



Beartooth Billings Clinic



Strategic Plan

Fiscal Years 2027 - 2029



Our Mission

We save lives and promote healthy living.

Our Vision

Beartooth Billings Clinic will be a National Leader for Excellence in Integrated Rural Health Care. You are the difference.

Our Core Values

Integrity
Accountability
Stewardship
Innovation
Passion for Excellence
Love
Compassion

Strategic Road Map



Dear Boards of Directors, Team Members, and Community Partners,

As we look ahead to Fiscal Years 2027 through 2029, we do so with a strong sense of purpose and responsibility. Our organization has long served as a critical healthcare anchor for our rural community, and this strategic plan reflects both the challenges we face and the opportunities before us.

Healthcare continues to evolve; financial pressures, workforce shortages, and regulatory changes require thoughtful planning and disciplined execution. Our strategic priorities for the next three years are centered on sustainability, adaptability, and growth in service to our patients and community.

Maintaining Fiscal Health

Our foremost priority is ensuring the long-term financial stability of our organization. We will continue to strengthen operational efficiency, manage costs responsibly, and pursue strategic investments that support both quality care and financial resilience. Stewardship of our resources is essential to maintaining access to care in a rural setting and allows us to invest in our teams and focus on successful recruitment.

Staying Ahead of Healthcare Legislation

The regulatory landscape is increasingly complex and ever-changing. We are committed to remaining proactive in monitoring healthcare legislation and policy developments. By staying informed and adaptable, we can ensure compliance while positioning our organization to respond effectively to new opportunities and requirements.

Preserving Acute Emergency and Hospital Services

Access to timely emergency care is vital for the safety and well-being of our community and our core mission as a critical access hospital. We will prioritize the preservation and strengthening of our acute emergency and hospital services, ensuring that residents can continue to rely on high-quality, lifesaving care close to home.

Expanding Surgical and Specialty Services

To better meet the needs of our growing and diverse patient population, we will expand key service lines, including surgical services. Enhancing these capabilities will improve access, reduce the need for patients to travel long distances, and support better health outcomes as patients can receive more care close to home.

Investing in Behavioral Health

Recognizing the critical importance of mental health, we will expand our behavioral health services to address increasing community needs. Our goal is to provide compassionate, accessible, and integrated care that supports the whole person through a diverse portfolio of available resources.

Developing Oncology Infusion Services

Cancer care is another area where local access can significantly impact patient experience and outcomes. We will pursue the development of chemotherapy infusion services, allowing patients to receive treatment closer to home, surrounded by their support systems in our newly designed suite tailored to a comforting patient experience.

This strategic plan reflects our unwavering commitment to our mission: delivering high-quality, compassionate care to those we serve. It is also a testament to the dedication of our staff, providers, and partners, whose work makes our vision possible every day. Together, we will navigate the challenges ahead while continuing to build a stronger, healthier future for our community.

Sincerely,



Abby Lotz, MBA, MSN, RN
Chief Executive Officer



Pillars Of Success



COMMUNITY

Invest in the Community



CULTURE

Invest in our People



FINANCE

Invest in Stewardship



GROWTH

Invest in our Future



PERFORMANCE

Invest in Quality



Beartooth Billings Clinic



Our pillars of success were created for the FY2424 FY26 Strategic Plan. These allow a way for the work to be categorized into areas of focus to guide our priorities. Our leadership team has a strong, well-defined plan in place, while remaining agile and ready to pivot at any given time in response to the evolving and unpredictable healthcare landscape.

The strategic planning process is grounded in a comprehensive review of national, regional, and local trends, including patient volumes and referral patterns, service demand, input from our community through a needs assessment, and the broader healthcare environment. We evaluate our current initiatives and performance to identify opportunities to build on existing strengths and bring forward high-impact work that must continue. At the same time, we engage our leadership team in forward-looking discussions to envision emerging industry trends and innovations, aligning these insights with where the organization can realistically and sustainably grow our programs over the next several years. This approach ensures our strategy is both data-driven and future-focused, positioning us to adapt and leader in a dynamic healthcare landscape.

Once all ideas have been shared, the Boards of Directors for the organization and foundation, along with members of medical staff participate in a prioritization exercise to help guide the leadership team in developing timelines for allocation of resources and budget projections over the next several years. For example, items with higher prioritization happen sooner, while lower prioritized items may undergo further vetting and analysis.

This plan will be in effect from July 1, 2026, through June 30, 2029.

COMMUNITY

Priority: Invest in our Community

Every three years Beartooth Billings Clinic must conduct a Community Health Needs Assessment as part of our non-profit status. The most recent survey was distributed and finalized in December 2025. Having this information can provide directional information as to where gaps may exist in Carbon County. Beartooth Billings Clinic was grateful to collaborate with Carbon County Public Health to plan support by way of education, outreach, resources, services, or assistance where it makes sense.

The feedback outlined the following as the top areas of need:

- **Mental and behavioral health**
- **Alcohol and substance abuse**
- **Elderly care**
- **Specialized services**
- **Transportation**

Beartooth Billings Clinic recognizes the importance of building a strong relationship with the community through outreach, education, partnership, and giving.



OUTREACH & EDUCATION:

- **Healthy Aging Series:** Educational offerings at no cost for all community members featuring a wide variety of topics and healthcare providers. These take place monthly at the Red Lodge Senior Center.
- **Caregiver Support Group:** Monthly support group meetings offering education, a safe space, and respite to caregivers in the community.
- **Adult Certified Nursing Assistance Program:** On the job certification program offering education and full-time employment at BBC.
- **Red Lodge Public School Career Program:** Students from Red Lodge High School come to assist and shadow in career areas of interest during their scheduled course.
- **Digital & Print Marketing & Radio:**
- **School Sports Physicals:** Cash pay service with all payments donated back to school student attends

Significant Donations & Sponsorships:

- Carbon County Public Schools
- Home of Champions Rodeo
- Carbon County Community Events
- Silver Run Ski Team
- Carbon County Youth Sports Programs

Measures of Success:

1. Implementation Plan for Community Health Needs Assessment
2. Community Benefit Report
3. Attendance and Engagement at Educational Offerings



CULTURE

Priority: Invest in People

In healthcare, the greatest asset is not technology, infrastructure, or even clinical capability – it is the people. Every patient interaction, every clinical decision, and every outcome is shaped by the knowledge, compassion, and resilience of our workforce. To achieve excellence in care delivery, and sustain long-term organizational success, there must be intentional, strategic investments in our team members.



To achieve this, growth and financial stewardship will be of utmost importance to Beartooth Billings Clinic.

Priorities for the next strategic plan include:



Competitive Wages

- Job specific market analysis & adjustments annually
- Performance-based annual merit increases and leadership incentives
- Cost of living considerations



Educational Assistance

- Tuition reimbursement
- Tier-based adjustments for position enhancing certifications and training



Benefits

- Discounted health services at BBC for employees
- Employer contributions to premiums
- Health savings account contributions



Measures of Success:

1. Average Time to Fill Positions
2. Turnover Rate & Costs
3. Retention Rate & Costs
4. Employee Engagement Survey



FINANCIAL HEALTH

Priority: Invest in Sustainability

An organization's financial health is fundamental to its ability to deliver safe, high-quality, and sustainable care. Strong financial performance ensures that the organization can invest in advanced medical technology, maintain critical infrastructure, recruit and retain skilled team members, and expand services to meet community needs.

A key driver of financial health is the effectiveness of the revenue cycle and the impact it plays in reimbursement. Hospitals rely on diverse payer sources, including government programs, commercial insurers, and self-pay patients.

Critical elements of reimbursement include:



Accurate clinical documentation and coding



Case mix index and payment levels



Payer mix



Contract management & negotiation of rates and terms



Timely billing & efficient revenue cycle management



Effective denial prevention and management



Measures of Success:

1. Operating Margin
2. Days Cash on Hand
3. Accounts Receivable (AR) Days
4. Discharged Not Final Billed (DNFB) balance
5. Coding Productivity, Quality & Accuracy
6. Total Operating Revenue



“From the moment you walk in the front doors - 1st class!”

GROWTH

Priority: Invest in our Future

The growth strategy for Beartooth Billings Clinic has been the compounding effect of diversification over time. Each new service line offering reduces the hospital's dependence on any single revenue source, contributing to both providing more access offerings closer to home, and solidification of all areas of service.

The most successful rural hospitals navigate financial pressure through disciplined service diversification and intentional capital investment in infrastructure.

Through prioritization of planned additional services, spread throughout various areas of the clinic, the next three years include the following initiatives:



Surgical Services Expansion

- Interventional Pain Program
- Orthopedic Hand
- Podiatric
- Expansion of General Surgery
- Expansion of Orthopedics

Oncology Service Line

- Addition of oncologic treatment in BBC infusion suite
- Partner for consultation outreach
- Expansion of Pharmacy program to offer adequate support
- Education for team members

Master Facility Planning & Capital Campaign – In order to support the growth of our services, BBC will undergo a capital campaign to raise \$5M and focus on achieving these goals:

- Additional operating room
- Surgical equipment storage
- Expanded pre-surgical and post-recovery space
- Additional Central Supply storage
- Pharmacy expansion to include sterile preparation
- On-site MRI

Measures of Success:

1. Surgical Services Implementation
2. Oncology Service Line
3. Capital Campaign Goal Met: \$5M
4. Cohort Enrollment Volume For SLS

Expand Behavioral Health Portfolio

- Outreach clinics in collaboration with Cody Regional
- Senior Life Solutions (SLS)
 - Intensive group therapy geared towards the aging population

Other Opportunities

- Therapy at home
- Expansion of Wound Care
- Inpatient Dialysis



PERFORMANCE

Priority: Invest in Quality

Quality is the foundation of sustainable healthcare strategy. Our team understands that high-quality care directly drives patient outcomes, organizational reputation, financial performance, and long-term viability. As the shift to value-based care models continues, hospitals must prioritize performance.



Quality Assurance and Performance Improvement (QAPI) is a federally mandated framework that integrates two complementary functions:

- Quality Assurance (QA): Identifies and corrects problems to meet care standards
- Performance Improvement (PI): Pursues ongoing, data-driven improvements

Examples of QAPI projects include compliance with advanced beneficiary notices, daily weights, narcotic counts, barcode scanning of medications, annual wellness visits, OR turnover times, emergency department wrist band scanning, and mammography screening.

Accountable Care Organization (ACO) Participation is a high-value strategic move for providers. ACOs are groups of providers that collectively accept responsibility for the cost and quality of care for a defined patient population, sharing in savings or losses based on performance.

Strategic considerations:

- Financial alignment: ACOs reward high-quality, cost-efficient care through shared savings, creating a direct financial incentive for quality investment.
- Care coordination: ACOs require focus on care transitions, reducing avoidable readmissions and decreasing ED utilization.
- Payer relationships: Demonstrating ACO-level quality performance can strengthen position with commercial and government payers.



As CMS pushes toward universal value-based care enrollment, organizations already embedded in ACO structures are better positioned for future payment reform.

PHILANTHROPY

The Foundation



Dear community members, donors, staff, and partners,

At Beartooth Billings Clinic, our mission has always extended far beyond the walls of our facility. As a nonprofit healthcare organization, we exist to serve the health and well-being of our community first, ensuring access to quality care close to home for the individuals and families that call this region home. The Beartooth Billings Clinic Foundation plays a vital role in helping make that mission possible.

Established to support the long-term sustainability and growth of Beartooth Billings Clinic, the Foundation exists to strengthen healthcare in our community through philanthropy, partnerships, and donor support. Every gift made to the Foundation directly impacts the care we are able to provide today while helping us prepare for the needs of tomorrow.

Philanthropy is essential to rural health. As a nonprofit organization, Beartooth Billings Clinic reinvests resources back into patient care, services, technology staff, and community programs rather than distributing profits elsewhere. In rural communities especially, philanthropy helps bridge the gap between what reimbursement covers and what is truly needed to provide exceptional, accessible healthcare close to home.

Over the past three years, the Foundation has proudly supported meaningful investments that have strengthened care across our organization. Through the generosity of donors, sponsors, and community supporters, the Foundation has helped fund advanced medical equipment, patient care enhancements, employee support initiatives, community wellness efforts, and improvements that directly impact patient experience and outcomes. For example, the Dr. Anita Ellis O'Neil infusion suite, the 3D mammogram, new cardiac crash carts and so much more. Philanthropic support has helped expand access to services, strengthen specialty care offerings, and invest in the future of healthcare in Carbon County and surrounding communities.

One of the most significant areas of focus moving forward is the future expansion of surgical services at Beartooth. As healthcare needs continue to grow and evolve, so must our ability to meet them locally. The future of surgery at Beartooth includes expanding capacity, improving access to specialized procedures, and creating spaces that support the care we hope to give for generations to come.

In the coming years, the Foundation will begin laying the groundwork for a transformational capital campaign focused on surgical expansion. This campaign represents more than bricks and mortar and new equipment. It represents continued access to care, reduced travel burdens, expanded services and investment in the long-term health of our rural community.

The progress we have made would not be possible without the unwavering generosity of this community. Every donor, volunteer, employee supporter, and advocate has helped shape the future of healthcare in our region. Together, we are building something lasting, ensuring Beartooth Billings Clinic remains strong, sustainable, and ready to serve for years to come.

With appreciation,

Linda Harris
Executive Director



CHILDREN'S CENTER



Beartooth Billings Clinic operates a full-time childcare facility serving children aged 12 months to kindergarten ready. The center operates Monday through Friday from 7:30am to 5:30pm. Our programming focuses on the physical, intellectual, emotional, and social development of each child.

The child centered, play based philosophy provides an opportunity for the successful growth and development of the "whole child." The Center is an inclusive setting for children and their families from diverse cultures, lifestyles, and abilities, including special needs. The Center provides daycare and preschool.

The Children's Center participates in the STARS to Quality program of the state of Montana. The Best Beginnings program is a voluntary quality rating and improvement system that aligns quality indicators with support and incentives for early childhood programs and early childhood professionals.

Staff members assist families in applying for additional resources for tuition support, medical coverage, or food assistance if needed.

The Center is especially thankful for the partnership with Kids Corner, located at 18 North Broadway in Red Lodge, as they donate a portion of their proceeds monthly to assist with operations. Beartooth Children's Center is also grateful for the relationship with OP and WE Edwards Foundation for the awarded grant to help supplement tuition for those in need.



Measures of Success:

1. All positions filled and functioning
2. Compliance with State Assistance Programs
3. Enrollment for classrooms
4. Parent feedback surveys





Beartooth Billings Clinic

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"It's the most wonderful place for any health check-up or medical needs. The facility is beautiful, and the staff are incredibly friendly, making you feel completely at ease. I always leave feeling satisfied after my visit. I highly recommend this place!"

"I had emergency surgery for my gallbladder. From the moment I stepped into the ER to coming home. The staff Drs, nurses, technicians were absolutely awesome."

"The care I received after badly breaking my wrist was excellent. The Drs, nurses, were professional, extremely kind, quick to respond, cared for in a timely manner. We can't give enough praise to the ER dept - much thanks."