



2023-2027 STRATEGIC PLAN



— LEADING THE WAY TO A —
HEALTHY FUTURE

Columbia Memorial Hospital





ACKNOWLEDGMENTS

BOARD OF TRUSTEES

Robert Holland, MD, PhD, Board President
Mike Autio, Board Vice President
Jean Danforth, Quality Chair
Bill Landwehr, Treasurer
Dave Nygaard, Secretary
Constance Waisanen, Immediate Past President
Paul Haines
Nancy McAllister
Heather Seppa
James Heilman, MD
Sheriff Matt Phillips
Mark Smith
Doug Kaup

CMH EXECUTIVE TEAM

Erik Thorsen, Chief Executive Officer
Nicole Williams, Chief Operating Officer
Chris Strear, Chief Medical Officer
Judy Geiger, Vice President of Patient Care Services
Jarrod Karnofski, Vice President of Ancillary & Support Services
Chris Laman, Vice President of Strategy



STRATEGIC PLANNING COMMITTEE

Dave Nygaard, Chair

Paul Haines

Constance Waisanen

Bill Landwehr

Mark Smith

Mike Autio

Robert Holland, MD, PhD

Diana Rinkevich, MD

Chris Laman, Vice President of Strategy, Project Manager

CONSULTING TEAM

Sara Wilson, Owner/Principal, SSW Consulting

Ashley Sonoff, Associate, SSW Consulting



IN ADDITION TO THE BOARD OF TRUSTEES, EXECUTIVE TEAM, AND COMMITTEE MEMBERS, WE ARE ALSO VERY APPRECIATIVE TO ALL COLUMBIA MEMORIAL HOSPITAL (CMH) CAREGIVERS WHO ENGAGED IN VARIOUS OUTREACH OPPORTUNITIES OVER THE COURSE OF THE PROJECT, OUR PATIENTS WHO PROVIDED VALUABLE FEEDBACK, AND THE COMMUNITY MEMBERS AND REGIONAL PARTNERS WHO SHARED THEIR INPUT. SOME OF OUR REGIONAL PARTNERS INCLUDE:

US Coast Guard
Pacific Coordinated Care Organization(CPCCO)
Astoria Co-OP
Clatsop Community Action
Community Spiritual Leader Group (Local Astoria Churches)
Clatsop County Health Department
Consejo Hispano
Clatsop Economic Development Resources
Clatsop Behavioral Health





TRANSMITTAL LETTER

At CMH, we value the health of our patients, caregivers, and the greater community. We have a long history of setting goals and creating plans to support an organization that will lead the way to a healthier future for the community we serve.

The update of our strategic plan started in March 2022, a critical time of transition for our organization. We have opportunities to leverage the lessons and strengthened partnerships resulting from the pandemic, a new affiliation with Oregon Health and Sciences University (OHSU), and the early design process for an expanded facility to better serve our community's needs. In embracing these transitions, we expanded our strategic planning process to increase engagement with our caregivers and the community to ensure a plan that would best serve future healthcare needs. Guided by the Board of Trustees and the CMH Executive Team, we reached record levels of engagement with thousands of individuals and caregivers' input through this process. This outreach resulted in an update to the mission, vision, values, and goals that reflect the health and wellness needs of the community and support a strong organization of caregivers to deliver those services.

While there are many healthcare needs to address during these times of change, we appreciate the thoughtful engagement from our interested parties to help our team of caregivers and healthcare leaders focus and be strategic with resources. This five-year road map will help us to achieve our shared vision to be a national leader in rural healthcare, improving the health and well-being of our community and beyond.

We will use this plan to chart our course for the CMH organization and seek partnerships to bring our goals to life. We will regularly communicate our progress and keep this plan updated to maintain its responsiveness and relevance. We look forward to working with our caregivers and community partners as we lead the way to a healthy future.

Sincerely,
Erik Thorsen, Chief Executive Officer



MISSION:

WE HELP PEOPLE LIVE THEIR HEALTHIEST LIVES



VALUES

COMPASSION: I strive to understand others and show kindness

ACCOUNTABILITY: I am responsible for my actions + strive to improve

RESPECT: I am attentive to everyone's needs and preferences and strive for equity and inclusion of all people

EMPOWERMENT: I am part of making CMH a great place

SAFETY: I speak up, collaborate, and model safety



2023-2027 STRATEGIC PLAN GOALS





TABLE OF CONTENTS

INTRODUCTION	7
STRATEGIC PLAN PROCESS	11
MISSION, VISION, VALUES, GOALS	17
ACTION PLAN	19
2023 ORGANIZATIONAL PRIORITIES	23
PLAN IMPLEMENTATION	28



INTRODUCTION



WE ARE LEADING THE WAY TO A HEALTHY FUTURE!

At Columbia Memorial Hospital, we are leading the way to a healthy future by providing exceptional and compassionate person-centered care in our community.

The CMH story dates to the early 1890s when the Finnish community began work on our first facility. We started a tradition of pursuing excellence in community healthcare and over the last 140 years, we have continued to expand our services and grow our caregiver family.

Specifically, over the past ten years, we have built CMH Field, opened the Cancer Collaborative, increased and enhanced our service offerings, including expansion into Warrenton and Seaside, and partnered with OHSU



to bring leading specialists and technologies to our community. One of the most significant challenges we faced during this time was a global health pandemic, and we are very proud of our caregivers who led our community through COVID. We also learned many valuable lessons during this time that will inform our services and care in the future. From Astoria to Warrenton to Seaside and beyond, we are committed to supporting and equipping our caregivers to bring the highest quality services and person-centered care to our community.

What does the next chapter hold? As we look to the next five years, we want to be a national leader that models and supports healthy living while meeting the healthcare needs of our community with access to exceptional person-centered care. Additionally, we know supporting a healthy community requires partnerships. We want to work together with our healthcare and community partners to ensure we are meeting the health and wellness needs of our region for years to come.

WHAT IS A STRATEGIC PLAN?



The strategic plan is an opportunity for us to reflect on the status of our organization, determine our priorities for the next five years, and ultimately define how we will achieve our goals in alignment with our mission and values.

The strategic plan acts as the compass for our organization. Once our shared vision is developed and agreed upon, we set our compass to this True North. The strategic plan is a tool that helps our organization focus on a set of shared goals and actions designed to help us achieve



2023-2027 STRATEGIC PLAN

our vision. The goals and actions are rooted in community-identified priorities and informed by an understanding of current trends to ensure the strategic plan meets the needs of our patients, community members, and caregivers.

Additionally, the strategic plan promotes accountability and transparency with a detailed action plan with key performance indicators to measure progress over time. The implementation structure further supports accountability and transparency through regular updates to keep the strategic plan relevant and responsive to community and organizational needs.

The plan also fosters a culture of strategic management for the organization by serving as a resource to guide both long-term planning as well as daily decisions concerning the organization's delivery of services to the community and investments in the development and retention of our CMH caregivers.

The strategic plan will guide the work of CMH over the next five years with an updated mission, vision, values, goals, and actions to continue strengthening internal operations and supporting our valued caregivers to provide exceptional healthcare to our community.





WHY NOW?



We are in a period of transition. The global pandemic has fundamentally changed key aspects of our society, economic waves of change have brought record inflation, and geopolitics remains a top threat for the global economy and supply chain. Closer to home, there are growing healthcare needs in our community, and we are beginning a major expansion to our facilities. This period of change brings many new opportunities and challenges to consider, and this is a perfect time to reflect on the future of CMH and how we are going to get there.

We gathered many valuable lessons over the past few years, including insights on how to work and deliver services differently, opportunities for new partnerships to better serve our region, innovations in technology and healthcare, and so much more. This strategic planning process provided an opportunity to reflect and engage with our team, partners, community, and patients to think about our future and develop a vision and path forward.



STRATEGIC PLAN PROCESS



STRATEGIC PLAN PROCESS

Community and organizational engagement are the foundation of the strategic planning process. The strategic plan engagement focused on facilitating inclusive opportunities to ensure the updated vision and values reflected the needs and priorities of the community and CMH patients and caregivers.

LEADING THE WAY TO A HEALTHY FUTURE WAS ORGANIZED INTO THREE PHASES:

Community + Staff
Engagement:
March-July 2022

1

Strategic Plan
Development:
August 2022-February
2023

2

Adoption +
Implementation:
February-March
2023

3



PROJECT GOALS

We set out to achieve the following goals during this process:

- Guide CMH in enhancing the quality of their services and focus on improving the patient experience.
- Define clear steps for the future of CMH's partnership with Oregon Health & Science University (OHSU).
- Leverage community partnerships to discover new opportunities in the strategic planning process.
- Identify how CMH will grow with purpose over the five-year span of the plan.
- Engage with caregivers and the community to ensure the plan is broadly supported and responsive to their needs.

PHASE 1: COMMUNITY + STAFF ENGAGEMENT

STRATEGIC PLANNING WORKSHOP



In March 2022, the Board of Trustees and the Executive Team convened for a strategic planning workshop to kick off the strategic planning process. During the workshop, participants took part in a variety of exercises to recognize and celebrate accomplishments, review the current context of the organization, identify elements of a five-year vision for CMH, and discuss ideas for engaging interested parties in the planning process. Understanding the current environment of the organization and community sets a strong foundation for strategic planning as it is critical to understand where the organization has been in the past before it can be



determined where it ought to go in the future. With a shared understanding achieved, the group participated in a visioning exercise to imagine what success would look like in the future, including inspiring characteristics, behaviors, and achievements. The themes from these exercises were further defined as the team mapped out ideas and identified potential actions and/or questions to be explored in the strategic planning process. Additionally, the team had a robust discussion on engaging with employees, patients and their families, community members, and partner organizations, including how to reach and engage these parties most effectively to ensure our vision and goals reflect their needs and desires.

COMMUNICATIONS + ENGAGEMENT STRATEGY

Following the strategic planning workshop, the strategic plan project team developed a communications and engagement strategy to assist with gathering ideas. The project team committed to an inclusive process that sought the input of all voices within the community and at all levels of CMH. Throughout the engagement process, the team prioritized building relationships and trust through transparency and accountability measures with the community and CMH employees.

The project team guided the process and designed various outreach tools to engage the community and organization throughout the engagement process, including:

- Online Survey
- Community Leader Interviews
- Staff Huddles
- Staff Feedback Handouts
- Focus Groups
- Medical Group Meeting
- Leadership Team Workshop
- Fact Sheet
- Flyer
- Media Releases
- Social Media
- Project Page on CMH Website
- Online Video



Additionally, the project team used the findings and data collected through the Community Health Needs Assessment (CHNA), a separate initiative, to inform the development of the strategic plan. The CHNA is a robust community engagement process that includes surveys, public health data, listening sessions, and interviews with many community members and organizations.

COMMUNICATION + ENGAGEMENT GOALS

The following goals and values guided the team’s engagement efforts:

- Engage the CMH organization and the community we serve to develop a supported and celebrated strategic plan.
- Design a process that maintains engagement momentum and has a defined timeline with clear opportunities on when and how to get involved in the process.
- Create broad project awareness and conduct inclusive outreach so the plan is reflective of the needs of the organization and community.

	MAR.	APR.	MAY	JUNE	JULY	AUG.	SEPT.	OCT.
Board of Trustees and Executive Team Strategic Planning Workshop	■							
Patient + Community + Caregiver Survey			■	■	■	■		
Focus Groups (2)			■	■				
Leadership Group Strategic Planning Workshop				■				
Staff Huddles				■	■	■		
Social Media + News Media				■	■			
Community Leader Interviews					■			
Online Video					■			
Project Page on CMH Website					■	■	■	■
Patient Caregiver Council					■	■	■	■



OUTREACH HIGHLIGHTS

TOTAL PARTICIPANTS



PHASE 2: STRATEGIC PLAN DEVELOPMENT

In Phase 2, the project team analyzed the thousands of comments gathered through the community and organization outreach to identify common ideas and trends. Additionally, the project team revisited the vision themes and idea mapping exercises that emerged in the strategic planning workshops held in March and June. Following the analysis of the outreach data, the project team organized the information into seven outreach themes representing organization and community priorities as shown below.



- Health & Wellness
- Quality
- Best Place to Work
- New Facility
- Growth
- Communications + Engagement
- Financial Stewardship

The themes from the organization and community outreach guided the development of the proposed mission, vision, and values to guide CMH over the next five years. With draft versions of these guiding tools in place, the strategic planning committee convened over a series of three meetings in late summer/early fall to discuss the seven outreach themes, formulate goals to address each theme, and discuss potential actions needed to achieve the goals.

In November 2022, the Operations Team held a workshop to complete the action planning for the strategic plan. The team discussed key performance indicators (KPIs) for each goal and/or action to promote accountability and transparency as the actions are implemented. Additionally, the team discussed an implementation structure to support successful management and completion of the plan.

PHASE 3: ADOPTION AND IMPLEMENTATION

In January 2023, the Board of Trustees and Executive Team reconvened for a workshop to review the draft strategic plan. During the workshop, the group carefully considered each goal and proposed actions, and discussed the draft KPIs and how to measure progress on the plan.

Following the workshop, the Strategic Plan was refined using the team's input and the final draft was presented to the Board of Trustees in February 2023 for adoption. The strategic plan was adopted unanimously on February 2, 2023.



MISSION, VISION, VALUES, & GOALS



MISSION:

WE HELP PEOPLE LIVE
THEIR HEALTHIEST LIVES.



VISION

CMH IS A NATIONAL LEADER IN RURAL HEALTHCARE, IMPROVING THE HEALTH AND WELL-BEING OF OUR COMMUNITY AND BEYOND

We offer state-of-the-art care to meet the healthcare needs of the region. We collaborate with other organizations and providers to deliver the best care to our patients and promote wellness in our community. We invest in our caregivers, facilities and technology to support the delivery of safe, quality care. Sound financial stewardship ensures we fulfill our commitment to the community to provide accessible care. Robust employee engagement supports a strong, healthy organization making CMH the best place to work.

VALUES

COMPASSION: I strive to understand others and show kindness

ACCOUNTABILITY: I am responsible for my actions + strive to improve

RESPECT: I am attentive to everyone's needs, and preferences and strive for equity and inclusion of all people

EMPOWERMENT: I am part of making CMH a great place

SAFETY: I speak up, collaborate, and model safety

2023-2027 STRATEGIC PLAN GOALS

1. Provide the highest quality, safest care
2. Grow healthcare services to meet the needs of the region
3. Improve community health and wellness
4. Remain the best place to work
5. Ensure long-term financial health



ACTION PLAN



THE ACTION PLAN CONTAINS THE POLICIES, PROGRAMS, AND PROJECTS COLUMBIA MEMORIAL HOSPITAL WILL IMPLEMENT TO FULFILL THE ORGANIZATION'S MISSION AND ACHIEVE THE FIVE-YEAR VISION AND SUPPORTING GOALS.

WHAT IS AN ACTION?

The actions represent a policy, program, or project. The actions are organized by goal areas and support the overall organization mission and vision. The actions were informed directly by the ideas and priorities shared by patients, community members, and CMH caregivers during the strategic plan outreach process.



WHEN WILL ACTIONS BE COMPLETED?

The scope and timeline of the actions vary. Some actions are significant undertakings and will require multiple years to achieve, while others are smaller in nature and can be achieved in a shorter time frame. Regardless of size and scope, all actions play a critical role in fostering a strong and healthy organization and supporting the health and wellness of our patients, community, and caregivers.

WHO IS RESPONSIBLE FOR IMPLEMENTING THESE ACTIONS?

The actions of the strategic plan are internally focused with the CMH organization responsible for implementing these actions. Each action will be assigned to a project lead and team of CMH caregivers. While CMH is ultimately responsible for achieving these actions, the organization will be most successful in achieving the strategic plan goals by working together with community partners to implement the plan.

HOW WILL WE MEASURE PROGRESS?

The performance indicators for the goals are listed below. Additionally, as the caregivers begin scoping and implementing the individual actions, they will identify performance metrics for the individual actions as well.

GOAL PERFORMANCE INDICATORS

- Caregiver Safety Survey Rating Exceeding 90th Percentile
- Meet Clinic Targets for Patient Access
- Patient Experience Overall Rating Exceeding 90th Percentile
- Caregivers Would Recommend CMH as a Place to Work/Practice Exceeding 90th Percentile
- Construct and Open Expansion Facility
- Achieve Annual Financial Targets



2023-2027 STRATEGIC PLAN

GOAL 1: PROVIDE THE HIGHEST QUALITY, SAFEST CARE

1.1	Achieve national certifications to demonstrate the highest standards of performance and patient care
1.2	Become a High-Reliability Organization
1.3	Improve the patient and caregiver experience through technology upgrades in equipment and the electronic medical record

GOAL 2: GROW HEALTHCARE SERVICES TO MEET THE NEEDS OF THE REGION

2.1	Plan and construct facilities to accommodate growth rooted in the Planetree principles of person-centered care
2.2	Expand healthcare specialty services in alignment with community needs/demands to support a sustainable organization
2.3	Prioritize community/caregiver wellness amenities in facility improvement plans and equipment upgrades

GOAL 3: IMPROVE COMMUNITY HEALTH AND WELLNESS

3.1	Partner with local and regional organizations to conduct Community Health Needs Assessments (CHNA) and joint Community Health Improvement Plans (CHIP)
3.2	Serve as a physical wellness hub offering movement classes, healthy food options, education classes and other activities promoting community wellness
3.3	Host/sponsor community events where people engage in physical activity and receive health education
3.4	Support community-based organizations through partnerships that include philanthropy and CMH caregiver volunteer hours



GOAL 4: REMAIN THE BEST PLACE TO WORK

4.1	Expand and improve recruitment and retention programs to ensure adequate staffing of departments
4.2	Support a CMH Caregiver Wellness program that includes increased access to mental health services, physical activity opportunities, nutrition and other educational programs
4.3	Integrate providers into a larger medical community to promote education, quality, and professional development
4.4	Provide access to professional development opportunities for all CMH caregivers
4.4	Promote recognition and engagement programs to ensure caregiver connection
4.5	Work with community partners to improve access to affordable housing and childcare

GOAL 5: ENSURE LONG-TERM FINANCIAL HEALTH

5.1	Maintain A- Bond Rating
5.2	Expand the hospital Foundation to increase philanthropic benefits to the organization and the community we serve
5.3	Provide annual education for all leaders



2023 ORGANIZATIONAL PRIORITIES



Annually, the organization identifies actions from the strategic plan to begin implementing. These become the organization's priorities or work plan to guide the work of caregivers in implementing the strategic plan.

The organizational priorities for 2023 are listed in the charts below. Some of these priorities help to advance multiple actions in the strategic plan. The corresponding goals and actions are noted.



GOAL 1: PROVIDE THE HIGHEST QUALITY, SAFEST CARE OF ANY HEALTHCARE ORGANIZATION

ACTION	DELIVERABLE	LEADER	TIMELINE
Successful Completion of External Certifications 1.1	Planetree Gold Certification	Nicole Williams	Q1
	ACHC Accreditation	Judy Geiger	Q2 – Q4
	Commission on Cancer Certification	Durinda Haukap	Q3 – Q4
Become High-Reliability Organization 1.2	Select program vendor, conduct initial assessment and develop implementation plan.	Judy Geiger/ Dr Strear	Q1 – Q4
	Develop departmental goals to improve communication and transitions across departments	Judy Geiger	Q1 – Q4
Equipment Enhancements 1.3	Robotic surgery technology evaluated, purchased and implemented	Dr Strear/ Bev Selga/ Misty Ingram	Q2 – Q3
Cerner Enhancements 1.3	Implement Cerner Virtual Scribe Program for CMH Providers	Dr Strear	Q1 – Q3
	Implement Phreesia system to enhance Patient Intake	Jarrod Karnofski	Q2 – Q4
	Conversion to Cerner Launchpoint in ED and UCs	Nicole Perez	Q2 – Q3
	Develop a system for IT/EMR governance	Nicole Perez	Q1 – Q4



GOAL 2: GROW HEALTHCARE SERVICES TO MEET THE NEEDS OF THE REGION

ACTION	DELIVERABLE	LEADER	TIMELINE
Construction 2.1 2.2 2.3	Completion of Design Development meeting scope and budget targets	Randy McClelland	Q2 – Q4
	Initiate communication plan to provide updates on hospital expansion project to community and caregivers	Erik Thorsen	Q1 – Q4
	Relocation of Pediatrics to Park Building	Jarrod Karnofski	Q1 – Q3
	Remodel/Expansion of Specialty Clinic	Jarrod Karnofski	Q2 – Q4
	Expansion of Warrenton Clinic	Jarrod Karnofski	Q3 – Q4
Patient Access 2.2	Expand swing bed program to reach 366 days in 2023	Judy Geiger	Q1 – Q4
	Partner with OHSU to implement virtual ICU program	Judy Geiger	Q2 – Q4
	Revise provider scheduling templates to expand clinic access	Dr Strear	Q1 – Q4
	Improve clinic and ancillary schedule utilization	Nicole Williams/ Jarrod Karnofski	Q1 – Q4
	Open Sleep Medicine Clinic	Jeanette Schacher	Q3
	Weekend hours for Astoria Urgent Care and Outpatient Pharmacy	Jeanette Schacher	Q3
	Expansion of ambulatory care pharmacy program	Chris Laman	Q2 – Q3



GOAL 3: IMPROVE COMMUNITY HEALTH AND WELLNESS

ACTION	DELIVERABLE	LEADER	TIMELINE
Community Health Improvement Plan (CHIP) 3.1	Work with community partners to develop regional CHIP based on the results of 2022 Community Health Needs Assessment	Chris Laman	Q2
Resources for Community 3.2 3.3 3.4	Expand and market low-dose CT Lung cancer screening program	Jarrod Karnofski	Q1 – Q4
	Sponsor community health events; Regatta, Bridge Run, Christmas Baskets	Nicole Williams	Q2, Q4
	Expand Community Health Education Classes	Chris Laman	Q2 – Q4
	Reopen Cancer Center Resource Center and associated programming	Durinda Haukap	Q2
	Establish scholarship program with school districts supporting students interested in the medical field	Mark Kujala	Q1 – Q2



GOAL 4: REMAIN THE BEST PLACE TO WORK

ACTION	DELIVERABLE	LEADER	TIMELINE
Improve Caregiver Experience 4.1 4.2	Organizational Development implementation of formal engagement and recognition program	Marie Lampman	Q1 – Q4
	Improve awareness of professional development opportunities for caregivers	Marie Lampman	Q1 – Q4
	Planetree Retreats/Safety Training for all CMH caregivers to prepare for escalated events.	Nicole Williams	Q1 – Q4
	Continue to expand DEI education and tools throughout organization	Nicole Williams	Q1 – Q4
	Expansion of security systems and duress buttons throughout the organization to improve caregiver safety	Jarrod Karnofski	Q1 – Q2

GOAL 5: ENSURE LONG-TERM SUSTAINABLE FINANCIAL HEALTH

ACTION	DELIVERABLE	LEADER	TIMELINE
Achieve Financial Targets 5.1 5.3	Develop Revenue Integrity Committee	Catherine Fischer	Q1
	Cerner Revenue Cycle Uplift	Catherine Fischer	Q2 – Q3
	Provide Financial Education for CMH Leaders	Josh Butts	Q3 – Q4
Expansion Facility Capital Campaign 5.2	Expand the Foundation department and launch BuildCMH campaign including public announcement of a capital campaign with the goal of raising \$10 million in donations to support the expansion facility	Mark Kujala/ Erik Thorsen	Q1 – Q2
Expansion Facility Bond Offering 5.1	Develop detailed future service line expansion forecasts and prepare required documentation to establish a timeline for expansion facility bond offering.	Erik Thorsen/CFO	Q2 – Q4



PLAN IMPLEMENTATION



Following the Board of Trustees' adoption of the strategic plan, the CMH Executive Team will begin working with caregivers to implement the 2023 organizational priorities. Each year the Executive Team will present priority actions to the Board to continue advancing the mission, vision, and goals. Each action will have an assigned leader(s). These leaders will be responsible for the following:

- Overseeing the implementation of the action
- Developing a project charter (will identify the project team/stakeholders, timeline, key performance indicators, etc.)
- Identifying resources for implementation
- Engaging and updating the Board, organization, and partners/community as appropriate
- Reporting progress, challenges, and opportunities to consider during implementation
- Recommending updates to the action if needed



Once the action leaders have been assigned, the actions for implementation in year one will be considered in the budget process to ensure financial resources adequately support implementation. At the end of each year, the CMH Executive Team will coordinate an annual progress report for the strategic plan. The progress report will document progress, challenges, opportunities, and potential updates to the actions as needed. This report will serve as a communication tool back to the Board and Organization to maintain accountability in implementing the vision and goals.

FOSTERING A CULTURE OF STRATEGIC MANAGEMENT

The strategic plan is intended to foster a culture of strategic management and guide the organization in developing a more efficient, effective, and transparent healthcare delivery system. Therefore regular engagement from the Board, caregivers, patients, and other partners is essential to fostering a responsive and accountable system. The strategic plan will undergo a complete update every five years. This comprehensive engagement will examine the broader organizational and community environment to ensure the five-year vision continues to serve as a North Star guiding CMH on our path to becoming a national leader in rural healthcare.



— LEADING THE WAY TO A —
HEALTHY FUTURE

Columbia Memorial Hospital