

2023-2026

# STRATEGIC PLAN

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PIONEER  
MEDICAL  
CENTER



301 W. 7TH AVE  
BIG TIMBER, MT  
59011

# MISSION.

THE MISSION OF PIONEER MEDICAL CENTER IS SUSTAINABLE EXCELLENCE IN PATIENT AND RESIDENT FOCUSED CARE.

# VISION.

THE VISION OF PIONEER MEDICAL CENTER IS TO GROW TO BECOME THE TRUSTED HEALTHCARE PROVIDER AND EMPLOYER OF CHOICE IN SWEET GRASS COUNTY.

# VALUES.

T - TEAMWORK  
R - RESPONSIBILITY  
U - UNDERSTANDING  
S - SAFETY  
T - TALENT  
E - EXCELLENCE  
D - DEDICATION

# THE FUTURE OF RURAL HEALTHCARE

It is a privilege and honor to be part of an exceptional team of dedicated providers, healthcare professionals, hospital staff, and board members that are committed to providing our patients with quality healthcare services within Sweet Grass County.



From Primary and Specialty Care to Long-Term Care, Pioneer Medical Center delivers compassionate care for every stage of life. Through Pioneer Medical Center's continuum of healthcare services, families of Sweet Grass County have immediate access to high-quality, patient centered care that is coordinated and conveniently located close to home. We strive to be the Hometown Healthcare Provider of Choice.

We aim to be mission focused every day. Our values guide us in how we serve our patients, their families, and employees. We work hard to be kind, respectful, accountable, and work collaboratively and embrace excellence. Our greatest resource is our 140+ employees and we invest in their advancement and are committed to their happiness, and growth. We provide a safe, friendly work environment where providers want to practice, and Sweet Grass County residents want to work. Our community deserves healthcare they can rely on and a place that feels like home. Our goal is to greet every patient with a smile every time they walk through our doors.

As a community hospital, we feel a deep sense of pride and commitment to all of those who place their trust in our care. As we continue to grow, we reinvest in our staff and facility. This reinvestment helps recruit and retain top notch, highly skilled medical professionals to serve the community!

With this said, planning for the future delivery of health services is essential if we are to successfully meet the health needs of our community as we enter unknown territory of healthcare post COVID-19.

# THE FUTURE OF RURAL HEALTHCARE

This Strategic Plan for 2023-2026 outlines how we will meet the challenges ahead by engaging our community and continuing to deliver excellent healthcare and services for our collective community wellbeing. This plan will be the central focus as we move forward.

Our priority will be to continue to deliver hometown healthcare. To do this, five distinct needs have been identified to drive the strategic plan forward:

1. Community Needs and Accountability
2. Quality and Patient Safety
3. Financial Performance and Stewardship
4. Planning for the Future
5. Leadership and Culture

Each of these strategic themes will be driven by clear plans and performance measures to ensure there is a focus on the delivery of the objectives of the Strategic Plan, and the best health outcomes for our community. Key priorities have been identified and we will develop a measurement and reporting framework for evaluating our progress.

This Strategic Plan is our framework to bring together our constituents and staff to remain the hometown healthcare provider of choice as well as community safety net. We have great confidence that this plan will deliver Pioneer Medical Center's vision for the future to provide sustained, high-quality care that promotes lifelong health and wellness in Sweet Grass County.

*Jan Peterson, CEO*



# 5 PILLARS



**Community Needs and  
Accountability**



**Quality of Care and Patient  
Safety**



**Financial Performance and  
Stewardship**



**Planning for the Future**



**Leadership and Culture**

# COMMUNITY NEEDS AND ACCOUNTABILITY

## Objective:

To continue to meet Big Timber and Sweet Grass County Community's Healthcare needs and foster a sense of accountability to those we serve.

Remain mission focused;  
Sustainable Excellence in Patient  
and Resident Focused Care.

We will:

- Provide high quality services.
- Focus on quality and customer service
- Be accountable for serving the community.

Utilize historical data to inform  
decisions related to service line  
growth or addition/discontinuation.

We will:

- Guide PMC using data versus sentiment to drive decisions.
- Use history of local social determinants of health to initiate creative solutions for service lines and additional services.

Utilize outside consultant to  
review pricing strategy for all PMC  
Service Lines.

We will:

- Engage consultant to review pricing strategies to maintain cost competitiveness in the market to be fair to all patients and payors.

*Operate ethically with integrity.*

We will:

- Adhere to our core values.
- Operate with integrity; maintain confidentiality, be forthright, maintain trust.
- Utilize the four pillars of medical ethics to guide our care; Beneficence, Non-Maleficence, Autonomy, Justice.

## Outcomes

- Continue to build and grow community rapport
- Continue to improve reputation within community.
- Increased patient utilization demonstrating improved perception.



## Objective:

**Provide high quality patient care with a servant's heart within all entities of PMC, while prioritizing continuous performance improvement.**

**Attract and retain quality employees with a heart for serving the community.**

We will:

- Continue recruiting locally and nationally to source highly qualified and motivated individuals, building core staff.
- Retain staff by offering flexible schedules, competitive wages (wage studies conducted annually), by encouraging employee feedback at meetings, and offering the ability for staff to grow in their career (tuition reimbursement, etc.)
- Create programs that encourage staff participation in community activities.

**Encourage a culture of transparency, particularly to reporting adverse events, near misses, and accidents without fear of reprimand.**

We will:

- Educate all staff on reporting procedures in Safety Zone (PMC's tool for patient-centered, proactive, preventive risk management).
- Decrease the number of events that go unreported.
- Use education as a tool to inform/educate staff of best practices in lieu of formal write ups.

**Maintain expectation of a focus on customer service with an extreme attention to detail.**

We will:

- Integrate a patient-focus culture by using data and empathy to make patient care decisions.
- Set the expectation of leadership to take care of staff; will directly translate to better patient care and patient experience. "Take care of the people that take care of the patients"

**Encourage a culture of continuous improvement by creating a focus on gradual improvements to the way we deliver care.**

We will:

- Leadership will focus on continuous communication with staff that work in direct patient care daily. Leaders will empower staff and emphasize the importance of small incremental changes to improve patient satisfaction, and overall efficiencies.
- Pioneer Medical Center will celebrate all successes of employees through continuous improvements.
- Pioneer Medical Center will continuously seek feedback from patients, community members, staff and board members to shape the way we deliver high quality and safe care.

## Outcomes

- Decreased staffing agency usage; improved perception of care provided.
- Improved customer service.
- Increased reporting of adverse events or near misses; continuous process improvement.

# QUALITY OF CARE AND PATIENT SAFETY

# FINANCIAL PERFORMANCE AND STEAWARTSHIP

## Objective:

**Sustainability through continuous financial improvement and good stewardship of the community's resources they have entrusted us with.**

### **Efficient operations through good controls and financial management.**

We will:

- Improve budgetary controls utilizing data tracking to look for efficiencies or economies.
- Review services rendered to PMC for completeness and value added to operations.

### **Utilize best practices for cash management and financial management.**

We will:

- Manage our finances and other resources entrusted to us in a way that promotes growth and retention of resources.
- Manage finances and growth in a manner that demonstrates a focus on sustainability and philanthropy.

### **Follow industry standards for billing practices; use process improvement practices with CBO**

We will:

- Improve consistency of billing for services provided.
- Use process improvement to continually adhere to industry best practices with the constituent ultimately in mind; report card/progress updates.
- Improve the program Accureg to ensure front end accuracy and best practices during registration.

### **Extreme attention to budgeting and planning for the future; utilize PDSA (Plan, Do, Study, Act) Cycle to ensure good data and accurate controls.**

We will:

- Utilize PDSA Cycle for budgeting/planning, relying on current relevant data
- Managers will continue to utilize monthly budget variance reports.
- Utilize Board Finance Committee to focus on deep dives into financial practices.

## Outcomes

- Ensure longevity, sustainability, and financial security of PMC.
- Capacity to implement cost effective healthcare solutions.
- Improved and sustained community trust.



# PLANNING FOR THE FUTURE

## Objective:

Meeting the future needs of the community through appropriate utilization of resources and planned growth.

**Utilize the Community Health Needs Assessment to guide the focus of PMC's service lines and community outreach.**

We will:

- Outline a new process for collecting information for the next Community Health Needs Assessment (2024).
- Extrapolate key elements and trends from the data collected to compare to current services and identify gaps and potential additions to services and service lines.

**Establishing growth targets and set key performance indicators by understanding community needs and implementing plan strategically.**

We will:

- Use Buxton analytics to plan for future needs (aging population in Sweet Grass County).
- Setting key performance indicators with leadership and board using quantifiable, data-based information that outlines Pioneer Medical Center's most important outputs.

**Modify and update hospital infrastructure and facilities to meet the needs and future needs of Sweet Grass County.**

We will:

- Explore all opportunities to develop newly renovated spaces to expand and house current services.
- Create teams to conduct feasibility studies that focus on economic and financial feasibility of renovation and new hospital space.
- Work with the county and local resources for funding opportunities and partnerships.

**Create partnerships with community entities to meet areas that have a lack of resources. (Eg. Behavioral health, community crisis response and mapping of health resources.)**

We will:

- Build cohorts, charters or coalitions with local community organizations that need help with lack of resources. Utilize PMC's reach and vast connections to bring services and solutions to Sweet Grass County that might not be practical for smaller local entities to engage in.

## Outcomes

- Providing residents of Sweet Grass County with high quality local healthcare and other resources that may not have been available to them in the past.
- Ability to measure outcomes with real-time data.
- Stay current with best practices and technology.
- Reduction of gaps in healthcare within Sweet Grass County.

# LEADERSHIP AND CULTURE

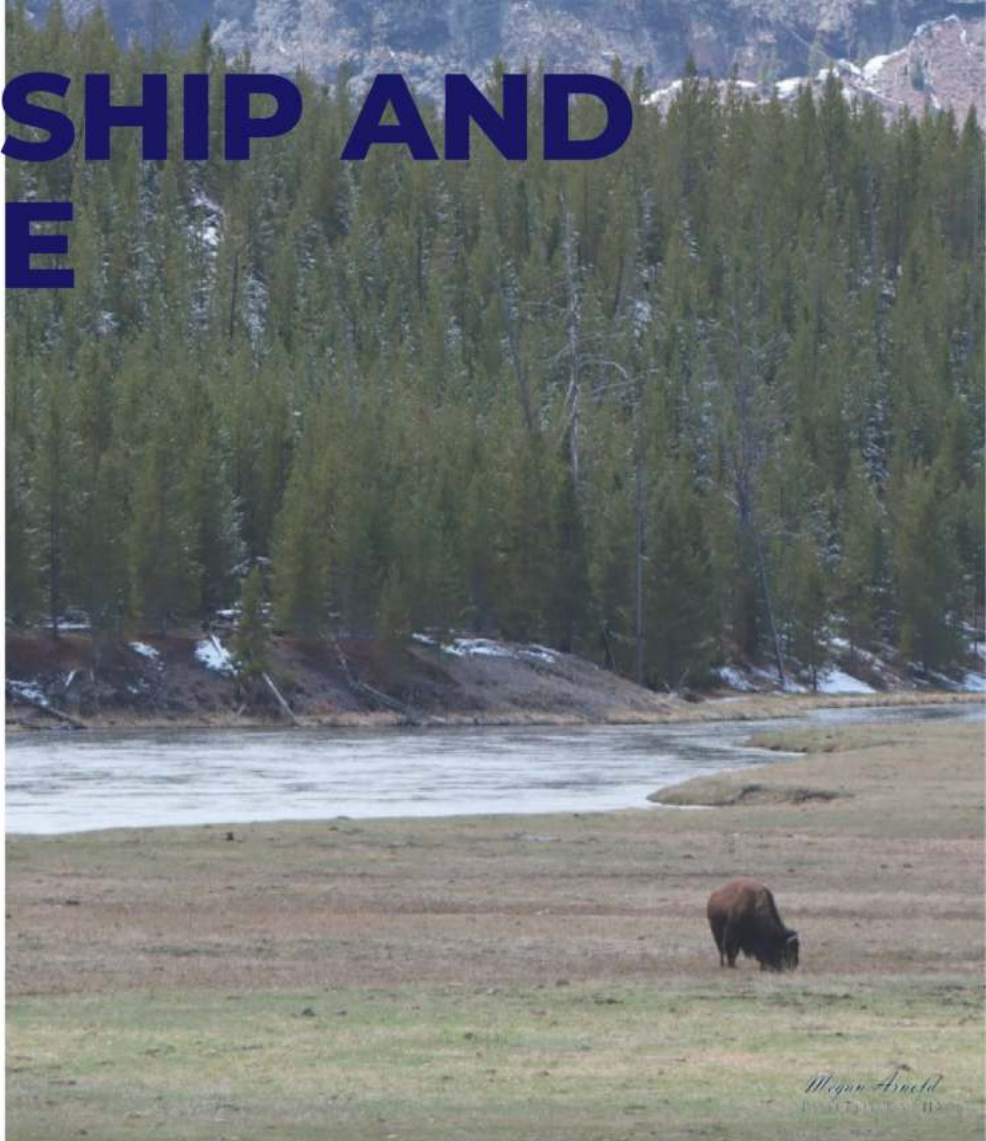
## Objective:

Root PMC Culture in a mindset of Servant Leadership and Ownership of our culture; customer service and patient satisfaction.

**Leadership building rapport with staff to improve quality and safety.**

We will:

- Be fair, firm and consistent with staff.
- Leadership and managers will lead by example.
- Daily rounding will take place by all leadership within the PMC entities.



*Megan Arnold*  
PHOTOGRAPHY

*Megan Arnold*  
PHOTOGRAPHY

**Develop high performing leaders with strong leadership skills to achieve the highest level of reliability within the organization.**

We will:

- Implement and facilitate High Reliability Organization training at monthly managers' meetings.
- Build an internal support group for managers to lead HRO.

**Develop new medical staff into leaders within the organization.**

We will:

- Utilize education and CME with new providers to enhance the care and scope of their practice.
- Promote teamwork within medical staff by utilizing medical staff leadership to develop skills needed in the future.
- Retain and train local providers that are integrated in the local community.

## Outcomes:

- Supportive confident workforce that buys into culture and future.
- High performing leaders within the organization.
- Medical providers that support staff daily with their knowledge and expertise.



# STRATEGIC PLAN



[www.pmcmt.org](http://www.pmcmt.org)