



STRATEGIC PLAN FY24-28

Petersburg Medical Center

103 Fram St
Petersburg, AK 99833



TABLE OF CONTENTS

Executive Summary _____	3
Financial Wellness _____	5
New Building _____	7
Community Engagement _____	10
Patient-Centered Care and Wellness _____	12
Workforce Wellness _____	14



EXECUTIVE SUMMARY

Mission Statement: Excellence in healthcare services and the promotion of wellness in our community.

Guiding Values: Dignity, Integrity, Professionalism, Teamwork, Quality.

Petersburg Medical Center (PMC) presents its strategic plan for FY24-28. PMC's mission is to provide excellence in healthcare services and promote wellness in the community, guided by values of dignity, integrity, professionalism, teamwork, and quality. The plan integrates outcomes from the October 2022 strategic manager retreat and from the November 2022 board-approved plan. The plan priorities aim to



diversify revenue streams, improve cost management, secure

funding for a new facility, engage with the community through outreach and partnerships, prioritize patient experience through continuity and preventive care, and foster a supportive work environment. PMC will accomplish this by focusing on these five key areas:



- I. **FINANCIAL WELLNESS:** PMC will achieve financial stability by diversifying revenue through service expansion and attracting a comprehensive community patient base. Cost-saving measures and exploring new funding opportunities will be implemented.
- II. **FACILITY:** PMC plans to construct a new building that meets regulatory standards and incorporates state-of-the-art technology. Funding stack will be secured, a suitable location identified, and community needs considered.
- III. **COMMUNITY ENGAGEMENT:** PMC will increase visibility through publicly involved efforts, partner with local and regional organizations to provide healthcare resources to underserved populations, and conduct periodic comprehensive community health needs assessment.

- IV. **PATIENT-CENTERED CARE:** PMC will provide personalized care, promote preventive care and wellness through programs, and utilize technology and data analytics to improve patient outcomes.
- V. **WORKFORCE WELLNESS:** PMC aims to create a supportive work environment through wellness initiatives, open communication, and retention strategies such as competitive benefits and professional development opportunities.

By implementing these strategies, PMC will continue to ensure excellence in community-driven healthcare services and promoting wellness within the community and drive long-term success in the years to come.



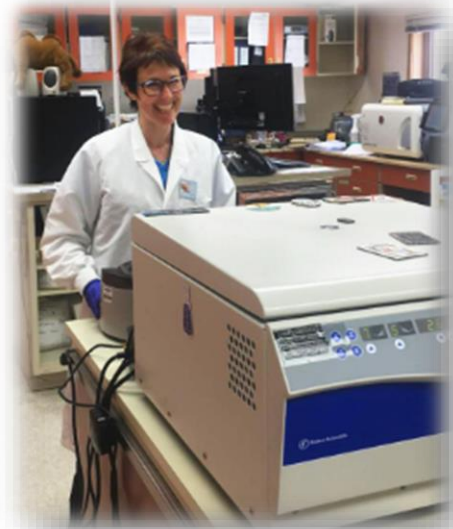
FINANCIAL WELLNESS

Achieve financial stability and sustainability for the hospital.

Objectives and Strategies

- **INCREASE REVENUE**

- Service expansion: Identify opportunities to expand the range of services offered by the hospital, such as by adding new specialty clinics or expanding into new markets.
- Diversification of patient base: Develop strategies to attract a diverse patient population, such as by targeting specific demographics or offering services in multiple languages.
- a comprehensive marketing plan to promote the hospital's services and attract new patients.



- **ENSURE SERVICES ARE PROPERLY REIMBURSED**



- Follow efficient and accurate coding and billing processes for all provided services.
- Streamline billing processes to reduce days in accounts receivable and enhance the claim denial process.

- **IMPLEMENT COST-SAVING MEASURES**

- Lean management: Utilize lean management principles to identify and eliminate waste in hospital processes, streamline workflows and implement automation technologies and reporting.
- Negotiation: Negotiate better rates with suppliers and vendors to reduce expenses.
- Optimize resources and promote sustainable practices.

- **EXPLORE NEW FUNDING OPPORTUNITIES**

- Grants: Research and apply for relevant grants to support the hospital's financial stability and growth.
- Partnerships: Explore opportunities for partnerships with other organizations, such as through joint ventures, consortiums or collaborations.
- Investment: Consider seeking investment from outside sources, such as venture capital firms, to fund the hospital's growth and development.

Key Performance Indicators:

Restore reserve cash and investments; Gross A/R days to be less than 55, DNFB < then 5 days, 90 Days Cash on Hand ;



NEW BUILDING

Maintain and expand the capacity and capabilities of the community borough-owned rural healthcare hospital while taking into account the needs and priorities of the local community through the construction of a new facility.



Evening View - Main Entrance - Option A

PETERSBURG MEDICAL CENTER, Petersburg, AK

September 14, 2023
Exterior Renderings

BETTISWORTH
NORTH

Objectives and Strategies

- **SECURE FUNDING IN PHASED APPROACH**



- Federal and State Legislative Capital Requests and grants: expand legislative, local, state and federal advocacy to build funding stack for relevant grants to fully support the construction of the new facility.
- Community Fundraising: Develop a capital fundraising plan to secure the remaining funding needed for

the construction of the new facility. This will include Community support, advocacy campaign to federal and state. It may include seeking donations from individual donors, foundations, or corporate sponsors.

- Foundations and Investment: Consider seeking partners in investors, collaborators and foundations to fund the equipment and construction completions of the new facility.



September 14, 2023
Exterior Renderings

BETTISWORTH
NORTH

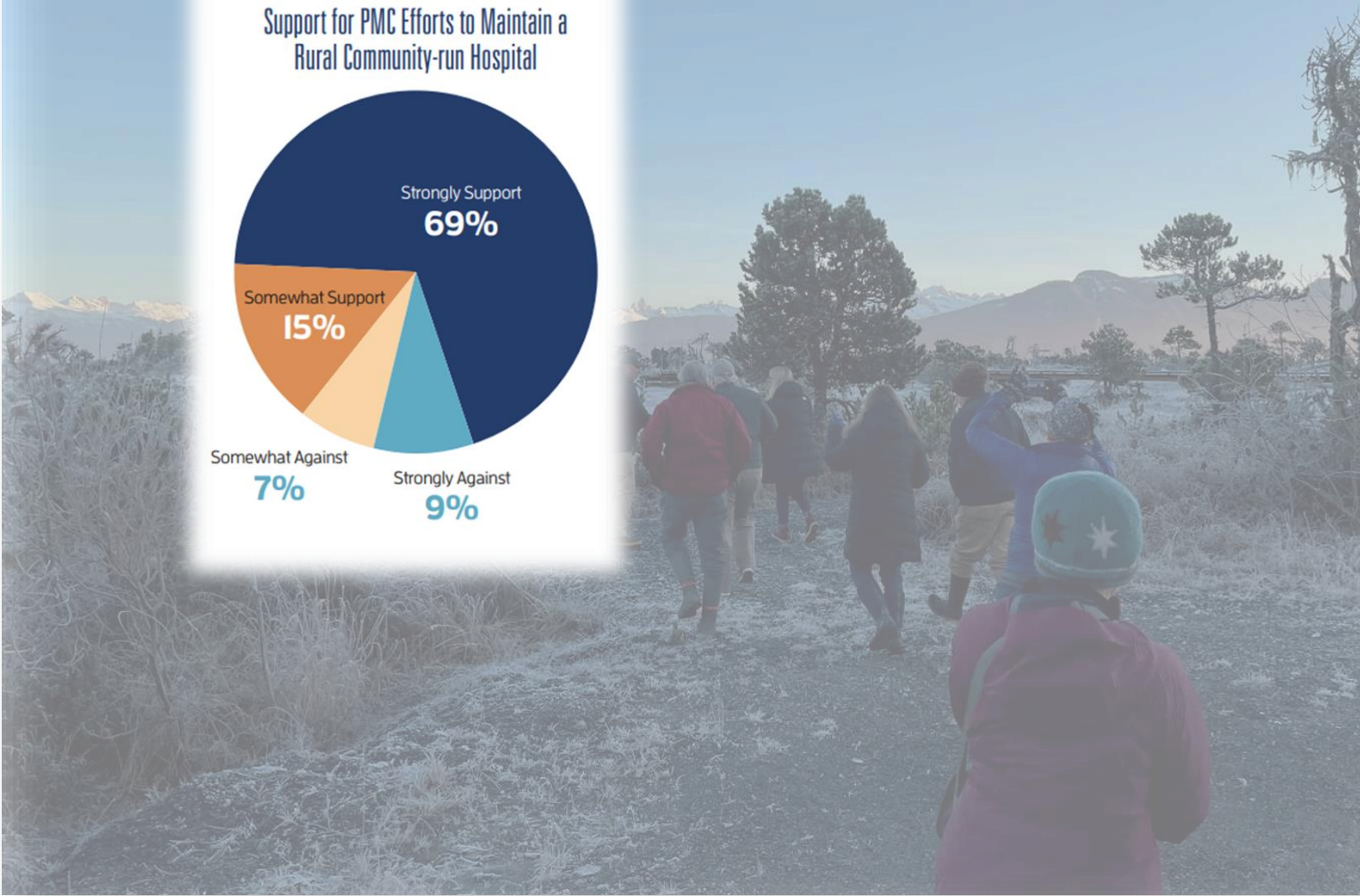
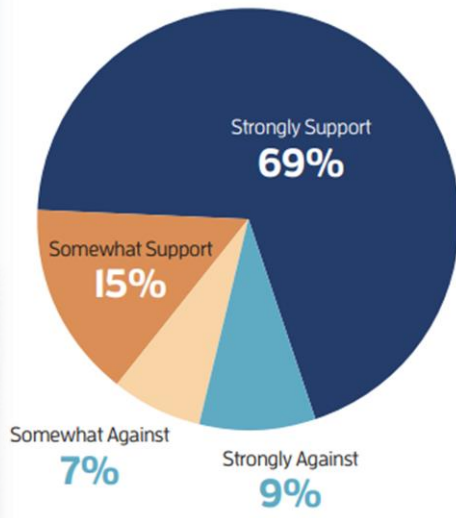
FINALIZE THE SITE SELECTION / LOCATION

- Community needs assessment, masterplan, work sessions and community engagement: Utilize all findings that identifies the Haugen site selection and confirm this through local governmental process to approve this site.
- Environmental study, geotechnical analysis, test dig and architectural designs to provide comprehensive assessment of the site.
- **LEVERAGE TECHNOLOGY AND ENSURE STANDARDS**
 - Ensure that the new facility is equipped with state-of-the-art technology and meets all necessary regulatory standards.
 - Design and construction: Work with the chosen architect firm to design and construct the new facility, ensuring that it meets all necessary regulatory and compliance standards.
 - Technology: Identify and implement state-of-the-art technologies to support the hospital's operations and improve patient care, such as electronic health records and telemedicine capabilities.



Key Performance Indicators: Receive \$20M Department of Treasury Grant; Receive Approval for USDA direct loan program; Capital fund for State of Alaska 2024; Select Architect; Select Contractor; Appropriation from Sen. Murkowski; Site selection approval and preparation; final design;

Support for PMC Efforts to Maintain a Rural Community-run Hospital



COMMUNITY ENGAGEMENT

Strengthen the hospital's relationship with the local community and promote health and wellness within the community.

Objectives and Strategies

- **INCREASE VISIBILITY AND ENGAGEMENT**
 - Public events: Organize public events, such as health fairs or screenings, community cafes and similar public events to increase the hospital's visibility and engagement within the community.
 - Educational materials: Develop and distribute educational materials, such as brochures or newsletters, to provide the community with information on health and wellness topics.
 - Media: Use social and local media platforms to share information on health and wellness topics and engage with the community.
- **DEVELOP AND MAINTAIN PARTNERSHIPS**
 - Identify local, regional and national organizations that serve underserved populations, such as community clinics or non-profit organizations.
 - Work with these organizations to develop partnerships and collaborations to provide health and wellness resources and services to underserved populations.
 - Consider offering discounted or low-cost services to underserved populations to ensure that they have access to quality healthcare.
- **ASSESS COMMUNITY NEEDS**
 - Conduct a thorough assessment of the health needs of the community, taking into account factors such as demographics, access to healthcare, and prevalence of specific health issues.
 - Use the findings of the assessment to develop strategies to address the identified health



needs, such as implementing targeted prevention and wellness programs or expanding access to care.

- Collaborate with community leaders and stakeholders on community health strategies.

Key Performance Indicators:

Increase number of community, educational sessions, group conversations, community wellness events; (Community Café; KFSK; PMC Board meetings live; Education to Community; Activity events; Public Relations, Open houses; Present at PIA and Borough Assembly meetings)



PATIENT-CENTERED CARE AND WELLNESS

Provide high-quality, patient-centered care, continuity of care and promote wellness for all patients.

Objectives and Strategies

- **IMPLEMENT PATIENT-CENTERED CARE PRACTICES**

- Personalized care plans: Develop individualized treatment plans for each patient based on their specific health needs and goals. These plans should include information on the patient's medical history, current health status, and any relevant lifestyle factors.
- Patient education: Provide patients with the information and resources they need to make informed decisions about their health, including information on their diagnoses, treatment options, and self-management strategies.
- Self-management support: Help patients develop the skills and knowledge they need to manage their own health and wellness, including through self-monitoring tools and resources such as patient portals.



- **PROMOTE PREVENTIVE CARE AND WELLNESS THROUGH A VARIETY OF PROGRAMS AND RESOURCES**

- Disease management programs: Develop programs that help patients manage chronic conditions, such as diabetes or hypertension, through a combination of medical care and self-management support.
- Health screenings: Offer regular health screenings to identify potential health issues early and provide timely interventions to prevent or manage them.

- Wellness programs: Develop wellness programs that focus on promoting healthy behaviors, such as exercise, healthy eating, and stress management.

- **UTILIZE TECHNOLOGY AND DATA ANALYTICS TO IMPROVE PATIENT CARE AND OUTCOMES**

- Electronic health records: Implement an electronic health record system to improve the accuracy and efficiency of patient care, as well as facilitate communication and coordination between healthcare providers.
- Population health management: Use data analytics tools to identify patterns and



trends in patient health, and develop strategies to prevent or manage common health issues within the patient population.

- Telemedicine: Utilize telemedicine technologies to provide remote access to healthcare

services, improving access to care for patients in underserved or remote areas.

Key Performance Indicators:

Hospital readmissions; Cardiovascular monitoring/ improvement (BP control, hypertension control); Community wellness and prevention visit utilization; Continuity of care (referral coordination, specialty access, home care);





WORKFORCE WELLNESS

Create a supportive work environment and promote the physical and mental well-being of hospital staff, in order to improve retention rates and overall productivity.

Objectives and Strategies

- **IMPLEMENT WELLNESS INITIATIVES AND RESOURCES FOR STAFF**
 - Fitness programs: Offer onsite or offsite fitness opportunities and continue to provide discount memberships to community recreation center to help staff maintain physical health.
 - Mental health support: Provide access to mental health resources, such as counseling services or employee assistance programs, to support the mental well-being of staff.
 - Stress management training: Offer training or workshops on stress management techniques, such as mindfulness or time management, to help staff cope with the demands of their jobs.
- **FOSTER A POSITIVE AND SUPPORTIVE WORK ENVIRONMENT**



- Open communication: Encourage open communication and feedback from staff, and create opportunities for them to share their ideas and concerns.
- Recognition and rewards: Recognize and reward staff contributions through programs that instill value and recognition.
- Concerns and issues: Address any concerns or issues raised by staff in a timely and effective manner to create a positive and supportive work environment.



• DEVELOP AND IMPLEMENT RETENTION STRATEGIES

- Competitive benefits: Offer competitive benefits packages, such as health insurance, retirement plans, and paid time off, to help retain staff.
- Professional development: Provide opportunities for professional development, such as training programs or leadership development initiatives, to help staff advance their careers and improve retention rates.
- Employee engagement: Foster employee engagement through programs and initiatives that promote teamwork and collaboration, such as team-building activities or employee resource groups.
- Board training, continuity, succession planning: Develop and implement a plan to educate, equip and train current, future and prospective board members to ensure seamless board member transitions and maintain a consistent approach to board operations.



Petersburg Medical Center Newsletter

Visit our Website

Petersburg Medical Center



Mike Boggs, PMC plant manager, with daughter-in-law Helen Boggs, LTC nursing director.

MESSAGE FROM THE CEO

Stay healthy as we head toward winter

SCARCE RESOURCES: As COVID-19 case numbers increase in Petersburg and across Alaska, access to treatment, testing supplies, and higher levels of care has become more difficult.

- Monoclonal antibodies continue to be in extremely short supply. This treatment decreases risk of hospitalization for high-risk patients with severe COVID disease.
- Patients with severe COVID disease may require transfer to a higher level of care. Please be aware that medevac options for transporting patients to needed higher levels of care continue to be extremely limited.
- Our Cepheid Rapid PCR Test supplies are low. The PMC laboratory recently performed over 500 PCR tests. Until supplies are adequately replenished, specimens from asymptomatic patients will be sent to reference laboratories. Same-day results should not be expected.



Key Performance Indicators:

Employee training, Retention, Reduce turnover rate to <10%; Competitive benefits & salaries (AHA salary survey); Increase Workforce Wellness;

