

2013 – 2016



# SHAPING THE FUTURE OF HEALTHCARE



Strategic Plan

# LETTER FROM BREN LOWE

Chief Executive Officer



“WE WILL BUILD ON A FOUNDATION OF PROVIDING AN ENVIRONMENT AND NETWORK OF PROFESSIONALS THAT DELIVERS THE HIGHEST LEVEL OF PATIENT CENTERED HEALTHCARE.”



Livingston HealthCare has always been committed to serving the community through quality healthcare. Over the years, we have built a strong foundation of dedicated, caring professionals focused on the needs of each and every patient. The healthcare environment is undergoing tremendous changes in regulation, reimbursement, and structure. Although these changes present many challenges, there will be numerous opportunities for Livingston HealthCare to develop and grow. Livingston HealthCare is shaping the future of healthcare by focusing on people, quality, service, growth, community, and financials. Through these initiatives, we will build on a foundation of providing an environment and network of professionals that delivers the highest level of patient centered healthcare. At Livingston HealthCare, we take the responsibility to serve seriously and therefore we will make every effort to enrich our service to our community and patients.

# MISSION: SERVING THROUGH QUALITY HEALTHCARE



## VISION

### OUR VISION IS TO BECOME:

A preferred healthcare organization, achieving excellence in quality, service, and compassionate care.

A caring, respected team, delivering a continuum of care through superior technology, facilities, and education.

An employer of choice, providing all staff with opportunities for growth, recognition, and achievement.

A financially secure organization, focused on continuous improvement of service and strategic planning for a robust future.

## VALUES

**Respect.** We conduct interactions with patients, families, the community, and each other with mutual respect and dignity.

**Integrity.** We build our relationships with honesty, sincerity, and the highest ethical standards.

**Compassion.** We serve our patients, their families, and each other with warmth and empathy.

**Excellence.** We strive for superior quality healthcare and business performance.





## PEOPLE

Livingston HealthCare's commitment to providing the best possible healthcare to the Park County community means investing in and growing our talented workforce. Our goal is to become the employer of choice in Park County. This includes creating an environment where employees have open access to communication and recognition within the organization. By recognizing the accomplishments of our employees, fostering a team atmosphere, and providing adequate tools, training, and education, we can build and retain a strong and happy workforce.

Part of maintaining a fulfilled and productive workforce is to offer employees ways to better themselves. The establishment of an Employee Wellness Program is just one way in which Livingston HealthCare plans to offer interested employees a way to take control of their health with an exercise and nutrition program that focuses on the individual needs of each employee.

To continue to be a successful healthcare organization in the 21st century, our hospital and all of its providers must keep working as partners to meet patient needs. This will include having a Medical Director on staff who can help facilitate integration of all medical specialties to best serve the patient. Also, physician leadership will be enhanced in all major service lines at Livingston HealthCare to accomplish the finest quality of care for our patients.

Become the employer of  
choice in Park County

Enhance provider/  
hospital partnership  
and integration

# QUALITY

One of the keys to shaping the future of healthcare is to create an organizational culture founded on accountability, quality, and measurement. Healthcare is not about the number of patients that we see, but about the best health and best care at the lowest cost. This focus requires all of our departments, even those that are not clinical, to be accountable, accurate, and closely coordinated in order to continue providing quality care efficiently. By enhancing performance in some key areas, we plan to achieve a place at the top ten percent of healthcare organizations.

These broader goals also include achieving an alignment with community and regional partners. By fostering these relationships, we will be able to ensure that a wide array of patients from all over the community will have access to the same continuum of care, in an organized system where providers work closely together to solve problems and make healthcare simpler.

Establish a culture based on quality and measurement

Achieve top 10% performance for hospital clinical indicators

Implement an evidence-based nursing practice model to further enhance the patient experience

Position Livingston HealthCare for participation in innovative models to improve care coordination and efficiency





# SERVICE

We can only achieve a superior quality of care for our patients by providing superior service. That is why we plan to provide education and training to our nurses, physicians, and ancillary staff on the patient perception of care. This approach, combined with increased interactions between nurses and patients, and making follow-up calls with discharged patients, will help strengthen the relationships with the people we serve. In addition, general customer service training and scripting will be made available to all staff so that our patients receive the best service in every encounter they have. Finally, clinic availability and scheduling will be evaluated to increase access at our clinics.

With an advanced effort toward great service, we hope to reach the top 10% in HCAHPS (Hospital Consumer Assessment of Healthcare Providers and Systems) survey scores. The HCAHPS survey is the first national, standardized assessment of the patient perception of care at hospitals. Livingston HealthCare will also conduct semi-annual departmental surveys to help gauge how our teams are working together and find ways to grow, because great service is made possible by consistent interdepartmental teamwork.



Livingston HealthCare will be in the top 10% in HCAHPS hospital satisfaction scores

Interdepartmental teamwork will be a foundation of our organization

Evaluate clinic model to increase patient access





Increase awareness  
of existing services

Strengthen primary  
care foundation

Create physical  
environment that  
promotes healing  
and quality patient  
care by building  
replacement facility  
by Summer of 2015

## GROWTH

To shape the future of healthcare, it is crucial that we grow to accommodate the needs of our primary care and specialty patients. This means expanding the number of providers and evaluating greater use of midlevel providers, such as Nurse Practitioners, so that our community members have better access to the unique care they require. However, to grow we must also increase the awareness of our existing services. A large part of this effort will be to improve community education around our services so that we are meeting the health needs of our community.

We are also expanding our commitment to serve Park County by building a new healthcare facility

that promotes healing and quality patient care by the Summer of 2015. Healthcare and technology have changed and improved dramatically in the last 50 years, and a new facility will allow the skilled and dedicated caregivers at Livingston HealthCare to have the space, resources, and operating logistics to provide the quality care that patients deserve. This will also allow Livingston HealthCare to combine all of its separate existing facilities into one campus, housing the hospital, our clinics, and all of our ancillary services. This not only provides an opportunity to reevaluate our processes and make things more efficient as a whole, but also brings Park County a state-of-the-art healthcare environment shaped around the future of healthcare.



# COMMUNITY

Our community is the life-blood of our future, and great healthcare is vital to our community. We plan not only to create a new facility, but to increase access to specialists and outreach services so patients can get the care they need closer to home.

To be a greater part of the community, Livingston HealthCare plans to institute a volunteer program for community members to contribute to our mission of service while working side by side with our staff. In addition, we plan to grow and develop our foundation's presence, engaging the community to help further the possibilities of our shared future. This includes execution of a successful capital campaign for a new facility and development of annual giving opportunities, as well as extending our involvement in community affairs.

Improve community access to care through evaluation of an urgent care model and increase quantity of outreach services

Enhance community engagement and communication by establishing volunteer program and growing the foundation's presence





# FINANCIAL

In order to support the mission of Livingston HealthCare our goal is to maintain a strong financial infrastructure by increasing the effectiveness of our revenue cycle practices. Put simply, this means streamlining our billing process for patients and the organization. By providing adequate staffing and guidance, giving our registration staff the proper technology, and by instituting changes in the efficiency of preadmission screenings and insurance preauthorization, we can reach these goals and ensure the financial strength of Livingston HealthCare as we navigate the future of healthcare.

In addition, Livingston HealthCare has a sacred responsibility to be a wise steward of its resources. The purpose of our resources is to invest in individual and community health. It is a priority to further train and educate staff on process improvement techniques to decrease expenses and increase the value of each process to the patient. We are committed to doing our part to help keep healthcare affordable.

Our financial position will also continue to be strengthened as services are expanded to meet the healthcare needs of our community.

# CONCLUSION

As the landscape of the healthcare environment changes, Livingston HealthCare is committed to our community, rooted in our hometown values and excited about the opportunity for growth and development. Our focus on people, quality, service, growth, community, and financials will drive our efforts over the next three years. These years will be significant for Livingston HealthCare, this community, and this country as a whole. We are proud to be a hometown nonprofit provider whose efforts and initiatives are shaping the future of healthcare.



Increase effectiveness of revenue cycle practices

Improve organizational efficiency and reduce departmental expenses

Achieve revenue growth by expanding services to meet community need





504 South 13th Street | Livingston, MT 59047  
406-222-3541 | [livingstonhealthcare.org](http://livingstonhealthcare.org)