



Good Shepherd Health Care System Strategic Plan

July 2025 to June 2028



VISION – MISSION – VALUES

VISION

*We will be the
health care system
of choice.*

MISSION

*We provide
compassionate and
exceptional care
close to home that
meets the needs of
our growing
community.*

VALUES

*Integrity
Compassion
Accountability
Respect
Excellence*

HIGH QUALITY AND EXCELLENCE

PILLARS & GOALS



Pillar #1 **PEOPLE**

GOALS

1. Attract and Retain Patients
2. Recruit, Retain and Develop Staff
3. Foster and Grow Community Partnerships

Strategies on Slide 4



Pillar #2 **INNOVATION**

GOALS

1. Improve Current and Explore New Technology
2. Improve Current and Explore New Care Delivery Models
3. Continue to Design and Implement Master Facilities Plan

Strategies on Slide 5



Pillar #3 **ECONOMIC STABILITY**

GOALS

1. Evaluate and Mitigate Risk
2. Maintain an Adequate Operating Margin
3. Remain an Independent Health System

Strategies on Slide 6

Pillar #1 – PEOPLE

Goals and Strategies



Attract and Retain Patients

1. Increase access to care
2. Expand marketing and education to the community

Recruit, Retain and Develop Staff

1. Evolve and differentiate GSHCS through our unique culture
2. Implement leadership training and development
3. Enhance current and future service line recruitment

Foster and Grow Community Partnerships

1. Continue to build comprehensive Occupational Health service line in Boardman and Hermiston
2. Broaden outreach to primary care providers and other area stakeholders

Pillar #2 - INNOVATION

Goals and Strategies



Improve Current and Explore New Technology

1. Maximize EMR capabilities for providers and patients
2. Optimize telecommunications
3. Assess and improve software utilization

Continue to Design and Implement Master Facilities Plan

1. Align current and future recruitment needs with Master Facilities Plan
2. Develop Morrow County expansion options

Foster and Grow Community Partnerships

1. Expand MyChart utilization
2. Scan industry and market for potential opportunities

Pillar #3 - ECONOMIC STABILITY

Goals and Strategies



Remain an Independent Health System

1. Maintain CAH status or equivalent
2. Improve public perception and loyalty

Evaluate and Mitigate Risk

1. Understand and Prioritize Risk
2. Leverage Hospital Association for increased lobbying/legislative affairs

Maintain Adequate Operating Margin

1. Expand commercial market share
2. Implement diverse patient service options