



**MORROW COUNTY  
HEALTH DISTRICT**  
Excellence in Healthcare

# **Strategic Plan**

## **2023 - 2025**

## Mission

Bring essential health services to our rural communities that meet the unique needs of the people we serve.

## Vision

Be the first choice for quality, compassionate care, and lead the way in promoting wellness and improving health in our communities.

## Values

**Integrity** encompassing honesty and consistently adhering to the principles of professionalism and accountability with our patients, fellow employees, and community partners; integrity is at the heart of everything we do

**Compassion** being motivated with a desire to assist patients and staff with empathy and kindness and committed to going the extra mile to ensure patients and staff feel comfortable and welcomed

**Quality** creating standards of performance that surpass ordinary expectations; we want to make this the place where patients want to come, our providers want to practice, and people want to work

**Respect** recognizing and valuing the dignity and uniqueness of everyone; respect creates a work environment based on teamwork, encouragement, trust, concern, honesty, and responsive communication among all employees and our patients

**Financial Responsibility** being good stewards of public funds; always considering whether expenditures are in the best interests of patients and the community; ensuring financial sustainability for the future

# OVERVIEW

Morrow County Health District (MCHD) is a non-profit, special district formed in 1995 to meet the healthcare needs of Morrow County residents.



## Pioneer Memorial Hospital & Nursing Facility

Opened in 1950, PMH is a 21-bed critical access hospital located in Heppner, Oregon. PMH has an emergency department, inpatient and acute care, imaging services, laboratory, therapies, and a swing bed program that provides skilled-nursing for both short-term and long-term care needs. PMH's critical access designation allows MCHD to receive enhanced funding to support the provision of other healthcare services.



## Boardman Immediate Care

Located in Boardman Oregon, BIC provides immediate care and occupational health services as a mobile extension of Irrigon Medical Clinic.



## Ione Community Clinic

Both a school-based health center and rural health clinic, the Ione Community Clinic serves the needs of Ione and the surrounding area. ICC operates as a partnership between Morrow County Health District, Morrow County Public Health, Ione School District, and Community Counseling Solutions.



## Irrigon Medical Clinic

Located in Irrigon, Oregon, IMC is a rural health clinic offering primary care, same day appointments, and occupational health services.





### Pioneer Memorial Clinic

PMC is a rural health clinic offering primary care, same day appointments, and occupational health services in Heppner, Oregon.



### Home Health & Hospice

MCHD provides home care and hospice services throughout Morrow and Gilliam counties.



### Ambulance Service

MCHD provides ambulance service to all of Morrow County with ambulances dispatching from Boardman, Heppner, Lone, and Irrigon. Quick response teams dispatch from Lexington and Lone.



### Community Care

To provide the best care, MCHD actively partners with other local healthcare entities through the Morrow County Community Health Improvement Partnership and through more formal arrangements, such as contracting medical provider time to Morrow County Public Health.

# STRATEGIC PRIORITIES

## Adult Care Home

### OBJECTIVE

Open a 5-bed adult care home in Boardman, Oregon for seniors and people with disabilities.

### BACKGROUND

There are currently no assisted living options for seniors in Boardman, Oregon. With the current population in Boardman and the proximity of assisted living resources in the area, it is unlikely that a full assisted living facility would be financially feasible. An adult care home can provide the same level of care as an assisted living facility on a smaller scale in a more home-like environment. Adult care homes are licensed through the Oregon Department of Human Services.

### OUTCOMES

- ❖ Increase access to assisted living options for seniors in Boardman and surrounding area
- ❖ Provide high-quality care to seniors and people with disabilities to support safety and independence
- ❖ Foster a caring, home-like environment



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## Irrigon Ambulance Hall

### OBJECTIVE

Construct a new ambulance hall in Irrigon, Oregon.

### BACKGROUND

MCHD currently has \$363,378 set aside for a new ambulance hall. MCHD's ambulance service in Irrigon is co-located with Irrigon Rural Fire Protection District. MCHD and IRFPD are exploring options for the ambulance service and fire department to remain co-located in a new building on the existing lot. This objective is expected to continue into the next strategic planning period.

### OUTCOMES

- ❖ Partner with Irrigon Rural Fire Protection District on plans for a new building
- ❖ Explore funding options



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## Occupational Medicine Services

### OBJECTIVE

Expand the array of occupational medicine services available at all outpatient District locations.

### BACKGROUND

MCHD currently provides basic occupational health services at all outpatient locations. With the addition of Boardman Immediate Care and an occupational health registered nurse, MCHD will be able to expand the availability of occupational medicine services to meet the needs of employers across Morrow County.

### OUTCOMES

- ❖ Increase availability of occupational medicine services for businesses in Morrow County



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## Boardman Immediate Care Expansion



### OBJECTIVE

Remodel MCHD's building in Boardman, Oregon to house Boardman Immediate Care. The expansion will include four exam rooms with offices for providers and administrative staff.

### BACKGROUND

In October of 2022, MCHD began providing immediate care and occupational medicine services in Boardman from a mobile clinic. This mobile clinic operates as a satellite location of Irrigon Medical Clinic. This model allowed MCHD to quickly begin providing services that were discontinued by another provider in the area, however, the mobile unit is not large enough to meet the needs of the community long-term.

### OUTCOMES

- ❖ Develop space for additional medical providers in Boardman
- ❖ Increase availability of occupational medicine services for local businesses
- ❖ Complete the certification for Boardman Immediate Care to become a hospital-based Rural Health Clinic

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## Service Excellence



### OBJECTIVE

Become the provider and employer of choice by intentionally focusing on improving patient satisfaction and employee engagement scores.

### BACKGROUND

MCHD initiated a 3-year service excellence initiative in 2022 with the expectation that improvements will become hard-wired into the organizational culture.

### OUTCOMES

- ❖ Improved patient satisfaction scores
- ❖ Improved employee recruitment, engagement, and retention

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## CPR & First Aid Training



### OBJECTIVE

Offer regular CPR and First Aid training to the community in partnership with other local entities.

### BACKGROUND

CPR saves lives, but skills can fade over time, so it is important for the community to have ready access to CPR training. MCHD is increasing the number of staff that are able to teach CPR and First Aid in an effort to make this training more widely available to businesses, schools, families, and others.

### OUTCOMES

- ❖ Increase local knowledge of CPR and First Aid
- ❖ Increase access to low-cost and free CPR and First Aid training



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## Financial Sustainability



### OBJECTIVE

Keep financial sustainability at the forefront for leadership and the board of directors throughout the strategic plan period. The plan includes significant growth, which will better provide for the healthcare needs of Morrow County, but which must always be considered through the lens of financial responsibility.

### BACKGROUND

MCHD has identified two key priorities to enhance financial sustainability throughout this plan period:

- ❖ Meet productivity benchmarks at outpatient locations.
- ❖ Ensure passage of the District's local option tax levy, which expires on June 30, 2024.

### OUTCOMES

- ❖ MCHD will continue to grow in a responsible and sustainable manner

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## Community Partnerships



### OBJECTIVE

Focus on enhancing partnerships with local entities through participation in local groups and initiatives such as the Morrow County Community Health Improvement Partnership.

### BACKGROUND

Partnerships are essential to rural health services, expanding the resources, knowledge, expertise, and support available to address specific issues. Additionally, with limited resources, it is important to support existing services and avoid duplication where possible.

### OUTCOMES

- ❖ Contribute to the 2024 Morrow County Community Health Needs Assessment
- ❖ Enhance collaboration with community partners
- ❖ Support healthcare partners to meet the needs of the community



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