

Southern Coos Health District
Strategic Plan Update 02-23-2026

STATUS	WBS	DESCRIPTION	OWNER	DUE DATE	RESOURCES	%
	1.0	People: Be the employer of choice and a Chartis top 100 rural hospital				
On Track	1.1	Be the kind of employer that drives top 100 hospital (Employee Engagement Survey)	Stacy Nelson	6/30/2027	Stacy Nelson, Amanda Bemetz	43.05
On Track	1.1.1	Survey Current Employees about their current Workplace Experience: What's working, What's not working, What do they want in an Employer, Why are they at SCHHC, etc.?	Stacy Nelson	3/31/2026	Stacy Nelson	25
Completed	1.1.2	Identify the type of employee (performance/behavior) we want at SCHHC, and the culture we want to build on.	Stacy Nelson	3/31/2025	Stacy Nelson	100
On Track	1.1.3	Implement an employee-focused culture (so employees want to come and stay at SCHHC).	Stacy Nelson	6/30/2026	Executive Team	25
On Track	1.1.4	Enhance employee engagement strategies	Stacy Nelson	6/30/2027	Executive Team	25
On Track	1.1.4.1	Utilize an Employee Engagement Survey Tool; Evaluate what we have done. What has worked? What has not worked?	Stacy Nelson	12/31/2025	Stacy Nelson	75
On Track	1.1.4.2	Design plan for Employee Engagement, based on feedback from employees.	Stacy Nelson	12/31/2025	Executive Team	
On Track	1.1.4.3	Revamp Onboarding Process: The 4 C's: Culture, Compliance, Communication, and Connection.	Stacy Nelson	12/31/2025	Stacy Nelson	75
On Track	1.1.4.4	Implement plan for Employee Engagement	Stacy Nelson	6/30/2026	Executive Team	
On Track	1.1.4.5	Evaluate plan for Employee Engagement.	Stacy Nelson	9/30/2026	Executive Team	
On Track	1.1.4.6	Get certified as a, "Great Place to Work."	Stacy Nelson	6/30/2027	Executive Team	
On Track	1.1.5	Develop and Implement Wellness Strategies (Physical, Mental/Emotional, Spiritual, Financial).	Stacy Nelson	3/31/2026	Executive Team, HR Team	75
On Track	1.1.5.1	Implement monthly Employee Wellness Program through Employee Assistance Program Partner, Canopy	Stacy Nelson	12/31/2025	Stacy Nelson	75
On Track	1.1.6	Grow our SCHHC Workforce	Stacy Nelson	6/30/2026	Executive Team	8.33
On Track	1.1.6.1	Professional development for employees	Stacy Nelson	6/30/2026	Executive Team	25
	1.1.6.2	Employee Career Paths	Stacy Nelson	6/30/2026	Executive Team	

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	1.1.6.3	Succession planning	Raymond Hino	12/31/2026	Executive Team	
Completed	1.2	Provide competitive compensation and robust benefits packages	Cam Marlowe, Stacy Nelson	6/30/2026	Executive Team, Hospital Board	87.5
Completed	1.2.1	Compensation	Cam Marlowe, Stacy Nelson	10/31/2025	Executive Team, Hospital Board	100
Completed	1.2.1.1	Compensation Analysis Company	Stacy Nelson	10/31/2025	Executive Team, Finance Dept.	100
Completed	1.2.2	Evaluate current benefits package	Stacy Nelson, Cam Marlowe	12/31/2025	Executive Team	75
Completed	1.2.2.1	Medical Benefits (Reasonable Cost, Quality Coverage, Excellent Access to Providers, etc.	Stacy Nelson	11/30/2025	Stacy Nelson, Antone Eek	100
Completed	1.2.2.2	Retirement Package	Stacy Nelson	11/30/2025	Stacy Nelson, Antone Eek	100
On Track	1.2.2.3	Evaluate other value-added benefits.	Stacy Nelson	11/30/2026	Executive Team, HR Team	25
On Track	1.3	Expanding Volunteers and duties	Stacy Nelson, Alix McGinley	6/30/2026	Executive Team, HR Team	48.33
On Track	1.3.1	Bring volunteers back	Stacy Nelson, Raymond Hino, Alix McGinley	6/30/2026	Executive Team, HR Team	48.33
On Track	1.3.1.1	Identify a pool of volunteers to recruit.	Stacy Nelson, Raymond Hino, Alix McGinley	6/30/2026	Executive Team, HR Team	75
On Track	1.3.1.2	Outreach to High School for volunteers	Stacy Nelson, Alix McGinley	3/31/2026	Executive Team, HR Team	40
On Track	1.3.1.3	Develop program for youth to explore health care careers.	Stacy Nelson, Cori Valet, Raymond Hino, Cam Marlowe	12/31/2025	Executive Team, HR Team	75
On Track	1.3.1.4	Develop/Design how Volunteers will be used.	Cam Marlowe, Raymond Hino, Cori Valet, Stacy Nelson, Alix McGinley	3/31/2026	Executive Team, HR Team	75
On Track	1.3.1.5	Training and Development for Volunteers.	Stacy Nelson, Cori Valet, Cam Marlowe, Alix McGinley	3/30/2026	Executive Team, HR Team	25
	1.3.1.6	Develop an ambassadorship program.	Stacy Nelson, Raymond Hino	9/30/2026	Executive Team, HR Team	
On Track	1.4	Designated as National Health Service Corps (NHSC) Site for eligibility for Loan Repayment Eligibility	David Serle, Stacy Nelson Page 2 of 13	12/31/2027	Alden Forrester, Stacy Nelson, David Serle	41.67

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	1.4.1	Develop required policies and procedures	Stacy Nelson	6/30/2026	Alden Forrester, Raymond Hino, Stacy Nelson, David Serle	
On Track	1.4.2	Submit attestation to become an NHSC site	Stacy Nelson, Raymond Hino	6/30/2027	Alden Forrester, David Serle, Stacy Nelson, Raymond Hino	25
Completed	1.4.3	Submit attestation to become an Oregon Healthcare Provider Loan Repayment Program	David Serle, Raymond Hino	3/31/2025	Scott McEachern, Colene Hickman	100
On Track	1.5	Develop workforce housing options and opportunities, in collaboration with other large employers in Bandon.	Raymond Hino, Cam Marlowe	12/31/2027	Executive Team	71.25
Completed	1.5.1	Employee Housing Survey to find out needs	Stacy Nelson	10/31/2024	Executive Team	100
Completed	1.5.1.1	Survey Sent out to Employees	Stacy Nelson	2/7/2025	Stacy Nelson	100
Completed	1.5.1.2	Compile Data for next Steps	Stacy Nelson, Cam Marlowe	4/4/2025	Stacy Nelson, Antone Eek	100
Completed	1.5.2	Meet with Developers	Raymond Hino	12/31/2024	Executive Team	100
Completed	1.5.2.1	Perk Development Group	Raymond Hino, Cam Marlowe	6/1/2025	Executive Team	100
Completed	1.5.2.2	L2L	Cam Marlowe, Raymond Hino	6/1/2025	Executive Team	100
On Track	1.5.3	Find out what property the district owns for housing development	Cam Marlowe	10/31/2025	Executive Team, Real Estate Agent	60
Completed	1.5.3.1	Identify all properties owned by the District	Cam Marlowe	10/1/2024	Cam Marlowe	100
On Track	1.5.3.2	Value Property	Cam Marlowe	12/31/2025	Cam Marlowe	50
On Track	1.5.3.3	Property Allocation - Keep vs Sell	Cam Marlowe	12/31/2025	Cam Marlowe, Raymond Hino, Board of Directors	30
On Track	1.5.4	Collaborate with other leaders in the community	Raymond Hino	12/31/2027	Executive Team	65
	2.0	Service: what are we doing for our customer				
On Track	2.1	Collaborate with the community and other healthcare organizations.	Raymond Hino	12/31/2027	Executive Team	63.33
On Track	2.1.1	Collaborate with Adapt (formerly Coast) to address challenges related to social determinants of health.	David Serle, Cori Valet	12/31/2025	Raymond Hino, Alden Forrester Cori Valet, Scott McEachern	65
Completed	2.1.2	Bay Area Hospital Collaboration	Cori Valet, Amanda Bemetz, Alden Forrester	4/1/2026	Executive Team	100
Completed	2.1.2.1	STEMI program	Antone Eek, Amanda Bemetz, Alden Forrester, David Serle, Cam Marlowe	4/1/2026	Executive Team	100
Completed	2.1.2.2	Dietician program	Cam Marlowe, Raymond Hino, Antone Eek	6/30/2025	Raymond Hino, Rita Hamilton, Alden Forrester, Cori Valet	100
Completed	2.1.3	Partnership with Coast Community	Raymond Hino	7/1/2025	Scott McEachern, David Serle	100
Completed	2.1.3.1	MSA agreement	Raymond Hino	12/31/2024	Antone Eek, Scott McEachern, DWT Law firm	100
On Track	2.1.4	Partnership with Bandon Dunes	Raymond Hino	12/31/2026	Executive Team	86.66
Completed	2.1.4.1	Annual Flu and COVID Vaccination Clinics for Bandon Dunes employees	Cori Valet	11/30/2024	Nick Lucas, Denise Ebenal	100
On Track	2.1.4.2	Substitute Occupational Medicine Program for Primary Care Provider Access for BD Employees 11-6-2025	Antone Eek, Scott McEachern, Cam Marlowe, Raymond Hino, Alden Forrester	12/31/2025	Raymond Hino, Alden Forrester, Scott McEachern, Cam Marlowe	60
Completed	2.1.4.3	USGA Women's Amateur Championship Tournament Medical Services Provider	Alden Forrester	8/30/2025	Executive Team, Emergency Dept Medical Group, SCHHC Clinical Staff	100
On Track	2.1.5	Partner with CTCLUSI	Raymond Hino	8/31/2025	Executive Team	35
On Track	2.1.5.1	Electronic Medical Record System Interface	Scott McEachern	9/30/2025	Providence Health	35

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On Track	2.1.6	Partnership with other businesses (Healthcare, transportation, gov, business, Tribes)	Raymond Hino	12/31/2027	Executive Team	
Completed	2.1.7	Develop a patient transportation strategy	Cori Valet	6/30/2026	Executive Team	100
Completed	2.1.7.1	clinic	David Serle	6/30/2026	Executive Team	100
Completed	2.1.7.2	ED		6/30/2026	Executive Team	100
Completed	2.1.7.3	city transport services	Raymond Hino	6/30/2026	Executive Team	100
On Track	2.1.8	Coos County Family Practice Resident Program Consortium	Raymond Hino	7/1/2027	Alden Forrester, Executive Team.	20
Completed	2.1.8.1	Preliminary meetings held with Vice Provost, Di Lacey, of Western University of Health Sciences	Raymond Hino	10/1/2024	Alden Forrester, Executive Team	100
	2.1.8.2	Feasibility Analysis to be completed on SCHHC ability to support being 1 of the host facilities for a Family Medicine Residency Program	Alden Forrester, David Serle, Raymond Hino, Cam Marlowe	9/1/2026	Executive Team	
	2.1.8.3	Present a Budget for Approval by SCHHC Hospital Board for approval of FM Residency Program	Cam Marlowe, Raymond Hino, David Serle, Alden Forrester	12/31/2026	Executive Team	
	2.1.8.4	Hire necessary staff and provide for logistical requirements (housing, rotation schedule, faculty contracting, etc).	Alden Forrester, David Serle, Raymond Hino, Cam Marlowe	1/1/2027	Executive Team	
	2.1.8.5	Participate in Family Medicine Residency Program Match Program	Cam Marlowe, David Serle, Alden Forrester, Raymond Hino, Antone Eek	3/30/2027	Executive Team	
On Track	2.2	Become the hospital of choice identifying, developing and providing the right services to improve community health.	Cam Marlowe, Raymond Hino, Kimberly Russell, Scott McEachern, Cori Valet	12/31/2025	Board of Directors, Executive Team, Hospital and Health Center staff, Amy Moss Strong	95
Completed	2.2.1	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	7/1/2025	Board of Directors, Executive Team, Amy Moss Strong	100
Completed	2.2.1.1	Create a matrix of commercial health plan, and managed care plans that are active in Southern Coos County	Antone Eek, Cam Marlowe	9/30/2022	Cathy Mann, Katelin Wirth	100
Completed	2.2.1.2	Review current commercial and managed care contracts and adequacy of payment terms	Cam Marlowe, Antone Eek	12/31/2022	Cathy Mann	100
Completed	2.2.2	Evaluate alignment between employer sponsored health plans and current payor contracts at SCHHC	Cam Marlowe	12/31/2022	Colene Hickman, Katelin Wirth	100
Completed	2.2.3	Collaborate with other local healthcare organizations to maximize benefit to patients and the community	Raymond Hino	12/31/2022	Executive Team	100
On Track	2.2.4	Increase commercial payers use of SCHHC services	Raymond Hino, Cam Marlowe	12/31/2025	Cam Marlowe, Scott McEachern	70
On Track	2.2.4.1	Increase SCHHC utilization of employees at local employers that offer better insurance plans: Bandon Dunes, School District, City of Bandon, local businesses; etc.	Alden Forrester, Raymond Hino	12/31/2025	Executive Team	55
On Track	2.2.4.2	Create and disseminate marketing collateral to local businesses and civic organizations	Raymond Hino	7/1/2025	Executive Team	25
Completed	2.2.4.3	Assess local businesses' healthcare needs	Cam Marlowe, Scott McEachern, Alden Forrester	3/31/2023	Cam Marlowe, Raymond Hino	100
Completed	2.2.4.4	Develop marketing plan for new orthopedic surgeon	Scott McEachern	12/29/2023	Scott McEachern, Amy Moss Strong	100

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Completed	2.2.5	Behavioral health (Outpatient)	Alden Forrester, David Serle, Scott McEachern, Cam Marlowe	7/1/2025	Senior Life Solutions Vendor, Raymond Hino	100
Completed	2.2.5.1	Geriatric Psych	Raymond Hino, Alden Forrester, Antone Eek, Cam Marlowe	11/3/2025	Raymond Hino, Alden Forrester	100
Completed	2.2.6	Increase Utilization of Surgical Services	Cori Valet, Alden Forrester	7/1/2025	Executive Team	100
Completed	2.2.6.1	Develop a marketing plan for surgical services	Alden Forrester, Raymond Hino, Amy Moss Strong	3/31/2025	Executive Team	100
Completed	2.2.6.2	Develop a surgery growth strategy	Alden Forrester	12/31/2024	Raymond Hino, Alden Forrester, Antone Eek, Katelin Wirth	100
On Track	2.3	Develop and implement a patient centered engagement model for patient services to improve patient satisfaction.	Raymond Hino	12/31/2027	Executive Team	32
Completed	2.3.1	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
On Track	2.3.2	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	12/31/2026	Executive Team; Project Teams	60
	2.3.3	Implement 2-5 deliverable enhancements to patient engagement, recommended by each team	Raymond Hino	12/31/2026	Executive Team, Project Teams; Leadership Team	
	2.3.4	Implement 4-8 deliverable enhancements to patient engagement, recommended by each team	Raymond Hino	12/31/2027	Executive Team, Project Teams, Leadership Team	
	2.3.5	Improve the entrance greeting process (Volunteer greeting and navigating)	Antone Eek, Cam Marlowe	7/1/2027		
Completed	2.4	Build a proactive case management program	Cori Valet, David Serle	12/31/2025	Karen Stafford, Melissa Dennon	100
On Track	2.5	Level 4 Trauma designation	Alden Forrester, Cori Valet	12/31/2026	Nick Lucas, Dr. Evans, Raymond Hino, Scott McEachern., Antone Eek., Kim Russel, Stacey Nelson, Chris Amaral, Amanda Bemetz, Kerry Vincent	51.25
Completed	2.5.1	Recruit/Hire a proportionate FTE Trauma Coordination/Management as required for Level IV Trauma center with less than 250 patients per year.	Cori Valet	5/30/2025	Nick Lucas, Stacy Nelson, Alberto	100
Completed	2.5.2	Establish a Multidisciplinary Trauma Committee (PIPS) for action, oversight and follow up for Trauma program compliance	Cori Valet, Alden Forrester	11/20/2025	Nick Lucas, Angela Aldridge, Dr. Hall	100
On Track	2.5.3	Develop and implement clinical protocols and practice management guidelines	Alden Forrester, Cori Valet	6/30/2026	Nick Lucas, Angela Aldridge, Dr. Hall	5
On Track	2.5.4	Develop and implement an injury prevention program that includes partnerships with community organizations.	Cori Valet, Alden Forrester	7/31/2026	Nick Lucas, Angela Aldridge, Dr. Hall	
On Track	2.5.5	Provide required training for all applicable staff and medical providers	Alden Forrester, Cori Valet	8/31/2026	Nick Lucas, Angela Aldridge, Dr. Hall	25
Completed	2.5.6	Initiate trauma case review process to identify and implement performance improvement.	Cori Valet	12/30/2025	Nick Lucas, Angela Aldridge	100

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On Track	2.5.7	Establish transfer agreements with all applicable trauma centers	Cori Valet	4/30/2026	Nick Lucas, Angela Aldridge	80
	2.5.8	Successfully complete the On-site trauma survey with Oregon Health Authority	Cori Valet, Alden Forrester	11/30/2026	Nick Lucas, Angela Aldridge, Dr. Hall	
On Track	2.6	Feasibility Study for Appropriate services	Cori Valet, Alden Forrester, Cam Marlowe	12/31/2026	Cam Marlowe, Applicable department managers	38.33
	2.6.1	Echo Stress Testing	Cam Marlowe, Cori Valet, Alden Forrester	12/31/2026	Cam Marlowe, Leah Hyman	
	2.6.1.1	Conduct preliminary analysis to determine if following steps worthy of completion	Antone Eek, Cori Valet, Cam Marlowe	12/31/2026	Executive Team	
	2.6.1.2	Prepare projected income statement	Antone Eek, Cori Valet, Cam Marlowe	3/31/2026	Executive Team	
	2.6.1.3	Conduct Market Survey	Cori Valet, Raymond Hino	3/31/2026	Executive Team	
	2.6.1.4	Create business and operations plan to include equipment, facility, personnel, supply availability and overhead	Alden Forrester, Cori Valet, Antone Eek, Cam Marlowe	6/30/2026	Executive Team	
	2.6.1.5	Review and analyze all data and determine Go/No Go Decision	Cam Marlowe, Cori Valet, Antone Eek, Alden Forrester	9/30/2026	Executive Team	
	2.6.1.6	Present proposal to board of directors for approval if applicable	Raymond Hino, Cori Valet	10/22/2026	Executive Team	
	2.6.2	Mobile Nuclear testing	Alden Forrester, Cam Marlowe, Cori Valet	12/31/2026	Cam Marlowe, Leah Hyman	
	2.6.2.1	Conduct preliminary analysis to determine if following steps worthy of completion	Cori Valet, Antone Eek, Cam Marlowe	12/31/2025	Leah Hyman, Executive Team	
	2.6.2.2	Prepare projected income statement	Cori Valet	3/31/2026	Leah Hyman, Executive Team	
	2.6.2.3	Conduct Market Survey	Cori Valet	3/31/2026	Leah Hyman, Executive Team	
	2.6.2.4	Create business and operations plan to include equipment, facility, personnel, supply availability and overhead	Cori Valet, Alden Forrester, Antone Eek, Cam Marlowe	6/30/2026	Leah Hyman, Executive Team	
	2.6.2.5	Review and analyze all data and determine Go/No Go Decision	Cam Marlowe, Antone Eek, Alden Forrester, Cori Valet	9/30/2026	Leah Hyman, Executive Team	
	2.6.2.6	Present proposal to board of directors for approval if applicable	Cori Valet, Raymond Hino	10/22/2026	Leah Hyman, Executive Team	
Completed	2.6.3	Endoscopy	Cori Valet, Alden Forrester, Cam Marlowe	2/28/2025	Cam Marlowe, Danielle Wirt	100
Completed	2.6.3.1	Conduct preliminary analysis to determine if following steps worthy of completion	Alden Forrester, Antone Eek, Cori Valet, Cam Marlowe	11/30/2024	Katelin Wirth, Danielle Wirt	100
Completed	2.6.3.2	Prepare projected income statement	Cam Marlowe, Cori Valet, Antone Eek	12/15/2024	Katelin Wirth, Danielle Wirt	100
Completed	2.6.3.3	Conduct Market Survey	Cori Valet, Antone Eek, Cam Marlowe	12/31/2024	Katelin Wirth, Danielle Wirt	100
Completed	2.6.3.4	Create business and operations plan to include equipment, facility, personnel, supply availability and overhead	Cam Marlowe, Antone Eek, Cori Valet, Alden Forrester	12/31/2024	Katelin Wirth, Danielle Wirt	100
Completed	2.6.3.5	Review and analyze all data and determine Go/No Go Decision	Alden Forrester, Cori Valet, Antone Eek, Cam Marlowe	12/31/2024	Katelin Wirth, Danielle Wirt	100
	2.6.4	Coast Top referrals: Gen Surgery, Dermatology, ENT	Alden Forrester, Cam Marlowe, Cori Valet	12/31/2026	Cam Marlowe, Danielle Wirt	

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	2.6.4.1	Conduct preliminary analysis to determine if following steps worthy of completion	David Serle	12/31/2026		
	2.6.4.2	Prepare projected income statement	David Serle	12/31/2026		
	2.6.4.3	Conduct Market Survey	David Serle	12/31/2026		
	2.6.4.4	Create business and operations plan to include equipment, facility, personnel, supply availability and overhead	David Serle	12/31/2026		
	2.6.4.5	Review and analyze all data and determine Go/No Go Decision	David Serle	12/31/2026		
	2.6.4.6	Present proposal to board of directors for approval if applicable	David Serle	12/31/2026		
On Track	2.6.5	Expand Pain Program	Cori Valet, David Serle, Cam Marlowe	9/1/2025	Cam Marlowe, Danielle Wirt, Victoria Schmelzer	91.66
Completed	2.6.5.1	Conduct preliminary analysis to determine if following steps worthy of completion	David Serle	2/1/2025	Finance Department	100
Completed	2.6.5.2	Prepare projected income statement	David Serle	2/1/2025	Finance Department	100
Completed	2.6.5.3	Conduct Market Survey	David Serle	2/1/2025	Executive Team	100
Completed	2.6.5.4	Create business and operations plan to include equipment, facility, personnel, supply availability and overhead	David Serle	2/1/2025	Executive Team	100
Completed	2.6.5.5	Review and analyze all data and determine Go/No Go Decision	David Serle	3/1/2025	Executive Team	100
On Track	2.6.5.6	Hire and Onboard 2nd CRNA Pain Provider	David Serle	9/1/2025	HR Team, Victoria Schmelzer	50
Completed	2.7	Develop Tele Medicine strategy.	Alden Forrester, Cori Valet	6/30/2025	Cam Marlowe, Raymond Hino, Exec Team	100
Completed	2.8	Expand Access to Care at Clinic	David Serle	12/31/2027	Executive Team	100
	3.0	Quality: Services and internal operations				
Completed	3.1	EHR Optimization	Scott McEachern	12/31/2025	Staff	99.33
Completed	3.1.1	Epic Go-Live	Scott McEachern	12/7/2024	Staff	100
Completed	3.1.2	Post-Live Support Begins	Scott McEachern	2/28/2025	Staff	100
Completed	3.1.3	One Month Post Live: All provider documentation finished in Legacy EHR	Scott McEachern	1/11/2025	Medical Staff, Dr. Forrester	100
Completed	3.1.4	Ellkay (Medical Record Archive) Live	Scott McEachern	4/30/2025	Shawn March	96.66
Completed	3.1.4.1	Communication to Providers regarding where data resides	Scott McEachern	1/4/2025	Staff	100
On Track	3.1.4.2	Final Data Extract from Trubridge EHR	Scott McEachern	6/30/2025	Shawn March	90
Completed	3.1.4.3	Communication to Providers describing data archive (post-live archive)	Scott McEachern	9/30/2025	Shawn March	100
Completed	3.1.5	Decommission Trubridge EHR and convert to legacy system	Scott McEachern	6/30/2025	Raymond Hino, Antone Eek	100
On Track	3.2	Achieve top 100 Hospital Status	Raymond Hino, Cori Valet, Scott McEachern, Cam Marlowe	12/31/2027	Executive Team, Managers, staff, providers, district board	30
Completed	3.2.1	Implement new HCAHPS vendor	Scott McEachern	12/31/2022	Cori Valet	100
On Track	3.2.2	Research criteria for achieving top 100 Hospital Status	Raymond Hino	6/1/2025	Executive Team	50
	3.2.3	Achieve 50% of Top 100 Hospital metrics	Raymond Hino	12/31/2026	Executive Team	
	3.2.4	Achieve 100% of Top 100 Hospital metrics Nationwide	Raymond Hino	12/31/2027	Executive Team	
	3.2.5	Work with Altius to improve staffing metrics to become a top hospital	Antone Eek, Cam Marlowe	12/31/2025	Executive Team	
On Track	3.3	Develop a SCH Data Governance Model	Scott McEachern	1/30/2026	Executive Team, Managers	73.33

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Completed	3.3.1	Plan and Hold Inaugural Data Governance Committee	Scott McEachern	11/24/2025	Scott McEachern	100
On Track	3.3.2	Develop Committee Charter	Scott McEachern	1/30/2026	Scott McEachern, Cam Marlowe, Jamie Schultz, Amanda Myers, Shawn Mardch	60
On Track	3.3.3	Determine Goals & Objectives and focus areas for the committee	Scott McEachern	1/30/2026	Committee	60
Completed	3.4	Develop and implement an organization-wide Risk Management Strategy	Amanda Bemetz	4/30/2025	Executive Team	100
Completed	3.5	Develop a Clinical Informatics Roadmap	Scott McEachern	9/30/2025	Shawn March, Executive Team	100
Completed	3.6	Develop IS Strategy and roadmap	Scott McEachern	6/30/2025	Trevor Jurgenson, Executive Team	100
Completed	3.7	Develop an organizational clinical quality program: Patient Safety	Amanda Bemetz	1/30/2026	Executive Team	100
	4.0	Growth				
On Track	4.1	Develop and Implement Comprehensive District Marketing Plan for 2025-2026	Raymond Hino	6/30/2025	Amy Moss Strong, Executive Team, Leadership Team	92.85
Completed	4.1.1	SCH Marketing Strategy 2025: Epic Transition	Scott McEachern	6/30/2025	Executive Team	100
Completed	4.1.1.1	Increase Patient Portal (My Chart) utilization by 50%	Scott McEachern	1/31/2025		100
Completed	4.1.1.2	Regular Project Press Releases	Scott McEachern	12/31/2024		100
Completed	4.1.2	Deploy Short Videos	Raymond Hino	4/30/2025	Raymond Hino, Amy Moss Strong	100
Completed	4.1.2.1	Holiday videos and Special Events	Raymond Hino	4/30/2025	Amy Moss Strong	100
Completed	4.1.3	Enhance SCHHC Website	Raymond Hino	6/30/2025	Raymond Hino, Amy Moss Strong	100
On Track	4.1.4	Revisit Rebranding to Bandon Regional Health	Raymond Hino	6/30/2025	Executive Team	50
Completed	4.1.5	Conduct Regular HIPAA Risk Audits on Marketing Efforts	Scott McEachern	6/30/2025	Scott McEachern	100
Completed	4.1.6	Increase Investment in Digital Technologies to assist in streamlining the Patient Journey	Scott McEachern	6/30/2025	Scott McEachern	100
Completed	4.1.6.1	Explore chatbots and virtual assistants	Scott McEachern	6/30/2025		100
Completed	4.1.7	Increase Patient Access by Connecting all Elements of SCHHC Ecosystem	Raymond Hino	6/30/2025	Executive Team	100
Completed	4.1.7.1	SCHHC Website, MyChart Patient Portal, Patient Statements, Phone Tree	Scott McEachern	6/30/2025		100
On Track	4.2	Develop a facility master plan for the entire facility that will encompass equipment, clinical tools, and infrastructure	Raymond Hino, Cam Marlowe	7/1/2026	Board of Directors, Executive Team, Design architects, Managers	58.33
Completed	4.2.1	Engage consultant to guide development of facility master plan, including RFP, selection of architects, and development of TCO	Antone Eek, Cam Marlowe	4/30/2025	Scott McEachern, Jason Cook, Joe Kunkle	100
Completed	4.2.1.1	RFP / Grant for Facility Master Plan	Scott McEachern	1/1/2025	Raymond Hino, Scott McEachern, Alix McGinley	100
Completed	4.2.1.2	Start Meetings to review current needs and future needs	Scott McEachern, Antone Eek, Raymond Hino, Cam Marlowe	1/31/2025	Raymond Hino, Antone Eek, Scott McEachern, Alden Forrester, Healthcare Collaborative	100

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Completed	4.2.1.3	Determine Current Building Needs to bridge gap to Master Facility Objective	Cam Marlowe, Antone Eek, Raymond Hino, District Board	10/31/2025	Executive Team, Board of Directors, Healthcare Collaborative	100
Completed	4.2.2	Select Architects and Engineering firms for MFP	Cam Marlowe, Alden Forrester, Raymond Hino, David Serle, Scott McEachern, Stacy Nelson, Cori Valet, Antone Eek	6/30/2025	Executive Team and Joe Kunkel	100
Completed	4.2.2.1	Release RFP	Scott McEachern, Stacy Nelson, Cori Valet, Antone Eek, David Serle, Raymond Hino, Alden Forrester, Cam Marlowe	4/4/2025	Joe Kunkel	100
Completed	4.2.2.2	Interview Architects	Cam Marlowe, Antone Eek, Alden Forrester, Raymond Hino, David Serle, Stacy Nelson, Cori Valet, Scott McEachern	6/2/2025	Executive Team and Joe Kunkel	100
Completed	4.2.3	Select financial firm to begin analysis of debt capacity and SCH financial position	Stacy Nelson, Cori Valet, Scott McEachern, Alden Forrester, David Serle, Raymond Hino, Cam Marlowe	12/18/2025	Joe Kunkel	100
Completed	4.2.3.1	Release RFPs to three vendors	Scott McEachern, Raymond Hino, Cam Marlowe	10/31/2025	Joe Kunkel, Wlpfli, CLA, Eide Bailey	100
Completed	4.2.3.2	Sub-committee recommends vendor to overall MFP committee	Cam Marlowe, Raymond Hino, Scott McEachern	12/4/2025	Joe Kunkel	100
On Track	4.2.4	Partner with selected firm to conduct debt capacity analysis and SCH financial position			Joe Kunkel	50
On Track	4.2.5	Make final Master Facility Plan presentation to Board of Directors and Receive Acceptance and Approval of the Plan	Cori Valet, Stacy Nelson, Scott McEachern, David Serle, Alden Forrester, Raymond Hino	4/30/2026	Executive Team and Joe Kunkel	
On Track	4.2.6	Community Meetings to Review Preliminary Plans	Alden Forrester, Raymond Hino, Scott McEachern, Stacy Nelson, Cori Valet	2/27/2026	Executive Team and Joe Kunkel	
On Track	4.3	Create Project Management Infrastructure at SCHHC	Alden Forrester, Scott McEachern	12/31/2025	Executive Team	87.5
On Track	4.3.1	Quarterly Governance Committee Meeting	Scott McEachern	12/31/2025	Executive Team	25
Completed	4.3.1.1	1st Quarter FY26 Project Review	Scott McEachern	12/31/2025	Executive Team	100
On Track	4.3.1.2	2nd Quarter FY26 Project Review		2/27/2026	Executive Team	
On Track	4.3.1.3	3rd Quarter FY26 Project Review		4/30/2026	Executive Team	
On Track	4.3.1.4	4th Quarter FY26 Project Review		5/29/2026	Executive Team, Managers	
Completed	4.3.2	Develop Charter	Scott McEachern, Alden Forrester	12/31/2025	Executive Team	100
Completed	4.3.3	Convene first meeting	Alden Forrester, Scott McEachern	12/31/2025	Executive Team	100
On Track	4.4	Epic Community Connect Implementation	Scott McEachern	3/31/2025	Executive Team	96.87
Completed	4.4.1	Imprivata SSO	Scott McEachern	10/1/2024		100
Completed	4.4.2	Sage/Intacct Go Live	Scott McEachern	11/1/2024	Antone Eek	100
Completed	4.4.3	EHR Technical Dress Rehearsal	Scott McEachern	10/15/2024		100
Completed	4.4.4	EHR Workflow Dress Rehearsal	Scott McEachern	11/15/2024		100
Completed	4.4.5	Scheduling/Registration Conversion	Scott McEachern	11/30/2024		100
Completed	4.4.6	Epic Community Connect Go-Live	Scott McEachern	12/7/2024		100
Completed	4.4.6.1	Epic Community Connect	Scott McEachern	12/7/2024		100
Completed	4.4.6.2	Data Conversion to Epic:	Scott McEachern	12/7/2024		100
Completed	4.4.6.3	Imprivata Go Live	Scott McEachern	12/7/2024		100
Completed	4.4.7	Data Conversion to Epic Third Extract	Scott McEachern	12/31/2024		100

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On Track	4.4.8	Archive Go-Live	Scott McEachern	3/31/2025		75
On Track	4.4.8.1	Convert staff to use of Epic data and Archive and d/c use of Trubridge	Scott McEachern	6/30/2025		75
On Track	4.5	Expand and Optimize Retail Pharmacy Services	Alden Forrester	12/31/2025	Scott McEachern, Raymond Hino	98.43
Completed	4.5.1	Director of Pharmacy Services	Antone Eek, Cam Marlowe	4/30/2025	Antone	100
Completed	4.5.1.1	JD Posted	Antone Eek, Cam Marlowe			100
Completed	4.5.1.2	Director of Pharmacy Hired	Antone Eek, Cam Marlowe			100
Completed	4.5.2	Outpatient Retail Pharmacy	Antone Eek, Cam Marlowe	6/6/2025	Pharmacy Team	100
Completed	4.5.2.1	Agreement with Cardinal	Antone Eek, Cam Marlowe	8/1/2024	Raymond Hino	100
Completed	4.5.2.2	Contractor - Pharmacy Build (Project Management & Architect)	Cam Marlowe, Antone Eek	11/30/2024	Jason	100
Completed	4.5.2.3	Contractor - Pharmacy Build (General Contractor)	Cam Marlowe, Antone Eek	4/30/2025	Jason	100
Completed	4.5.2.4	Contractor - UniWeb - Shelving	Antone Eek, Cam Marlowe	4/20/2025	Jason	100
Completed	4.5.2.5	Cardinal - Retail Pharmacy Inventory Account GLS	Antone Eek, Cam Marlowe	3/14/2025		100
Completed	4.5.2.6	Contractor - Cardinal (Payor Contracts)	Antone Eek, Cam Marlowe	12/31/2025		100
Completed	4.5.2.7	Contractor - POS System	Antone Eek, Scott McEachern, Cam Marlowe	4/30/2025		100
Completed	4.5.3	Outpatient Pharmacy Licensing	Antone Eek, Cam Marlowe	3/14/2025	Pharmacy Team	100
Completed	4.5.3.1	NPI	Cam Marlowe, Antone Eek			100
Completed	4.5.3.2	NCPDP	Antone Eek, Cam Marlowe			100
Completed	4.5.3.3	Oregon Board of Pharmacy	Cam Marlowe, Antone Eek			100
Completed	4.5.3.4	DEA	Antone Eek, Cam Marlowe			100
On Track	4.5.4	Optimize 340B program	Cam Marlowe, Antone Eek	4/30/2026	Pharmacy Team	93.75
Completed	4.5.4.1	340B Coordinator CPhT - JD and Posted	Antone Eek, Cam Marlowe			100
Completed	4.5.4.2	340B Coordinator CPhT - Hire	Cam Marlowe, Antone Eek			100
Completed	4.5.4.3	340B Coordinator CPhT - Trained / Database Cleaned	Antone Eek, Cam Marlowe			100
Completed	4.5.4.4	Cancel MacroHelix Contract	Cam Marlowe, Antone Eek, Scott McEachern	4/14/2025		100
Completed	4.5.4.5	Verity Solutions Contract (Replacement for MacroHelix)	Scott McEachern, Antone Eek, Cam Marlowe			100
Completed	4.5.4.6	Verity Solutions - Go Live	Antone Eek, Scott McEachern, Cam Marlowe	3/24/2025		100
Completed	4.5.4.7	Verity Solutions - Move Contract Pharmacies from MacroHelix	Cam Marlowe, Scott McEachern, Antone Eek	5/30/2025		100
On Track	4.5.4.8	Choose Consultant for Ongoing Optimization	Raymond Hino, Alden Forrester, Cam Marlowe	12/31/2025	Pharmacy Team	50
	5.0	Finance:Self sustainable				
On Track	5.1	Review and renegotiate and include quality metrics for all payer contracts	Cam Marlowe	10/31/2025	Raymond Hino, David Serle, Advance Healthcare	74.72
Completed	5.1.1	Current Payer Contracts - Updated and Loaded into EPIC Billing System	Cam Marlowe	7/1/2025	Katelin Wirth	100
Completed	5.1.2	Healthcare Consulting Services - Contracted Services to renegotiate contracts	Cam Marlowe	1/5/2026	Colene Hickman	100
On Track	5.1.3	Payer Contracts - Renegotiated	Cam Marlowe	1/5/2026	Andy Werking, Katelin Wirth	24.16
On Track	5.1.3.1	Moda	Cam Marlowe	1/5/2026	Andy Werking	15
On Track	5.1.3.2	UHC	Cam Marlowe	1/5/2026	Andy Werking	25
On Track	5.1.3.3	Regence BCBS	Cam Marlowe	1/5/2026	Andy Werking	35
On Track	5.1.3.4	HealthNet	Cam Marlowe	1/5/2026	Andy Werking	15

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On Track	5.1.3.5	Centine	Cam Marlowe	1/5/2026	Andy Werking	10
On Track	5.1.3.6	Advanced Health	Cam Marlowe	1/5/2026	Andy Werking	45
On Track	5.2	Profitability plan: Defined plan to increase the bottom line	Cam Marlowe	5/30/2025	Executive Team	70.52
On Track	5.2.1	Revenue Cycle Improvements	Cam Marlowe	12/31/2025	Colene Hickman, Nichole Hunt	88.33
Completed	5.2.1.1	Coding Replacement and Optimization	Cam Marlowe	6/28/2024	Colene Hickman	100
Completed	5.2.1.2	CDM Redesign and Cleanup - Phase 1	Cam Marlowe	8/29/2025	Colene Hickman	100
On Track	5.2.1.3	CDM Redesign and Cleanup - Phase 2	Cam Marlowe	10/6/2025	Colene Hickman	30
Completed	5.2.1.4	Revenue Integrity and Reporting	Cam Marlowe	1/30/2026	Colene Hickman	100
Completed	5.2.1.5	Charge Capture Review and Optimization	Cam Marlowe	3/31/2025	Colene Hickman	100
Completed	5.2.1.6	Reporting and Accountability with Billed AR	Cam Marlowe	3/31/2025	Colene Hickman	100
On Track	5.2.2	Revenue Deductions - Optimization and Planning	Cam Marlowe	12/31/2025	Colene Hickman	13.75
On Track	5.2.2.1	Prior Authorization Adjustments / WO	Cam Marlowe	8/29/2025	Colene Hickman	10
On Track	5.2.2.2	Medical Necessity Adjustments / WO	Cam Marlowe, Alden Forrester	12/29/2025	Case Management	
On Track	5.2.2.3	Outstanding A/R - Reserve Reduction	Cam Marlowe	12/31/2025	Katelin Wirth	
On Track	5.2.2.4	Colene to present A/R Reduction Plan	Cam Marlowe	8/28/2025	Colene Hickman	45
On Track	5.2.3	Identify revenue gap to profitability	Cam Marlowe	9/30/2025	Cam Marlowe	80
On Track	5.2.3.1	Revenue Stabilization - EPIC	Antone Eek	9/30/2025	Antone Eek, Katelin Wirth, Colene Hickman	80
Completed	5.2.4	Lines of business (Revenue Streams) identified in the strategic plan to help with profitability and long term organizational stability / patient care	Cam Marlowe	7/25/2025	Cam Marlowe	100
Completed	5.2.4.1	Retail Pharmacy - Analysis (Revenue Starts June 2025)	Cam Marlowe	5/1/2025		100
Completed	5.2.4.2	OP Clinic - General Surgery	Cam Marlowe	6/1/2025		100
Completed	5.2.4.3	OP Clinic - Geri Pysch (Revenue Starts October/November 2025)	Cam Marlowe	10/10/2025		100
On Track	5.3	Optimize ACO performance	Amanda Bemetz, Raymond Hino, David Serle	12/31/2025	Executive Team	82.5
On Track	5.3.1	Utilize the ACO's platform to manage and track patient-centered care through Annual Medicare Wellness Visits and monthly check-ins with patients who are high utilizers of the ED.	Raymond Hino, David Serle	12/31/2025	Shawn March, Kelli Cotton David Serle, Cassandra Keller, Dr. Webster	80
Completed	5.3.2	Benchmark current state of performance metrics and develop plan of improvement to reach ACO's metric goals	David Serle, Amanda Bemetz	12/31/2025	Scott McEachern, Shawn March David Serle, Cassandra Keller	100
Completed	5.3.3	Receive First Year Medicare Savings Distribution Check	Raymond Hino	11/1/2025	Executive Team	100
On Track	5.3.4	Receive Second Year Medicare Savings Distribution Check	Raymond Hino	11/1/2026	Executive Team	50
	6.0	Accreditation and regulatory compliance				
Completed	6.1	DNV Continuous Readiness; DNV Required documents current and readiness	Amanda Bemetz	8/8/2025	Executive Team	100
	7.0	General SCHHC Projects				
Completed	7.1	Upgrade Sterile processing department	Cori Valet	10/31/2024	Jason Cook, Cori Valet, Joe Kunkel, Denise Ebanal, Danielle Wirt, Chris Amaral	100

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8.0 Community Health Needs Assessment						
On Track	8.0	Community Health Needs Assessment				
On Track	8.1	Expand Access to care in SCH Clinic	David Serle	7/1/2025	Executive Team	93.75
Completed	8.1.1	Implement Triage Line	David Serle	10/1/2023	Executive Team	100
Completed	8.1.2	Tracking Call Volume and Time	Scott McEachern	7/1/2025	Executive Team, SCHHC IS Department	100
On Track	8.1.3	Same Day (Fast Track) Appointments in SCH Clinic	David Serle	7/1/2025	Executive Team	75
Completed	8.1.4	Extended Hours in the SCH Clinic	David Serle	8/1/2024	Executive Team	100
Completed	8.2	Assess Potential Specialties to improve local access	Raymond Hino	7/1/2025	Executive Team	100
Completed	8.2.1	Assess top three opportunities	Raymond Hino	8/1/2024	Executive Team	100
Completed	8.2.1.1	Dermatology	Raymond Hino	11/21/2023	Executive Team	100
Completed	8.2.1.2	Urology	Raymond Hino			100
Completed	8.2.1.3	Gynecology	Raymond Hino			100
Completed	8.2.1.4	Endocrinology	Raymond Hino			100
Completed	8.2.1.5	Ophthalmology (Cataracts)	Raymond Hino			100
Completed	8.2.1.6	Podiatry	Raymond Hino			100
Completed	8.2.1.7	ENT	Raymond Hino			100
Completed	8.2.1.8	Nephrology	Raymond Hino	11/21/2023		100
Completed	8.2.1.9	Pediatric	Raymond Hino			100
Completed	8.2.1.10	Telemedicine	Raymond Hino			100
Completed	8.2.1.11	Psychiatric services	Raymond Hino			100
Completed	8.2.1.12	Orthopedics	Raymond Hino	11/21/2023	Jeremiah Dodrill	100
Completed	8.3	Improve Service Offerings to SCHHC Patients	Raymond Hino	12/31/2023	Executive Team	100
Completed	8.3.1	Chronic Care Management	David Serle	12/31/2023	Executive Team	100
Completed	8.3.1.1	Hire a Chronic Care Management Coordinator	David Serle	12/31/2023	Executive Team	100
Completed	8.3.2	Hire School Nurse Replacement	David Serle	8/14/2023	Scott McEachern	100
On Track	8.4	Increase community awareness about our services	Raymond Hino, Alden Forrester, David Serle	6/30/2025	Executive Team	83.33
Completed	8.4.1	Improve Google Star Ratings	Raymond Hino	6/30/2024	Amy Moss Strong	100
Completed	8.4.2	Regular Billboard Rotation: every 3 months	Raymond Hino	8/1/2024	Executive Team	100
On Track	8.4.3	Promote Pulmonary Function Testing capabilities	Alden Forrester, Scott McEachern, Cori Valet	10/31/2025	Cheryl Johnson, Executive Team, Amy Moss Strong,	50
On Track	8.5	Staff Education	Raymond Hino	7/1/2025	Executive Team	50
Completed	8.5.1	Increased awareness of Insurance acceptance, and services offered at the hospital and clinic, Community, and how to access those services	Raymond Hino	7/1/2025	Executive Team	100
Completed	8.5.1.1	Outside service resource list.	David Serle	7/1/2025	Executive Team	100
Completed	8.5.1.2	Availability and promotion of Financial Assistance Policy	Scott McEachern	12/31/2023	Dawn Gray, front desk staff, Cathy Mann, Amy Moss Strong	100
On Track	8.5.2	Cultural Competency and trauma-informed care education	Raymond Hino, Stacy Nelson	7/1/2025	Executive Team	
Completed	8.6	HIPAA Privacy & Security Plan 2026	Scott McEachern	1/30/2026	Executive Team	100
9.0 Health Equity and Social Drivers of Health						
Completed	9.1	Increase awareness about Health Equity and Social Drivers of Health	Amanda Bemetz	1/30/2025	Executive Team	100
On Track	9.2	Optimize Health Screening and Immunizations to drive Health Equity	Cori Valet, David Serle	8/31/2026	Karen Stafford, Nick Lucas, Amanda Myers, Kerry Vincent, Leah Hyman	95
Completed	9.2.1	Mammography screening promotion	Cori Valet	9/12/2025	Leah Hyman	100
On Track	9.2.2	Medicare Annual Wellness Visits	David Serle	6/30/2025	Kelli Cotton	70

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Completed	9.2.3	PSA screening promotion	David Serle	8/15/2025	Cindy Kessler	100
Completed	9.2.3.1	Create and disperse fliers for patient access areas on campus and other local health centers.		8/1/2025	Amy Moss-Strong Cynthia Kessler	100
Completed	9.2.3.2	Facebook, website, radio advertising		8/15/2025	Amy Moss-Strong Cynthia Kessler	100
Completed	9.2.4	Expand SCHHC presence at Health Fairs	David Serle, Cori Valet, Stacy Nelson	6/30/2025		100
Completed	9.2.5	Expand access to Sports Physicals	David Serle	6/30/2025	Liz Deters	100
Completed	9.2.6	Expand access to Immunizations	David Serle, Cori Valet	9/30/2025	Dr. Webster	100
Completed	9.2.6.1	Expand flu and covid vaccines to Bandon Dunes Golf Resort employees and members of the confederated tribes.	Cori Valet	12/10/2023	Nick Lucas	100
Completed	9.2.6.2	Initiate Vaccines for Children in the Primary Care environment	David Serle	9/30/2025	David Serle/Kassandra	100
On Track	9.3	Partner with the Community to Improve Health Equity	David Serle, Cori Valet	12/31/2026	Case Management	50
Completed	9.3.1	Food Banks	David Serle, Cori Valet	12/31/2026	Case Management	100
Completed	9.3.1.1	Establish connection with regional food banks to determine availability and referral processes.	Cori Valet	6/30/2025	Case Management	100
	9.3.2	City/County	David Serle, Raymond Hino	12/31/2026		
Completed	9.4	Elderly Loneliness	David Serle	12/31/2027	Senior Life Solutions	100
Completed	9.5	Build Infrastructure to Support Health Equity	Amanda Bemetz	4/30/2025	Executive Team	100
	10.0	Foundation				
Completed	10.1	Restructure the SC foundation and fundraising.	Raymond Hino	12/31/2025	Executive Team, Foundation Board of Directors	100