



GILA REGIONAL
Medical Center

2026 – 2029 Strategic Plan

Approved by Board: May 20, 2026

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Introduction

Letter from our CEO

At the heart of our organization is a simple but powerful purpose: to care for our community. This strategic plan reflects how we will continue to honor that purpose in a changing healthcare landscape.

The process of developing this plan brought together voices from across our organization and community. It was an opportunity to listen deeply, to learn, and to reaffirm what matters most: delivering high-quality, compassionate care close to home.

What emerged is a plan rooted in our mission and guided by a shared vision for the future. It prioritizes strengthening our services, investing in our people, and ensuring that we remain a trusted and sustainable healthcare resource for years to come.

While this document outlines our direction, it is our people who will bring it to life. I am continually inspired by the dedication of our physicians, staff, and leaders, and I am grateful for the support and partnership of our community.

We look forward to the work ahead and to the impact we will achieve together.

-Robert Whitaker, CEO, Gila Regional Medical Center



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Who We Are. What We Do.

GRMC is county-owned, not-for-profit, and currently licensed as a 25-bed critical access hospital. GRMC leadership is committed to the people we serve. We are dedicated to providing exceptional quality, patient-centered care in healing environments. In addition to our multiple primary care and specialty service clinics, GRMC is home to the Cancer Center and the Surgical Center of the Southwest.

Our Mission

Providing exceptional quality, patient-centered care in healing environments

Our Vision

To be the best place to:

- Receive Care
- Work
- Practice Medicine

Our Values

Integrity
Compassion
Accountability
Respect
Excellence

Planning Process Timeline

In the fall of 2025, Gila Regional Medical Center launched a comprehensive strategic planning process. This plan was developed over a period of several months, taking a phased approach to gathering relevant inputs and synthesizing them into strategic goals and initiatives. The process included a detailed scan of both the internal and external environments and more than 100 interviews with stakeholders across the organization as well as community members.



In March 2026, a strategic planning retreat was held with the Gila Regional Board of Trustees and Leadership Team to review the quantitative and qualitative data from the market assessment and interviews which helped inform the development of a shared vision for the organization. The leadership team presented a draft plan that would help reach the shared vision. The outcome of the session was the 2026-2029 Strategic Plan.

Key Findings and Inputs



105 interviews with stakeholders, representing a variety of perspectives both internal to GRMC and across the communities we serve



-2.7% decline in Primary Service Area population projected by 2030



Grant County fares slightly **better** than the average NM county for health outcomes, with a life expectancy of 75



29% market share for inpatient services in Grant County (-6.3% decline since 2021)



64% market share for outpatient services in Grant County (+6.5% increase since 2021)

Our Mission: Providing exceptional quality, patient-centered care in healing environments

Our Vision: To be the best place to: Receive Care, Work, Practice Medicine

2026 – 2029 Strategic Plan



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Care for Our Caregivers

Goal

Foster a culture that cares for our caregivers by recruiting and developing an engaged workforce that is empowered, mission-driven, and accountable.

Key Initiatives

- Recruitment Of Permanent Staff And Providers
- Employee Engagement And Development
- Recognition And Retention Planning



Enhance Patient Experience & Quality Outcomes

Goal

Cultivate an environment that strives to be a highly reliable organization, consistently delivering exceptional patient experiences, safety, and quality outcomes.

Key Initiatives

- Improve Safety And Quality Indicators
- Maintain Health Equity Measure
- Implement Customer Service Standards
- Enhance Care Coordination



Strive for Operational & Clinical Excellence

Goal

Continually optimize operations and maintain healthy clinical and financial performance by seeking innovation, improving processes, and reinvesting in infrastructure.

Key Initiatives

- Develop Culture Of Stewardship
- Optimize Revenue Cycle
- Create Capital Plan
- Enhance Usage Of Technology
- Implement Facility Plan



Improve Local Access & Community Partnership

Goal

Strengthen access to care by enhancing services and building trusted community partnerships that meet people where they are and reflect the unique needs of the communities we serve.

Key Initiatives

- Grow Sustainable Services
- Develop Comprehensive Marketing And Community Outreach Plan
- Build Trust And Collaboration With Community



Care for our Caregivers

Goal: Foster a culture that cares for our caregivers by recruiting and developing an engaged workforce that is empowered, mission-driven, and accountable.

Initiatives:

- Implement an employee recruitment and retention plan that considers competitive and equitable compensation and benefits and addresses burnout
- Develop employment pipeline strategies to “grow our own” talent pool, to include partnership with local schools for tuition support & scholarships
- Create culture of shared accountability by setting and standardizing clear expectations with timely feedback and performance reviews
- Develop an employee engagement strategy to improve retention that includes employee recognition and investment in staff development
- Invest in leadership development at all levels, including succession planning for key positions
- Enhance provider engagement by establishing regular, structured communication and feedback channels
- Strengthen environmental and workplace safety by ensuring caregivers have a secure and supportive setting



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Considerations:

- Persisting hurdles to permanent staff recruitment (rural geography, limited local staffing pools, competition from other industries, etc.)
- Decline expected in working age population
- Investment in leadership development could be limited due to other capital-intensive projects in the near-term

Measures of Success:

- Turnover Rate
- Employee Engagement Score
- Provider Engagement Score



Enhance Patient Experience & Outcomes

Goal: Cultivate an environment that strives to be a highly reliable organization, consistently delivering exceptional patient experiences, safety, and quality outcomes.

Initiatives:

- Strengthen patient safety and reliability by supporting and empowering frontline staff to identify risk, speak up, and continuously improve care delivery (High Reliability Organization & Pathways to Excellence)
- Measure and improve key safety and quality indicators
- Maintain compliance with health equity measures to reduce disparities and address key social determinants of health
- Ensure delivery of positive, memorable patient experiences through standardized customer service expectations and behaviors
- Enhance care coordination across the continuum to build trust and strengthen relationships with patients and loved ones



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Considerations:

- Community perception and trust is improving, though some historical negative perceptions persist
- High traveler presence creates potential challenges in hardwiring quality initiatives
- Tech-enablement is needed to support efficient tracking of quality and patient experience

Measures of Success:

- Patient Experience
- CMS Star Rating
- Quality Scorecard



Strive for Operational Excellence

Goal: Continually optimize operations and maintain healthy financial performance by seeking innovation, improving processes, and reinvesting in infrastructure.

Initiatives:

- Develop and maintain a culture of financial stewardship and accountability in order to remain adaptable as market conditions change
- Optimize revenue cycle operations
- Seek to gain efficiencies in operations by managing resources and costs to volume levels
- Create a five-year capital plan to include a clinical equipment replacement and enhancement plan
- Update comprehensive technology assessment to drive creation of a technology plan that enhances the usage of technology and data, and promotes EHR interoperability and optimization
- Develop Master Facility Plan and integrate into organizational decisions



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Considerations:

- Potential for substantial capital investment to implement technology plan initiatives
- Pending decision and ongoing navigation of public opinion regarding the Master Facility Plan
- Challenges with revenue cycle processes impacting community perception and trust

Measures of Success:

- Financial Health
- Complete Master Facility Plan
- Productivity Benchmarks



Improve Local Access & Community Partnership

Goal: Strengthen access to care by enhancing services and building trusted community partnerships that meet people where they are and reflect the unique needs of the communities we serve.

Initiatives:

- Establish and nurture collaborative partnerships with area providers, institutions, and community stakeholders to improve patient care, strengthen patient satisfaction, and grow patient volume
- Complete medical staff development plan and formal service line plans to guide sustainable service line growth and provider recruitment aligned with community needs
- Support local primary care access through clinic growth, partnership, and GME
- Grow regional presence of GRMC services into nearby communities where appropriate
- Utilize Community Health Needs Assessment and Health Equity Plan to identify key needs of the communities served and implement impactful solutions
- Develop comprehensive marketing plan that addresses regional communities, public relations, and community education
- Support the GRMC Foundation and Auxiliary to support community health initiatives



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Considerations:

- Current state of facilities may limit GRMC's ability to grow services/expand access
- Expected decline of local population and associated impact on demand for services
- Opportunity to align future service offerings with community needs and gaps identified through interviews with surrounding area residents

Measures of Success:

- Outmigration of services
- Improved Community Trust and Awareness
- Volume Trends

Community Health Needs Assessment Summary & Priorities:

A Community Health Needs Assessment was completed by Gila Regional Medical Center in 2024 with the support of Holleran. The outcome of the assessment was an action plan that focused on 3 priorities:

Goals:

Objectives:



Priority #1: Primary & Specialty Availability

Reduce existing barriers to accessing health care and reduce the amount of missing resources especially for vulnerable/underserved populations.

Increase the number of primary care providers and APP's to reduce appointment wait time (with a senior care and middle age focus)



Priority #2: Prevention and Wellness Care

Improve community health outcomes and lower morbidity and mortality rates.

Reduce the percentage of individuals who have not seen a doctor in more than 2 years



Priority #3: Mental Health & Substance Abuse Provider and Service Availability

Improve the mental health and reduce the abuse of substances of and in the community

- (1) To provide Screening, Brief Intervention and Referral to Treatment (SBIRT) offering appropriate and effective access to services for those patients in the Emergency Department (ED) with substance use disorders (SUD).
- (2) To provide access to Managed Care Organizations (MCO) care coordination services for those patients in the Emergency Department (ED) requiring mental health support and services.

Health Equity Plan:

GRMC intentionally developed its strategic plan to align with the broader organizational goal of providing access to quality, equitable health care to all residents. This Health Equity Plan consolidates the strategic initiatives that are specifically aimed towards advancing health equity and access in the community.

Priority Populations

The following populations were identified as having the greatest barriers to access and highest rates of health disparities: Low-Income Individuals, Hispanic & Migrant Populations, Residents of Rural/Frontier Areas

Stakeholder Engagement

GRMC hosted a community-wide survey in 2024 and completed interview in 2024 & 2025 to solicit varied stakeholder perspectives. These insights ultimately informed the strategic goals and actions.

Health Equity Resources

Financial assistance programs, free screenings and educational services at community events, many community partners noted in the CHNA

Measures of Success

Number of community outreach/screening events completed within calendar year, number of inpatients screened for Social Drivers of Health (SDoH)

Actions & Tactics:

- Implement an employee recruitment and retention plan that takes into account competitive and equitable compensation programs and unique benefit programs
- Strengthen patient safety and reliability by supporting and empowering frontline staff to identify risk, speak up, and continuously improve care delivery (High Reliability Organization & Pathways to Excellence)
- Maintain compliance with CMS health equity MBQIP measures
- Maintain a culture of consistent customer service excellence through standardized service expectations and behaviors
- Complete medical staff development plan and formal service line plans to guide sustainable service line growth and provider recruitment aligned with community needs
- Establish and nurture collaborative partnerships with area providers, institutions, and community stakeholders to improve patient care, strengthen patient satisfaction, and grow patient volume
- Utilize Community Health Needs Assessment and Health Equity Plan to identify key needs of the communities served and implement impactful solutions
- Grow the presence and impact of the GRMC Foundation and Auxiliary to support community health initiatives
- Develop comprehensive marketing plan that addresses regional communities, public relations, and community education

Holding Ourselves Accountable

Our strategic plan is just the beginning. As we move from planning to action, our next steps will focus on building a strong foundation for execution. Following Board approval, hospital leadership will partner with department leaders to identify the critical initiatives required to advance organizational goals and to inform department-level plans and priorities.

This is a three-year plan, and not all initiatives will be implemented at once. Many efforts will be phased and may build upon one another over time. Identified initiatives will directly inform the budgeting process and will be tracked and monitored to ensure steady, measurable progress. The strategic plan will remain a living document, evolving as initiatives are completed and new priorities emerge.

Ongoing Measurement and Monitoring

The strategic plan will be embedded into our annual planning cycle through the development of a yearly Management Action Plan. In addition, a new strategy scorecard will be implemented and reviewed regularly with leadership teams and the Board of Trustees to assess progress, accountability, and alignment with our goals.

Communication with our Stakeholders

A communication plan will be launched to share the strategic plan with all employees, leaders, and medical staff. This community is essential to the plan's success and every person in every department plays a role in the successful execution of the strategy. Communications will encourage stakeholders to understand how their work connects to and supports the plan.

High level themes and select initiatives will also be shared externally with our patients, partners, and communities we serve, reinforcing our commitment to transparency, collaboration, and impact.



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Thank You