Five-Year Strategic Plan 2022 - 2026

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LETTER FROM THE CEO

Medical/Dental Clinic
36977 Park Avenue
Burney, CA 96013
(530) 335-3651
(800) 843-7447

Administration Office
36977 Park Avenue
Burney, CA 96013
(530) 335-5090
Fax: (530) 335-5241

This past year the Pit River Health Service (PRHS) completed its 2017-2021 Strategic Plan with great success. During the past months we have developed our new Strategic Plan for 2022-2026 which is presented in the pages that follow this letter of introduction. The development of this new plan had input from the PRHS Board of Directors, staff, and survey results collected from our patients and community members.

This new plan continues to build upon all the improvements that previous strategic plans have established over the years to assure that the mission and vision of PRHS is achieved. Our mission is to provide the highest quality healthcare services to our patients making all possible effort to rise the standards of healthcare for our Tribal members and others we serve. After a brief overview of our current staff and services, this strategic plan is organized into seven key themes and strategies. Under each strategy there are specific goals and specific activities to be performed to accomplish the goals. Staff will be assigned to carry out the goals and activities with written progress reports. I would like to thank all the stakeholders who provided input throughout the strategic planning process as your input and participation is appreciated.

The new strategic plan describes some major expansion of both our Burney and XL facilities so we can have enough space to hire more staff, expand current services including additional dental chairs, adding Medical exam rooms, expanding outpatient imaging and lab services, and adding entirely new services such as optometry and pharmacy. As we embark upon implementing this plan over the next five years we will work together as a community, staff, and Board to assure these goals and activities are accomplished. I look forward to working with all of you to improve our operations for the best service to our patients.

Take Care,

Loren Ellery
Chief Executive Officer
Pit River Health Service

LETTER FROM THE BOARD CHAIR

Medical/Dental Clinic
36977 Park Avenue
Burney, CA 96013
(530) 335-3651
(800) 843-7447

Administration Office
36977 Park Avenue
Burney, CA 96013
(530) 335-5090
Fax: (530) 335-5241

Let me start with a brief statement. These past few years have been incredibly challenging for all of us. The pandemic, COVID-19, Delta Variant, and Omicron has made people extremely sick. Some people have overcome it, and some have lost their life to this virus. I send out condolences to all that have lost loved ones, and continued prayer for the battle that is still here.

In the past five years, the battle has been hard. We here at PRHS have worked hard to achieve the necessary strategic goals. We know that a strategic plan takes work of not just one, but the entire clinic, and others with the time. They have provided input and perseverance to rise and create the structure and foundation to meet the needs of our people and those we serve.

Thank you all. We are happy to serve you. Now, as we continue to build on these past strategies, and as we move in to the next five years (2022 – 2026), we have and we will, continue to reach out and improve our clinic. Our staff has been on the frontline. Our administrative staff has done a great job in providing the Board with information on the clinic needs so that we can implement our strategic plans to its fullest capacity. We have the tools to enhance our services and fully staff PRHS. Our goals to build a clinic in Burney and XL are already in progress.

Thank you all.

All my relations,

Lauri Hayward

Lauri Hayward
PRHS Board Chair

"In this light we walk together,
As one people,
One Spirit."

INTRODUCTION

Executive Summary

Pit River Health Service, Inc. (PRHS) is a key organization that fulfills various needs of both the American Indian/Alaska Native (AI/AN) and others in Shasta, Modoc and Lassen counties. Through its services, PRHS ensures that individuals and families can have the highest quality of life. The services provided are essential to maintain and enhance the physical, mental, and spiritual facets of those it serves. Completing a strategic assessment and developing the associated strategic objectives for the upcoming five years, is one way PRHS ensures the highest quality of care for those in need.

This Plan is the cumulation of many individuals work. It summarizes the steps taken to develop this five-year plan and outlines goals and activities for the future.

ABOUT PIT RIVER HEALTH SERVICE, INC.

Mission

To provide the highest quality healthcare services to our patients making all possible efforts to raise the standards of healthcare for our Tribal members and others we serve.

Governance

The Pit River Health Service is governed by a five-member Board of Directors elected by the membership of the Pit River Tribe.

2021-2022 Health Board

Lauri Hayward, Board Chairperson
Louise Davis, Board Vice-Chairperson
Lester "Wayne" Gibbs, Board Treasurer
Suzanne Mason, Board Secretary
Angela Wilson, Board Member

Our Services

PRHS maintains facilities in the areas of Burney and Alturas, California. PRHS offers medical care, dental care, behavioral health services, community health outreach and education services, senior nutrition services, transportation, and purchased referred care. The various departments work in synergy under the leadership of the executive team. See Appendix – Organizational Chart

The following provides further detail on the services that are available at both locations.

Administration

The Administration Department is led by the Chief Executive Officer (CEO) who oversees and manages the overall operations of PRHS. The Administration Department has Departments which directly report to the CEO including Human Resources, Quality Improvement, Facilities Maintenance and Housekeeping, and Administration Staff. The administration team oversees the daily operations of the clinic in coordination with the clinic departments and ensures quality patient care is the priority. The purpose of the work is to administer and direct the PRHS departments and programs to fulfill the PRHS primary mission of delivering the highest possible quality of preventative, curative and rehabilitative health care to the AI/AN and others.

The key to successful operations is to ensure compliance with all applicable Indian Health Service (IHS) and legal requirements as well as administration and management of the health care delivery system that includes direct care services, contractual services, facilities planning and development. The staff coordinates all resources including manpower, facilities, grant writing, and fundraising to carry out the PRHS mission.

The Administrative Receptionist provides phone and desk reception at the Administration office as well as clerical support to Administration, Human Recourses and Finance staff. The Receptionist greets our clients who come to our Administration Offices for meetings with professional courtesy. The receptionist handles all incoming mail to the PRHS and disseminates to all departments, assures office supplies are ordered and dispersed for Administration staff, and assists with a wide variety of clerical and administrative tasks including handling confidential and time sensitive material. An Administrative Assistant assists the CEO with administrative functions as requested. This person serves as Clerk to the Health Board of Directors and handle's a wide variety of tasks involving the clerical functions of the office. In general, this person is responsible for confidential and time sensitive material; prepares routine and advanced correspondence including letters, memoranda's, meeting agendas, reports, and collaborates with all PRHS Departments.

Behavioral Health

The Behavioral Health Department at PRHS serves individuals and family members whenever they are in need. Therapists offer individual, family and group sessions, for both children and adults. These services are available to all AI/AN clients with or without insurance or alternate resources. In addition, services are provided to non-native clients who have insurance, or are able to pay out-of-pocket.

Individual, family, and group counseling is provided with respect and confidentiality by a Licensed Clinical Social Worker or a Licensed Marriage and Family Therapist. A licensed Clinical Psychologist is available on an as-needed basis. Substance use counseling is provided by a Certified Drug and Alcohol Counselor. Interagency services are provided with the school district, hospitals, and other health and social service agencies. Recently the Behavioral Health Department has expanded services to include Teletherapy. Clients can now use their computer or device to talk to a therapist as well as attend sobriety support and anger management groups via the same method.

The Substance Abuse Department offers two new programs to assist people using opioids and/or stimulants. We assist clients with medications, alternative therapies, and social support.

The Anger Management program, through the Behavioral Health Department, is recognized by the Shasta County Justice Department. Any person court ordered to attend Anger Management classes may be able do so at PRHS.

The clinic's Family Service Worker provides assistance for clients in obtaining alternate resources. They help clients fill out and submit many different types of paperwork. This includes but is not limited to Medi-Cal, Covered California and Medicare. In addition, clients are assisted with developing their ability to find work and connecting with programs such as Tribal TANF and CalWorks.

Business Services

The Business Services department works closely with the Fiscal Department as well as with our service departments such as Medical and Dental. The department consists of three components:

Billing

The billing department processes and submits all outgoing billings to third party payers such as Medi-Cal, Medicare, and private insurances. Billing is responsible for raising nearly half of PRHS' operating funds each year.

Intake/Benefits Coordination

Intake ensures that all PRHS patients are properly registered in our electronic health record system, so that their medical records can be accurately maintained and so that the clinic can bill for services rendered. Intake assists patients in applying for and accessing health benefits that they may be eligible for, such as Medicare and Medi-Cal.

Purchase/Referred Care (PRC)

Formerly known as Contracted Health Services, PRC is funded by the IHS for medical and dental specialty services which cannot be provided by PRHS providers. PRC provides services to eligible AI/ANs who meet the IHS guidelines applicable to 42 CFR part 36. The PRC program limits its services to Level of Care I and II as adopted by the Board of Directors, as funding permits.

Community Outreach

The Community Outreach Department provides community-based services with a focus on health promotion and disease prevention. The department serves as the liaison between the community and PRHS. The Community Outreach Department is staffed with three Community Health Representatives (CHRs), a Diabetes Program Assistant (DPA) and a Registered Nurse Manager. The injury prevention program is funded by grants and aims at providing the community with some basic tools to avoid catastrophic situations. The goal is accomplished through the purchasing and distribution of car seats, bicycle helmets and smoke detectors. The perinatal program utilizes the Family Spirit model to enable good mother/baby health outcome by monitoring mother and baby during pregnancy and up to 1-year post-partum. Good health outcomes are facilitated through the use of extensive perinatal education, needs assessment, creating and following a plan of care based on the assessed needs, frequent monitoring through follow-up home visits, and ensuring that necessary doctor's and referral appointments are being kept.

Dental

The Dental Department offers a full range of restorative and preventive services to all AI/AN, and non-native adults and children. Services include exams and radiographs, dental emergencies, complete dentures and partials, extractions, dental cleanings, fillings, root canals, crowns, and bridgework. Walk-in emergency services are offered at the start of each clinic session, morning and afternoon.

Limited pharmacy dispense options are used in the dental department to help facilitate patient care. The Dental Department also offers an orthodontic program for native patients under age 21 who meet all program requirements.

The dental department operates two clinic sites: Burney and Alturas XL. Dental staff travel between sites to bring care to both sites. Currently Alturas XL operates one day per week. Burney operates 5 days per week.

Facilities Maintenance and Housekeeping

The department is directed by the Facilities Manager who is responsible for the overall, day to day maintenance of the clinic facilities, making certain that cleanliness always prevails. Staff manages the maintenance, renovation, and modernization of all PRHS facilities and supervises the maintenance and housekeeping staff. They are responsible for developing and implementing PRHS policies related to facility use and maintenance. Staff establishes project budgets for recurring and nonrecurring maintenance and repair programs, building alterations as well as assisting in preparing and monitoring the clinics space management and facility needs. Integral to success, the department coordinates with other departments and manages site preparation for PRHS events.

Fiscal

The Fiscal Department handles all aspects of PRHS finances. The accounting team processes purchase orders and incoming payments. They produce reports for all department managers to track and manage their budgets. They also ensure fiscal compliance for all contracts and grants that fund the clinic and its programs. Additionally, the team processes payments to vendors and payroll for our employees. They make the bank deposits and pay the taxes. They navigate through our annual required fiscal audit each year. Accounting keeps careful records and ensures that PRHS funds are only used as authorized.

Health Information Management

The Health Information Management (HIM) Department, formerly known as Medical Records, handles the security and maintenance of all electronic and written medical records at PRHS facilities. It also ensures that all the information available in the records is complete, accurate and only available to personnel that have authorized access. The department maintains and preserves patient data and information including diagnostic reports in a scientific manner. Personnel in the HIM department control access and movement of patient files. The intentions are to achieve a unified record system, protect any unauthorized access and ensure utmost confidentiality for the legal interests of the patients, physicians, and the organization.

Human Resources

The Human Resources Department is currently comprised of one full time employee. The department is responsible for providing technical assistance to management and staff regarding labor laws, policy interpretation, and practices. The department is also charged with promoting individual and organizational excellence by ensuring adequate training and resources are provided to all employees. Benefits and salaries are evaluated often to ensure competitiveness to attract and retain employees and providers. The department works with management to optimize productivity and promote a healthy and supportive work environment that promotes an inclusive and equal employment work environment for our staff and the community we serve. Extensive record keeping on each employee and provider is completed and housed by the department as well as a thorough credentialing and privileging process for all providers.

Medical/Outpatient Primary Care

The Medical Department offers primary medical family practice, which encompasses all age populations, from newborn to geriatrics. Staff are able see and treat a wide and varied range of medical needs, acute needs, and preventative care. The department provides point of care testing and laboratory draws and specimen collections that is couriered to an outside laboratory. Additionally, rapid COVID screening and diagnostic COVID tests are available. A full range of immunizations are provided including primary vaccinations, influenza, pneumonia, COVID vaccinations, pediatric COVID vaccines, and booster COVID injections. Available specialty services include podiatry and tele-medicine. Tele-medicine includes psychiatry, endocrinology and nutrition by appointment. PRHS offers some walk-in visits, phone appointments, and regular in-person clinic appointments. The clinic is staffed with medical and nursing personnel capable of performing outpatient medical care.

Coordination with all other departments at PRHS ensures the highest quality of care for all our Native and Non-native patients of the intermountain and surrounding areas.

There is a physician at the main clinic working along with two other medical providers. The Alturas satellite clinic offers a clinic three days a week staffed by providers from the Burney office. All surgical and specialty referrals are made to Redding as well as Chico, University of California at Davis (UCD) and University of California at San Francisco (UCSF), among other specialty providers. Transportation for these and for hemodialysis visits is provided by PRHS for tribal members. Our CHR department provides in-home visits for blood pressure and diabetic checks. The Outreach staff assist with social services as available to provide groceries and resources to connect to the Pit River Tribal offices to help with electricity and connections to heat as needed. CHR covers tribal members and facilitates In Home Supportive Services (IHSS) applications to help with home care needs to all qualifying patients.

The mobile clinic launched in 2021 and aims to provide our healthcare services including well visits, lab tests and vaccinations throughout the Pit River Communities twice a week.

Senior Nutrition

The Senior Nutrition department provides a well-balanced meal that meets national recommended dietary standards to elders of the Pit River Tribe (50 and older) and other AI/AN (60 and over) residing in the area, who meet eligibility requirements. A Registered Dietician approves all menus and meals. The Senior Nutrition Program also provides health education, nutrition information and referral services to assist in accessing available resources to meet their individual needs.

Transportation

The Transportation department transports all qualifying AI/AN to and from their medical, dental, and behavioral health appointments. These appointments cover both in-house and outside referral appointments. The department also arranges all out of town purchase orders for stipends for transportation drivers and patients.

Quality Improvement

The Quality Improvement (QI) program works to identify and implement changes to all aspects of PRHS operations that will lead to enhanced patient care and organizational excellence. Quality Improvement's efforts were key to achieving initial accreditation and then a three-year re-accreditation from the Accreditation Association for Ambulatory Health Care (AAAHC). The department coordinates numerous QI and other subcommittee meetings. The department also conducts patient satisfaction surveys, quality improvement studies, in addition to completing quarterly newsletters and managing patient or internal grievances and incidents. The program is growing and will soon embark in organization-wide benchmarking and working with departments to identify key performance indicators.

PRHS XL-ALTURAS

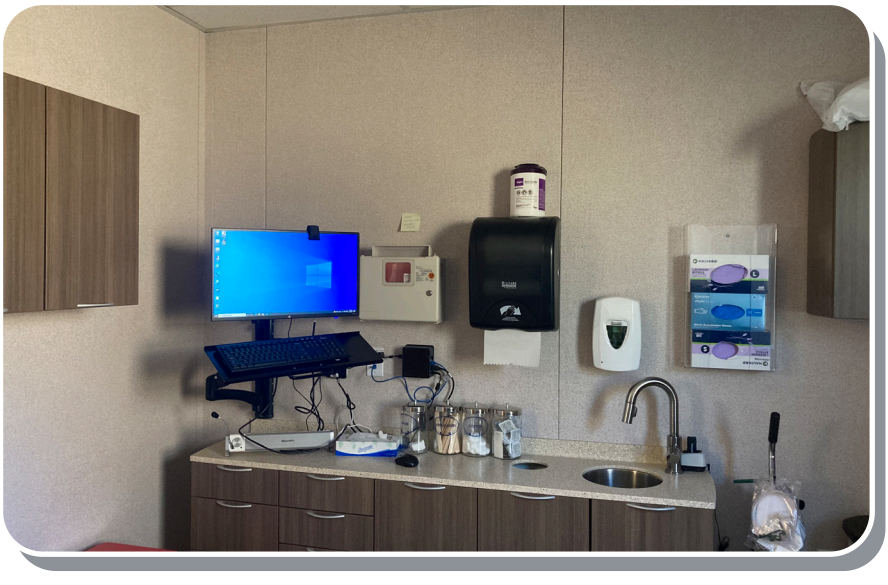
The PRHS XL clinic of Modoc County, is located on the XL Rancheria in Alturas, CA. This satellite clinic offers both medical and dental services. XL has recently moved into a new modular on site while the reconstruction of the former building is in the planning stages. This new modular provides two medical rooms and two dental rooms, and laboratory services for medical and dental care.

The XL clinic has a medical provider on site three days a week. The Medical Department offers primary care family practice, which encompasses all age populations, from newborn to geriatrics. Staff are able see and treat a wide and varied range of medical needs, acute needs, and preventative care.

The XL clinic offers COVID screening, and diagnostic COVID tests. A full range of immunizations including primary vaccinations, influenza, pneumonia, COVID vaccinations, pediatric COVID vaccines, and booster COVID injections are available. UC Davis Tele-medicine, a specialty service, is available at the XL Clinic. Tele-medicine includes psychiatry, endocrinology, and nutrition by appointment. The XL Clinic offers some walk-in visits, phone appointments, and regular in person clinic appointments. Coordination with all other departments at PRHS ensures the highest quality of care for all our Native and Non-native patients of the Modoc county and surrounding areas.

Dental

As of March 2022, the XL Dental department operates one day per week. This clinic is staffed by Burney personnel who travel to the XL clinic. The XL dental department offers a limited range of restorative and preventive services to all AI/AN, and non-native adults and children. Services include exams and radiographs, dental emergencies, complete dentures and partials, cleaning, and fillings. The department also offers an orthodontic program for native patients under age 21 who meet all program requirements. Other services which include extractions, root canals, crown and bridgework must be completed at the Burney facility. Walk in emergency services are offered at the start of each clinic session, morning and afternoon. Limited medications available to assist with a patients' treatment plan.



CONTEXT FOR THE STRATEGIC PLAN

Strengths, Weaknesses, Opportunities, and Threats (SWOT)

Healthcare organizations must continually adjust to maintain optimal function. How does an agency determine where adjustments are necessary? One essential technique involves a discussion of an organization's Strengths, Weaknesses, Opportunities, and Threats, commonly called a SWOT analysis. SWOT analysis is a precursor to strategic planning and is performed by a panel of experts (such as the board and staff) who can assess the organization from a critical perspective. A SWOT analysis identifies the S, W, O and T that can assist in making strategic plans and decisions. SWOT is a simple yet comprehensive way of assessing the positive and negative forces in and out of an organization. SWOT analysis is an examination of an organization's internal strengths and weaknesses, its opportunities for growth and improvement, and the threats the external environment presents to its survival.

The SWOT analysis is best completed in a group setting, where there can be active involvement from all participants. However, in 2021, with COVID rates increasing, a group setting was not possible. The next best thing was to utilize technology to assist in accomplishing the task. Zoom meetings and fillable templates allowed the process to be completed.

The PRHS Health Board, management, and staff participated in a facilitated SWOT analysis. The first step in the process was a brainstorm session in the four categories of the SWOT. The Health Board received the findings of the previous plans' SWOT. The facilitator then guided an open discussion (via Zoom) where each person could contribute to SWOT elements. A summary was created from the work of the Health Board.

The second component comprised getting feedback from staff and management at the clinic. To this end, a SWOT template was sent to each Department Manager asking that it be completed by the department team. In some cases, the team completed the SWOT assessment and in other cases each individual member of the team completed the assessment individually.

All responses were categorized and summarized. The facilitator analyzed the SWOT and found 'themes' within the responses. (The detailed SWOT analysis is available upon request).

The categories are as follows:

1. Patient Care/ Clinic Services
2. Communication/Relationships
3. Efficiency/Time Constraints
4. Technology/Equipment/Resources
5. Staff/Team
6. Physical Space
7. Organizational Operations

Further analysis revealed 'strategies' related to each theme. For instance, under the theme "Patient Care/ Clinic Services" the strategy "Expand clinic services and improve patient satisfaction" became evident and provided the basis to move forward with creating goals and activities. Table 1 shows all the Themes and associated Strategies.

Table 1

Theme	Strategy
Patient Care/Clinic Services	Expand clinic services and improve patient satisfaction.
Communication and Relationships	Build new relationships and expand communication pathways.
Efficiency/Time Constraints	Employ strategies to improve clinic efficiency and address time constraints.
Technology/Equipment/ Resources	Support technological advances and embrace state of the art technology.
Staff/Team	Support staff to improve perforamnce and productivity.
Physical Space	Expand and improve clinic facilities.
Organizational Operations	Improve organizational operations through data analysis, technology, staff development and financial management.

COMMUNITY SURVEY

A successful planning process must include feedback from the broader community. It is important to confirm that the goals and activities noted by community members are in sync with the findings of the plan. To this end, a survey assessment of the variables that the plan will address, and their impact of the community was developed.

A survey link was posted on the PRHS Facebook page. It provided a link to complete the survey. A flyer with the link to the survey was available throughout the clinic. Survey respondents were told that, if they provided an email address, their name would be put in a draw for one of 10 fifty-dollar gift cards.

The survey was posted from December 6th through December 31st, 2021. 765 community members completed the survey. The findings from the survey are on the following pages. (The detailed survey results are available upon request).

Survey Findings

When asked where the respondent received services; 37% said the Burney clinic, 32% said the Alturas XL clinic, and 30% indicated they received services from both clinics.

The respondents were majorly male and in the 35-44 age group.

Gender	Number	Percent
Female	342	44.7
Male	386	50.4
Other	20	2.6
Prefer not to say	17	2.2

Age Group	Number	Percent
Under 18	13	1.7
18-24	35	4.5
25-34	246	32.1
35-44	241	31.5
45-54	187	24.4
55-64	27	3.5
65+	16	2.0

The top three healthcare challenges from the respondents were quite similar. **Arthritis joint pain** (25.3%) topped the list, with **heart disease** (23.3%) and **mental health issues** (23.2%) following as the second and third challenge. Of the 16 healthcare challenges noted, the range of responses was from 10.1% to 25.3%.

712 of the 765 (53 did not respond) responded to the question asking what services they receive. The **top five** services are:

Service	Number	Percent
Mental Health Counseling	132	18.5
Behavioral Health Services	119	16.7
Dental	117	16.4
Medical	113	15.8
Substance Abuse Treatment	106	14.8

710 of the 765 (55 did not respond) identified the following five services as the most needed. Two services were tied as the third most needed service.

Service Needed	Number	Percent
Substance Use Treatment	268	37.7
Dental	266	37.4
Behavior Health Counseling	261	36.7
Medicated Assisted Substance Use Treatment	261	36.7
Transportation	256	36.0
Medical	251	35.3

100% of respondents answered the question asking their level of well-being. A five-point scale was used. "Very good" was noted as the top of the ranking.

Level of Well-Being	Number	Percent
Not good at all	26	3.4
Fair	162	21.1
Neutral	205	26.8
Very good	239	31.2
Fabulous	133	17.3

The last two questions asked the respondent to rate (on a 1 – 10 scale) their perceived quality of care at the clinic, and satisfaction with their interactions with staff. 711 out of 765 (54 did not respond) answered both questions.

The rating of the quality of care received was seven. Likewise, seven was also the ranking regarding satisfaction interacting with the staff.

The purpose of this survey was to gather opinions about needed services and community health problems facing the Pit River community. The Strategic Planning group will use the results of this survey and other information to identify the most pressing problems which can be addressed through system or service changes. This survey has provided Pit River clinic management, staff, and community leaders to understand and begin to prioritize necessary changes in their community.

STRATEGIC PLANNING 2017-2021

Beginning in January 2016, representatives from PRHS leadership, staff, Health Board, Tribal Council, and the local community met with the California Rural Indian Health Board, Inc. Strategic Planning Team to begin the development of a five-year strategic plan that would guide the clinic's initiatives. The completed document provided a summary of the strategic planning process, as well as defining the strategic priorities for the next five years. PRHS set about pursuing all goals and activities in the Plan so diligently, that by 2020, most activities had been completed, and PRHS leadership realized that it was time to produce a report on the accomplishment of the 2017-2021 Plan. The findings of that report outline successes across and within the strategic planning cycle, and is available upon request.

The majority of the goals and activities from the 2017-2021 Strategic Plan have been addressed. This has led to significant internal and external improvements. Although staff may have changed over time, activities continue to be addressed and completed. The report outlines accomplishments within the following six strategic priorities:

Strategy 1. Build staff capacity through workforce development

Strategy 2. Promote cultural sensitivity and effective leadership

Strategy 3. Develop and expand services to the community

Strategy 4. Increase funding to grow and sustain Pit River Health Service, Inc.

Strategy 5. Redesign systems of care

Strategy 6. Improve internal and external communication

The strategic planning process is a continuous cycle, involving plan design, implementation, and evaluation, as well as stakeholder engagement and alignment with the budgeting process and organizational capacity.

Many changes resulted from the activities in the 2017-2021 plan. To improve customer service, PRHS has worked to improve access, care coordination, and continuity of care across all services. Regular quality improvement studies to gauge progress and to improve outcomes are completed on an ongoing basis. PRHS' social media presence has been expanded. The web page has been updated, a Facebook page is established, and regular community newsletters are provided to the community.

PRHS allocated significant resources toward the accomplishments noted above. Recent years have been full of evaluation, planning, and growth. The movement toward organizational development and expansion of services will continue in 2022 and onward. Making progress in these areas are a priority for PRHS in the future.

STRATEGIC PLANNING 2022-2026

This plan builds off the 2017-2021 Strategic Plan. Knowing that the strategic planning process is a continuous cycle, involving plan design, implementation, and evaluation, as well as stakeholder engagement and alignment with the budgeting process and organizational capacity, the next five-year cycle is now underway.

Defining the Category, Strategy, Goals, and Activities

The purpose of the planning process was to determine the category, strategy, goals and activities to be accomplished in the upcoming five years.

Category: A wide description of the issue.

Strategy: Expanded definition of the category.

Goal: The overarching concept that has been prioritized as important to address.

Activity: The specific actions to be taken that will create change and move towards accomplishing the goal.

The following strategies surfaced as a result of the defined categories (see Table 1):

Strategy 1. Expand clinic services and improve patient satisfaction.

Strategy 2. Build new relationships and expand communication pathways.

Strategy 3. Employ strategies to improve clinic efficiency and address time constraints.

Strategy 4. Support technological advances and embrace state of the art technology.

Strategy 5. Support staff to improve performance and productivity.

Strategy 6. Expand and improve clinic facilities.

Strategy 7. Improve organizational operations through data analysis, technology, staff development and financial management

The following information outlines the category, strategy, goals and activities for this 2022 – 2026 Strategic Plan.

Category: Patient Care and Clinic Services

Strategy 1: Expand clinic services and improve patient satisfaction.

Goal 1. Maintain AAAHC accreditation

Activities:

1. Respond to any findings from the assessment survey in a timely manner.
2. Keep up with required annual standards and make appropriate process changes.
3. Complete planning meetings in advance of survey.
4. Oversee necessary number of QI studies in compliance with the three-year intervals.
5. Create planning documents that outline safety strategies at the Alturas and Burney clinics.
6. Implement new safety strategies and mechanisms (protocols, tips, etc.).

Goal 2. Develop new services within the organization

Activities:

1. Determine the need for any new services.
2. Specifically, evaluate the possible need for the addition of a Registered Diabetes Educator
3. Research and do feasibility analysis for each department.
4. Research and respond to appropriate grants.
5. Improve telehealth service (technology, process, etc.).
6. Maintain and enhance communicable disease response throughout the agency.

Goal 3. Increase access to behavioral/mental health services

Activities:

1. Assess what types of mental health and behavioral health services (and volume) are needed.
2. Hire appropriate staff (e.g. licensed therapist).
3. Expand services using interns.
4. Expand access to Behavioral Health through telehealth
5. Maximize the use of contracted therapists.

6. Expand access to psychiatry services
7. Improve brand recognition and expand marketing of services.

Goal 4. Revise and improve the current pain management program

Activities:

1. Develop security protocols for medications in the pharmacy.

Goal 5. Integrate laboratory, optometry, pharmacy, and radiology into the existing service structure.

Activities:

1. Provide space for new services when planning for the renovation of the clinic.
2. Expand laboratory services at both the Burney and Alturas clinics.
3. Expand optometry services.
4. Expand pharmacy services.
5. Expand radiology services.

Goal 6. Complete a feasibility study to examine the viability of creating a Home Health department.

Activities:

1. Gather information regarding the various opportunities to fund the project.
2. Research consultants or firms with the qualifications to complete the study.
3. Hire the appropriate consultant/firm.
4. Approve a scope of work for the project.
5. Based on the information provided, assess whether it is feasible to offer this service.

Category: Communication and Relationships

Strategy 2: Build new relationships and expand communication pathways.

Goal 1. Outreach to professional services to develop pathways for referrals to PRHS

Activities:

1. Identify individuals, agencies, or programs that may be referral sources.
2. Outreach to sources to create relationship at the jail and local agencies.
3. Build this activity into Department service structure.
4. Expand public relations outreach and activities. Consider the addition of a Public Communications Manager staff position.
5. Improve external communications modalities using social media, clinic webpage and the community newsletter.

Goal 2. Improve internal communication mechanisms

Activities:

1. Increase frequency of the newsletter (post link on website and Facebook).
2. Build intranet to improve internal communication pathways
3. Develop process to send secure emails.
4. Develop automatic incident reporting system.
5. Develop charters for standing committee meetings.
6. Develop protocols for inter-department information sharing and communication.
7. Improve communications between Burney and Alturas.
8. Change Electronic Health Record to improve patient care from multiple departments

Goal 3. Maximize utilization of partners

Activities:

1. Further develop partnerships to expand and assist in coordination of services.
2. Work with the Department of Health Care Services to seek expansion of the Tribal Federally Qualified Health Center (TFQHC) program for the purpose of increasing access to care and reducing health disparities.

Category: Efficiency and Time Constraints

Strategy 3: Employ strategies to improve clinic efficiency and address time constraints.

Goal 1. Create quality improvement protocols for each service as well as departments.

Activities:

1. Develop and implement an organization-wide tracking program assessing efficiency and effectiveness.
2. Develop necessary policies or protocols.

Goal 2. Research cost effectiveness of outsourcing selected services (e.g. newsletter)

Activities:

1. Determine what services are appropriate for outsourcing.
2. Complete cost analysis.
3. Implement as necessary.
4. Assess whether a Public Relations position will enhance these efforts.

Goal 3. Create a summary report that documents efforts to decrease no-shows, cancellations, and other clinic measures.

Activities:

1. Maintain efforts to improve no-show rates, cancellations, production, quality, and operational efficiencies.
2. Evaluate the new scheduling and missed appointments policy.
3. Confirm that dental and medical no-show appointment process and implication are congruent.

Category: Technology/Equipment/Resources

Strategy 4: Support technological advances and embrace state of the art technology.

Goal 1. Assess information technology systems and upgrade as necessary

Activities:

1. Enhance the ability to work remotely, for staff who are approved to do so.
2. Improve access to programs and hardware as necessary.
3. Have "spare" computers on site for all program operations.
4. Assess Indian Health Service (HIS) plan to transition away from RPMS to a new Electronic Health Record (EHR) practice management system.
5. Evaluate any functional issues of the EHR system at the XL clinic and provide a plan to resolve them.
6. Build integration between Dentrix and the EHR
7. Continually assess and update information technology and data security needs.

Goal 2. Provide basic computer and Microsoft training and support for all staff

Activities:

1. Basic functionality of the computer (troubleshooting).
2. Basic training on Microsoft office.
3. Create a tier system help desk.
4. Initiate an Information Technology ticket system.

Category: Staff/Team

Strategy 5: Support staff to improve performance and productivity.

Goal 1. Increase clinic staff to operate at full capacity

Activities:

1. Finish developing new buildings - hire new staff.
2. Implement strategies to decrease staff turnover.

Goal 2. Better organize organization-wide staff training

Activities:

1. Provide professional development activities.
2. Create library of training resources (new hire, ongoing, annual).
3. Better utilize training opportunities -- coherent, purpose driven.
4. Have a training plan for each department – (review annually).
5. Create a training plan for each department.

Goal 3. Increase worker satisfaction

Activities:

1. Evaluate opportunity for employee wellness program.
2. Analyze staff satisfaction surveys to develop relevant departmental and organizational action plans for improving satisfaction.
3. Create wellness center.

Goal 4. Increase staff morale

Note: COVID restraints

Activities:

1. Develop employee recognition program (develop committee and process).
2. Develop written plan and budget for holiday raffles, employee appreciation days, periodic day off.
3. Develop written plan for a personnel development budget line item for each department.

Goal 5. Improve communication between staff and associated managers

Activities:

1. Departments will meet at least once per month; more often as needed.
2. Develop an organizational communication plan.
3. Build out communication plans for each department.
4. Convene monthly meetings between Burney and Alturas (focus on Alturas)

Goal 6. Interdepartmental cross training

Activities:

1. Evaluate priority needs for cross training.
2. Develop interdepartmental cross training program.

Goal 7. Support workforce development with young professionals from the community

Activities:

1. Evaluate opportunities for staff development.
2. Develop workforce development program (materials, marketing, etc.).
3. Develop associated job description for positions.
4. Recruit and train young professionals.
5. Research and write grants to support the program and positions.

Category: Physical Space

Strategy 6: Expand and improve PRHS facilities.

Goal 1. Build new healthcare facilities at both Burney and XL Ranch

Activities:

1. Implement the following: project design; finance construction; construction.
2. Integrate laboratory, optometry, pharmacy, and radiology into existing service structure at Burney.
3. Increase space for all services.
4. Implement plan for marketing and branding of clinic services.
5. Provide telehealth services (Alturas and Burney).
6. Conduct a feasibility study for a Wellness Center at the Burney campus.
7. Coordinate expansions of Burney and Alturas clinics to improve service integration.
8. Conduct a feasibility study for development of PRHS-owned housing for selected staff.
9. Conduct feasibility study for creation of a wellness center at the PRHS Burney campus.

Category: Organizational Operations

Strategy 7: Improve organizational operations through data analysis, technology, staff development and financial management.

Goal 1. Provide opportunities to further develop non-professional staff.

Activities:

1. Continue to expand human resources in nonprofessional labor pools.

Goal 2. Establish production and quality benchmarks integrated with incentive programs

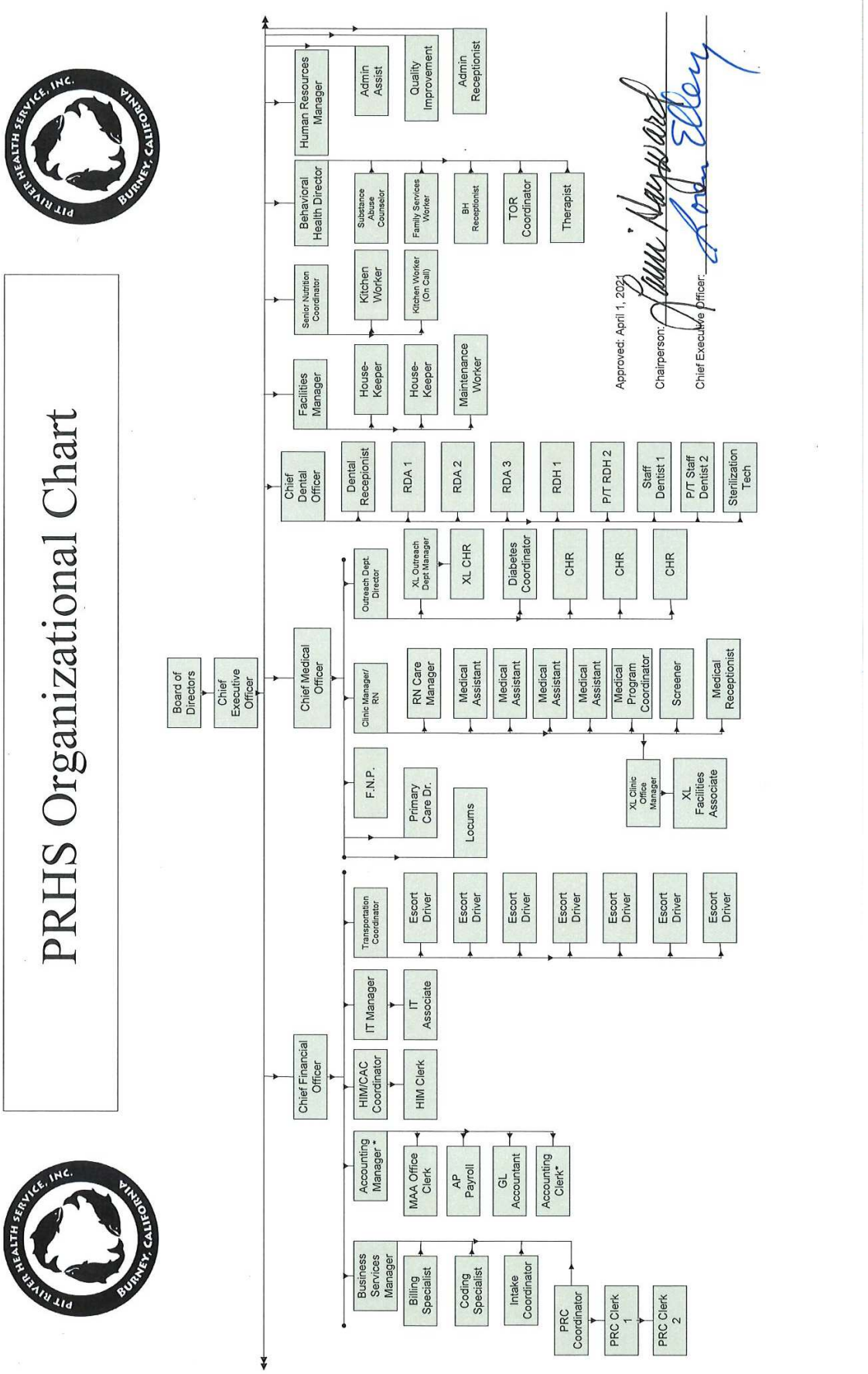
Activities:

1. Evaluate what production and quality are appropriate for each department.
2. Establish staff and production goals for each department.
3. Create incentive program within allowed budget.

CONCLUSION

For strategic planning to be successful it requires careful implementation and on-going monitoring. The first step to take place will be to assign the appropriate person to the goals and activities. Those assigned individuals will be responsible for coordinating the activities necessary to implement the plan. Internally, a planning process will be necessary which outlines all those involved in the implementation activities. Lastly, and most importantly, recording progress towards goals and reporting to the PRHS leadership on an on-going basis is essential.

APPENDIX: ORGANIZATIONAL CHART



PIT RIVER HEALTH SERVICE, INC.
BURNEY, CALIFORNIA

Medical/Dental Clinic
36977 Park Avenue
Burney, CA 96013
(530) 335-3651
(800) 843-7447

Administration Office
36977 Park Avenue
Burney, CA 96013
(530) 335-5090
Fax: (530) 335-5241