

//// **FORWARD**2025

Strategic Planning Document



FORWARD 2025 STRATEGIC PLAN

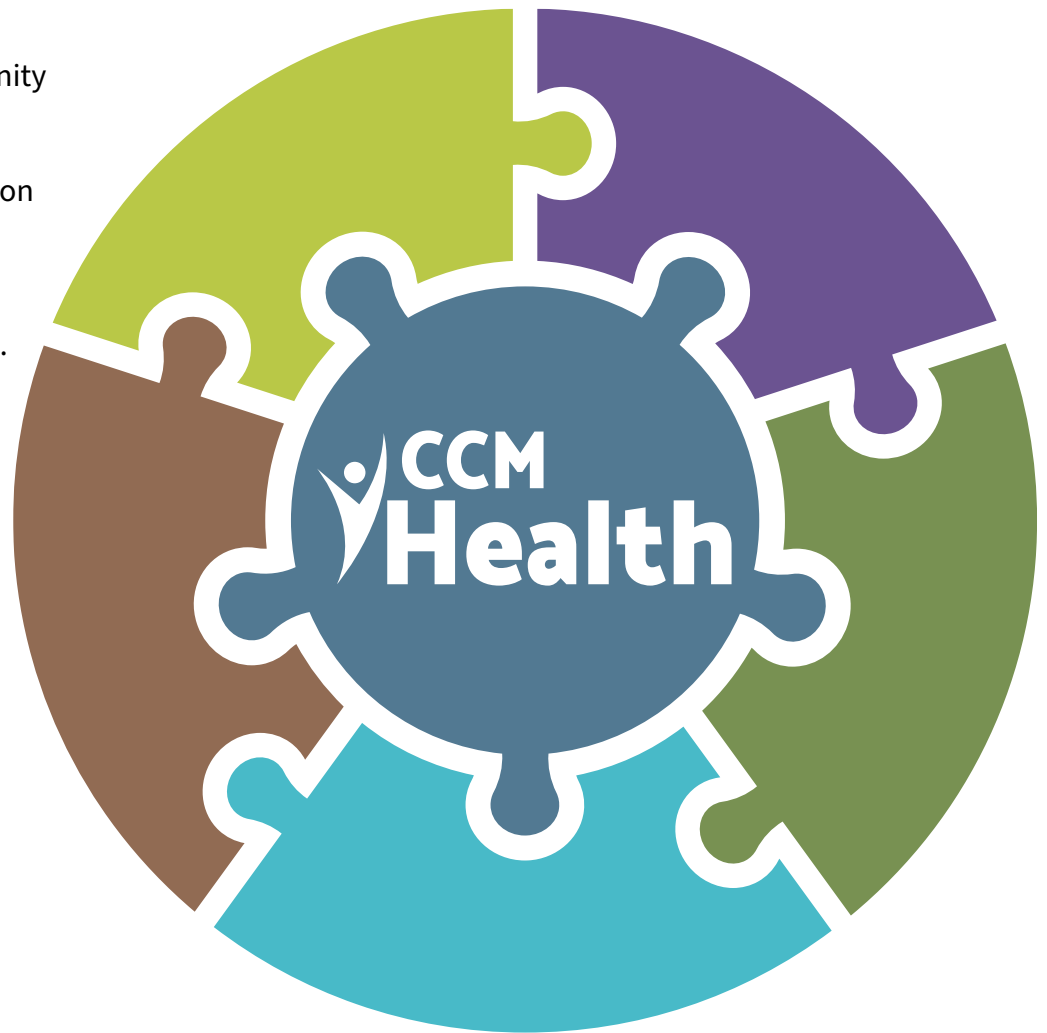
CCM Health is pleased to present the 2025 Strategic Plan that will guide the success of our organization and the health of our community for the next three years.

Health care organizations have never experienced as much disruption as through the COVID-19 pandemic of 2020 and 2021. We have become an organization that can quickly adapt to change, and we have become a partner to our neighboring hospitals. CCM Health's success will not be driven by consolidation but rather collaboration.

CCM Health will continue to be an independent organization focused on our patients and employees.

CCM Health has a rich history of providing high quality and patient-centered care. It is our dedication to our Mission, Vision, and Core Values that will lead us well into the future.

CCM Health's "Forward 2025" Strategic Plan was approved by the CCM Health Board of Commissioners on February 15, 2023.



OUR SHARED COMMITMENT



OUR MISSION

CCM Health provides exceptional patient care that focuses on improving the health and well-being of those we serve.

OUR VISION

CCM Health will be the health and wellness leader and the employer of choice in our region.

OUR CORE VALUES:

Integrity | Respect | Kindness | Empowerment | Transparency

CCM Health updated its Mission, Vision, and Core Values in 2023 to better reflect our organization and our overall goal for the patients we serve.

Our Mission, Vision, and Core Values are CCM Health's shared commitments that our employees and representatives will use to reach our organizational goals.



OUR STRATEGIC ORGANIZATIONAL GOALS

An organization's success is not due to one specific item or goal; it is many different items and goals and recognizing how they are all interconnected.

CCM Health has identified that our success will rely on achieving goals focused in five specific areas.

These strategic goal categories include:

- Community
- Quality
- Finance
- Services
- Staff

Through these five connected categories, we will be able to better deliver on CCM Health's Core Values, which in turn will help us reach our organization's Mission and Vision.

The following pages will show each individual strategic category, and what CCM Health's goals are in those categories.



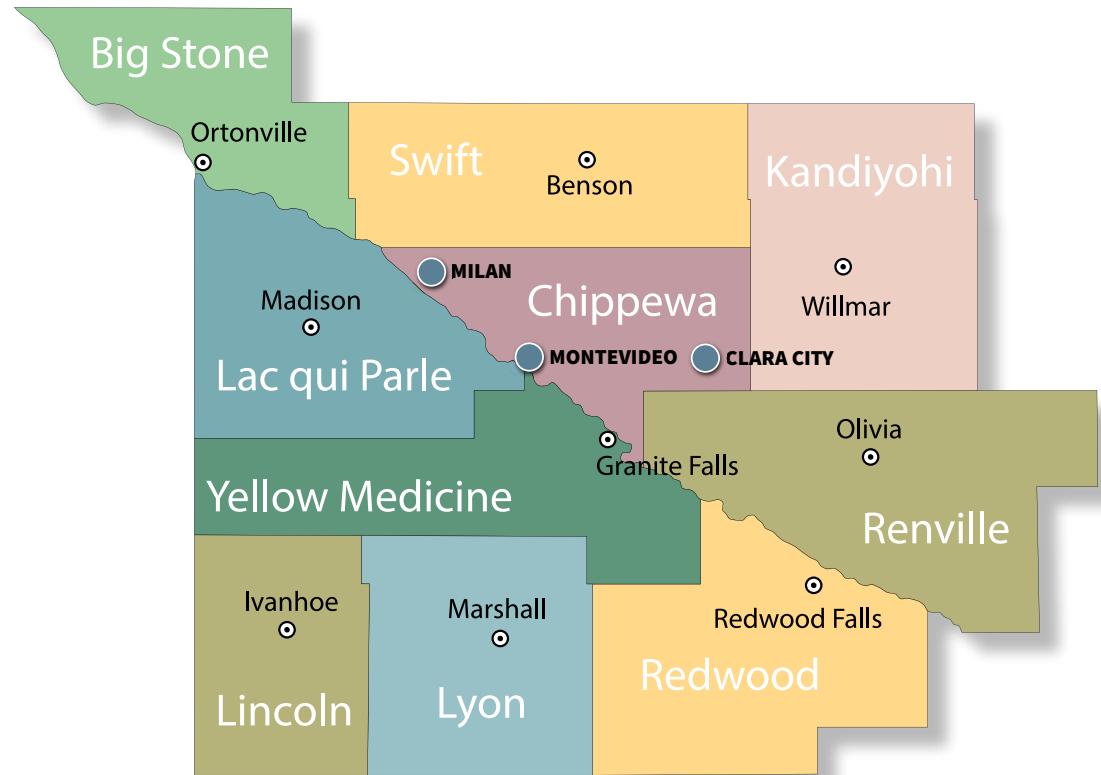
STRATEGIC GOAL

Access to health care is a right of every citizen regardless of the ability to pay. We have a charity care program that allows people below certain income limits to receive discounted or free care through an easy application process.

What can we accomplish by 2025:

We will focus on the community pillar to increase customer satisfaction while developing programs that would be most impactful for our community, including:

- Finding new ways to partner with schools
- Developing our behavioral health department
- Dialysis services



CCM Health provides services in Montevideo, Clara City, and Milan, Minnesota.



CCM Health aims to engage patients and families in their health care experience and provide the highest quality of care available.

What can we accomplish by 2025:

- Reduce the amount of time patients stay in our emergency room
- Improve on-time starts for surgeries
- Increase the percent of mothers who breastfeed upon discharge
- Improve compliance with accountable care measures

This will be done through:

- Real time quality analysis
- Improving patient education
- Improving the patient experience



STRATEGIC GOAL



CCM Health's growth is not only dependent on providing excellent care in the services we currently do. It also includes identifying new services the community needs and wants while working together to build referrals for the services we provide.

What can we accomplish by 2025:

CCM Health will increase market share in these key areas:

- Radiology
- Lab
- Rehabilitation
- Gastroenterology
- General surgery
- Orthopedics
- Gynecology
- Obstetrics

This will be done through:

- Focus on provider recruitment
- Adding new services at CCM Health
- Improve our patient retention
- Enhance CCM Health's existing services



FINANCE

STRATEGIC GOAL

CCM Health and our employees understand the importance of being good stewards of our resources. Through better use of resources, such as funds, equipment, and time, we are better prepared for the future.

What can we accomplish by 2025:

- Continue to have a strong operating margin
- Be in a strong cash position
- Receive payments timely through a focus on obtaining grants
- Creating efficient workflows
- Improve CCM Health's prior authorization process
- Manage our inventory to reduce waste



STRATEGIC GOAL

The key to CCM Health's success is our incredible employees. We are actively working to be the employer of choice in the communities we serve.

What can we accomplish by 2025:

- Increase our employee retention rate and first-year retention rate through initiatives focusing on:
 - Increasing capacity at the on-site child care center
 - Developing mentorship and education opportunities
 - Increasing our focus on diversity, equity, and inclusion
 - Identifying new and enhancing current employee benefits
 - Offering a workspace that fosters collaboration and efficiency



STRATEGIC PLANNING PROCESS

CCM Health's strategic planning process was done in order to move its mission and values into actionable and measurable goals, strategies, and initiatives. The "Forward 2025" strategic plan provides direction for decision-making by CCM Health's Board of Commissioners and clinical and administrative leadership to fulfill the mission of the organization and set priorities among competing demands for capital investment, facilities, funding, and human resources.



The strategic planning team has had and will continue to have vital discussions about the future of health care. This team will also focus on the challenges CCM Health will face as well as the opportunities we will identify to better serve our patients and the communities we serve.

Community Stakeholder Engagement:

CCM Health's strategic planning team will work to identify and include different community stakeholders that have experience and expertise to help reach strategic plan goals.

Internal Stakeholder Engagement:

Also, just as every CCM Health employee is important to help deliver exceptional, quality care to our patients, every employee is important to help CCM Health reach our "Forward 2025" goals.

Thank you to all CCM Health employees for their ongoing focus on improving CCM Health so our organization continues to be the health and wellness leader and the employer of choice in western Minnesota.



