Recruit additional high volume provider to clinic	Raymond Hino	12/31/2022	Jeremiah Dodrill, Katelin Wirth, MGMA and MD Ranger benchmark tools	100
On Track	5.2.4	Renegotiate existing clinic provider contracts (as they expire), benchmarked for compensation and productivity which reflects minimum of break-even financial performance	Raymond Hino	2/28/2023	Jeremiah Dodrill, Katelin Wirth, MGMA and MD Ranger benchmark tools	8.33
On Track	5.2.4.1	Negotiate Dr. Mitchell contract	Raymond Hino	11/30/2022		25
On Track	5.2.4.2	Negotiate Dr. Pense contract	Raymond Hino	12/31/2022		80
	5.2.4.3	Negotiate Dr. Adams Contract	Raymond Hino	2/28/2023		
Completed	5.3	Add Board indemnification language to the Bylaws and Board insurance	Raymond Hino	6/23/2022	Board of Directors, Robin Miller, Chivaroli Insurance	100
Completed	5.3.1	Identify subject experts on District Hospital Board Bylaws Indemnification language	Raymond Hino	6/13/2022	Governance Institute, Special Districts Assoc of Oregon, Chivaroli Insurance, Robin Miller	100

Southern Coos Health District
 2022-2024 Strategic Plan
 Updated October 25, 2022

Completed	5.3.2	Write indemnification language as a bylaws revision and present to the Board of Directors for approval	Raymond Hino	6/23/2022	Kim Russell	100
	6.0	Accreditation and regulatory compliance				
On Track	6.1	Physician's Insurance Risk Assessment	Scott McEachern, Cori Valet, Raymond Hino, Jeremiah Dodrill	11/1/2022	Department Managers	80
	7.0	General SCHHC Projects				