

**Modoc Medical Center Strategic Plan
Fiscal Year Ending 6/30/2026**

OBJECTIVES	GOALS	TASKS
SERVICE	Expand Primary Care Access	Successfully recruit a replacement Chief Medical Officer.
		Successfully recruit a replacement physician for Canby Clinic.
		Transition Dr. Richert to a dedicated skilled nursing facility (SNF) physician.
		Analyze patient panel sizes of all current providers and establish panel size standards for providers if possible to better utilize current providers.
	Increase Capacity for Providing Skilled Nursing Services	Facilitate continued operation of current SNF if CMS approves of its continued licensure and operation.
		Develop feasible plan to expand SNF services at the new site if CMS does not approve continued operation of current SNF.
	Re-Establish Mobile MRI Services in the Region	Finalize licensing and implementation of mobile MRI service with Heritage Imaging.
		Finalize agreement for the purchase of a shared mobile MRI unit with Mayers, Seneca, Plumas, and Eastern Plumas.
		Fund shared mobile MRI unit with regional facilities and initiate procurement processes for unit to be manufactured.
QUALITY	Enhance Quality Incentive Program Performance	Re-educate MAs, Care Coordinators, and Providers on the performance of tobacco use and clinical depression screenings and how to document results of those screenings in Cerner. Re-educate providers on documenting valid interventions if patients screen positive for either one of these screenings.
		Graduate both clinics off of modified Quality Incentive Program (QIP) for Partnership Healthplan of California (PHP) incentive programs for the clinics.
		Develop workflow for Care Coordinators and MAs to login to PHP QIP portal to contact patients who have not met metrics in down time or when they are without a provider and have time.
	Develop Chronic Disease Management Program	Establish feasible schedule for Hospitalist Director to begin building a chronic disease management program.
		Identify viable reporting to identify and prioritize chronic diseases that we would want to address in the program.
		Develop proper structure for delivery of management services to patients and/or providers.
		Implement the chronic disease management program.
	Expand Enhanced Care Management (ECM) Program	Hire an additional Enhanced Care Coordinator.
		Enroll at least 15 new members in the ECM program.
		Remodel Canby Clinic to accommodate growth of the ECM.
	Increase Organizational Knowledge About Emergency/Disaster Preparedness	Establish department-level drilling and regular participation in staff meetings to expand knowledge of emergency management plans, codes, and other components of emergency preparedness.
Increase frequency of radio checks and E3 Checks to ensure proper communication mechanisms function during an incident/event.		
PEOPLE	Enhance Departmental Orientation Process	Refine existing departmental orientation process to include familiarization with intranet, more detailed and documented familiarization with software systems, equipment, where to locate forms and general information about the organization, and organizational processes and procedures.
		Finalize database of policies and procedures on the intranet and require employee navigation to the site to locate policies and procedures for their department and the organization.
	Develop Opportunities for College Education to Occur within the Local Community	Finalize relationship with Junior College or other institution of higher learning that wants to collaborate to bring more educational opportunities to our area.
		Begin development of remote Registered Nurse program that allows for more local learning of both didactic and experiential portions of the program.
Implement Quarterly Manager Training Program	Develop curriculum to be used to train managers quarterly, to include MOU compliance, proper communication, financial management, quality assurance processes, and other topics beneficial to the continued efficient and effective operation of Modoc Medical Center.	

		Implement quarterly training sessions for all managers. Incorporate incentive for attendance and participation if appropriate and feasible.
FINANCE	Improve Efficiency and Effectiveness of Dental Billing Processes	Evaluate collections for dental services and verify that all current insurances are paying per established fee schedules.
		Evaluate total dental AR and effectiveness of R1 billing processes for dental services.
		Explore and implement process to bill patients remaining balances on dental bills.
	Increase Use of the Swing Bed Program	Develop formal outreach strategy for patients and other healthcare providers that would have use of swing bed services.
		Identify facilities to visit within 200 mile radius of Alturas, based on OSHPD market data and outmigration of surgeries and rehab services.
	Recruit Regular PT Staff	Evaluate market data for PT wage rates to ensure proper pay scale.
Evaluate feasibility of utilizing a PTA in the PT department.		
Finalize most effective and efficient staffing structure and invest in recruitment of PTs and/or PTAs to establish permanent employee bank in PT department.		
GROWTH	Establish Cardiology Service Availability in Area	Continue engaging with Dr. Chris Rowan and accommodate site visit to new facility.
		Develop a financially feasible structure with Dr. Rowan to provide reading of echos, clinic visit schedule, and opportunities for patients to establish with him as their cardiologist. Explore use of telemedicine technology for some of these visits.
		Implement and market the cardiology service to local patients.
	Expand Behavioral Health Services	Engage firm to launch geriatric behavioral health program.
		Analyze current patient volumes of behavioral health patients in the clinics and determine if additional demand exists for behavioral health services in the clinic environment.
		Evaluate financial feasibility of expanding behavioral health in the clinic if demand exists, both from a labor cost and space standpoint.
		Expand behavioral health services in the clinic space if feasible and warranted, after obtaining approval for outlay of funds from the Board.
	Explore Feasibility of Visiting Nurse Program as a Mechanism to Deliver Some Home Health Services	Engage consultant to run feasibility study on visiting nurse program as a mechanism for home health delivery out of the RHC.
		If financially feasible, recruit additional RN to perform visiting nurse services and establish administrative space for the program.
		Implement visiting nurse program and actively market the service to the community.