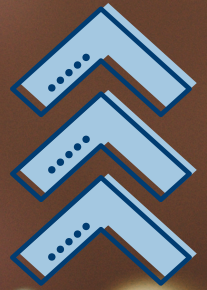
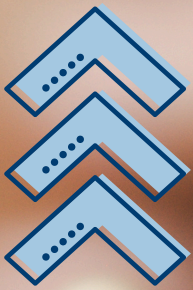


# STRATEGIC PLANNING

2026 - 2028



Clinch Memorial  
**HOSPITAL**



## FROM THE CEO

Clinch Memorial Hospital's Strategic Plan for 2026–2028 will guide the impact CMH has on our community for the next three years and beyond. This plan is one of the most important steps we take—not only for our success but for the health and vitality of Clinch County. Our strategy focuses on how to best advance healthcare access and quality for the benefit of our patients and surrounding communities.

Through expanding service lines to meet growing needs, strengthening financial sustainability, and leveraging innovative partnerships with local and regional stakeholders, this plan lays the foundation for continued growth and excellence. We are committed to delivering accessible, community-centered care and investing in resources that create a healthier future for every citizen of Clinch County

**Angela Handley**

**CEO, Clinch Memorial Hospital**



2026

1

## Operational Excellence

**Strengthen operational capabilities to ensure financial sustainability and high-quality care.**

- Implement AI-driven processes for revenue cycle and staffing optimization.
- Upgrade EHR and technology systems to enhance efficiency and security.
- Secure funding for facility expansion and infrastructure improvements.

2

## Community Health & Engagement

**Improve access to care and strengthen community relationships.**

- Recruit physicians for pediatrics and women's health services.
- Launch community education campaigns on preventive care and Georgia HEART program.
- Develop internship and adult education programs for local workforce development.
- Implement non-emergency transport services to improve patient access.

3

## Collaborative Partnerships

**Build alliances to enhance service delivery and financial stability.**

- Advocate for equal reimbursement and Medicaid expansion at state and federal levels.
- Strengthen partnerships with local businesses, schools, and health systems.
- Collaborate with rural hospitals for shared services and purchasing power.

2028

**Mission:** Integrity and Excellence Always

**Vision:** Inspire Hope, Invest in Others, Promote Wellness

**Values:** Curiosity, Collaboration, Compassion

# 2026 - 2028 Strategic Plans

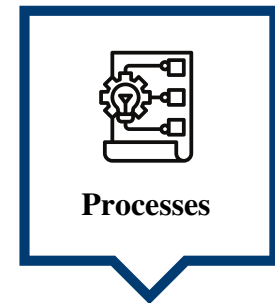
The People, Partnerships, and Processes framework represents the foundation of Clinch Memorial Hospital's 2026–2028 Strategic Plan. It focuses on three critical areas that drive organizational success: People, Partnerships, and Processes. This approach ensures that CMH remains adaptable, innovative, and deeply connected to the community while maintaining excellence in patient care.



- Strengthen workforce through recruitment and retention strategies.
- Expand internship opportunities for high school students and adult education programs.
- Offer tuition reimbursement, mental health days, and improved benefits.
- Recruit and retain new physicians specialized in Pediatrics and Women's Health.



- Build an alliance with the Boys and Girls Club for a CMFP expansion and workforce development opportunities.
- Strengthen relationships with local businesses and industries for occupational health services.
- Collaborate with rural hospitals for shared services and purchasing power.
- Advocate for equal reimbursement and Medicaid expansion through political engagement.



- Upgrade EHR systems and adopt AI-driven technologies for efficiency and security.
- Enhance quality, safety, and compliance programs to meet future healthcare demands.
- Improve emergency preparedness and infrastructure resilience.
- Optimize workflows and embrace Telehealth solutions for specialty care.
- Begin operating Non-Emergency Medical Transport



# 2026 - 2028 Strategic Plans



## People

Our staff and community are the foundation of Clinch Memorial Hospital. We aim to build a strong, sustainable workforce through recruitment, retention, and professional development initiatives.

### Objectives:

- **By November 2026**, establish a success matrix for employee retention and communicate that matrix with the community.
- **By November 2026**, establish an employee wellness and engagement committee to focus on quarterly and yearly employee appreciation initiatives.
- **By January 2027**, decrease Clinch Memorial's turnover rate to 17%.
  - *In 2025, the turnover rate is 20.38% compared to 22% nationally and 22.2% in Southeastern Hospitals.*
- **By January 2027**, develop local workforce by partnering with a technical college to offer Certified Nursing Assistant (CNA) Courses at Clinch Memorial Hospital
- **By August 2028**, establish internship program with Clinch County High School for students interested in pursuing degrees in healthcare.
- **By August 2028**, employee two new physicians specialized in pediatrics and women's health.

### Key Initiatives:

- Develop retention metrics (e.g., turnover rate, engagement scores, tenure benchmarks).
- Add to the Quality Dashboard.
- Highlight CMH's commitment to workforce stability in the Annual Report.
- Schedule quarterly appreciation events and annual recognition programs.
- Enhance onboarding and mentorship programs for new hires.
- Formalize partnership agreements with technical colleges.
- Develop internship curriculum and job shadowing opportunities.
- Coordinate with school counselors and healthcare educators.
- Meet the community's needs by offering new services.

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# 2026 - 2028 Strategic Plans



## Partnerships

Strategic partnerships amplify our ability to deliver quality care and secure resources. We will collaborate with local, regional, and state-level organizations to strengthen healthcare delivery.

### Objectives:

- **By August 2026, create an alliance with the local educational institutions and community organizations.**
  - *The Grow Clinch Collaborative meets quarterly. Clinch Memorial could encourage local leaders to attend this meeting that already occurs.*
  - **By August 2026,** invite Georgia Senator and State Representative and Federal-Level Senators and House of Representative to Grow Clinch Collaborative.
- **By March 2027,** form a partnership with the Boys and Girls Club for workforce development and for a possible expansion.
- **By May 2027,** establish quarterly meetings with local businesses and industries to promote the Georgia HEART Tax Credit. Increase Georgia HEART contributions by 15% from local businesses.
- **By January 2027,** establish a collaborative with other rural hospitals to lobby for better reimbursements.

### Key Initiatives:

- Partner with schools, Boys and Girls Club, and technical colleges for workforce development.
- Expand Clinch Memorial Family Practice.
- Collaborate with rural hospitals for better rural healthcare reimbursements and purchasing power.
- Host quarterly meetings with local leaders and maintain political engagement.
- Increase Georgia HEART contributions through expanded outreach.

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# 2026 - 2028 Strategic Plans



## Processes

Efficient processes ensure sustainability and high-quality care. We will leverage technology and innovation to optimize workflows and build resilience.

### Objectives:

- **By November 2026**, implement at least one new quality or compliance program.
- **By January 2027**, adopt at least one AI technology improvement to support efficiency and as an employee incentive.
- **By January 2027**, implement an additional Cybersecurity program.
- **By December 2027**, establish a partnership with one specialist to offer speciality Telehealth services at Clinch Memorial Hospital.
- **By December 2027**, improve emergency preparedness and infrastructure resilience.
- **By January 2028**, establish a non-emergency medical transport service for Clinch Memorial Hospital patients.

### Key Initiatives:

- Upgrade EHR systems and adopt AI-driven tools for staffing and revenue cycle management.
- Optimize clinical and administrative workflows.
- Strengthen cybersecurity.
- Implement Telehealth solutions for specialty care.
- Secure funding for a back-up generator for emergency preparedness measures.
- Ensure efficient transport services for Clinch Memorial's patients.

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# 1 – People

**Objective 1a.** By November 2026, establish a success matrix for employee retention and communicate that matrix with the community.

**Objective 1b.** By January 2027, decrease Clinch Memorial’s turnover rate to 17%.

Action Steps	Timeline	Responsible Party	Measures
Identify key indicators (turnover rate, tenure, engagement scores, exit interview trends).	Immediately	Angela Handley, Keith Bryant, Allison Kline	Success matrix finalized and approved by leadership by November 2026.
Create a visual dashboard summarizing retention goals and progress.	Immediately	Angela Handley, Keith Bryant, Allison Kline	Y/N Implemented
Share updates during community events and newsletters.	November 2026	Angela Handley, Keith Bryant, Lily Blitch	Y/N Implemented
Review metrics quarterly and adjust strategies as needed.	November 2026	Angela Handley, Keith Bryant, Allison Kline	Y/N Assessment

**Objective 2.** By November 2026, establish an employee wellness and engagement committee to focus on quarterly and yearly employee appreciation initiatives.

Action Steps	Timeline	Responsible Party	Measures
Form the Committee <i>Identify and invite representatives from all departments.</i>	Immediately	Employee Engagement Committee	Y/N Implemented
Outline quarterly appreciation events and annual recognition programs.	March 2026	Employee Engagement Committee	# of events per year
Schedule first quarterly appreciation event within 3 months of committee formation.	March 2026	Employee Engagement Committee	Y/N Implemented
Share committee goals and upcoming events through internal newsletters and staff meetings.	November 2026	Angela Handley, Lily Blitch, Keith Bryant	Ongoing

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# 1 – People

**Objective 3.** By January 2027, develop local workforce by partnering with a technical college to offer Certified Nursing Assistant (CNA) Courses at Clinch Memorial Hospital.

Action Steps	Timeline	Responsible Party	Measures
Research and select a regional technical college with CNA program capabilities.	Immediately	Keith Bryant, Kellie Register	Y/N Implemented
Initiate formal discussions and draft partnership agreement.	Immediately	Keith Bryant, Kellie Register	Partnership Agreement
Allocate classroom and clinical training areas within CMH.	November 2026	Angela Handley, Keith Bryant, Kellie Register, Stephanie Rewis, Tony Walsh, Lily Blitch	Y/N Implemented
Begin first CNA class by mid-2026.	August 2026	Keith Bryant, Kellie Register	Enrollment and Completion Rate

**Objective 4.** By August 2028, establish internship program with Clinch County High School for students interested in pursuing degrees in healthcare.

Action Steps	Timeline	Responsible Party	Measures
Meet with Clinch County High School administrators and counselors to discuss program goals.	Immediately	Angela Handley, Keith Bryant, Allison Kline, Lily Blitch	Y/N Implemented
Develop job shadowing opportunities across clinical and administrative departments.	August 2026	Angela Handley, Keith Bryant, Kellie Register, Stephanie Rewis, Tony Walsh, Lily Blitch	List of Internship Opportunities
Identify CMH staff to serve as preceptors and mentors.	January 2027	Angela Handley, Keith Bryant, Kellie Register, Stephanie Rewis, Tony Walsh, Lily Blitch	List of Mentors
Begin first internship cohort by August 2028.	May 2028	Angela Handley, Keith Bryant, Allison Kline, Lily Blitch	Ongoing

# 1 – People

**Objective 5.** By August 2028, employee two new physicians specialized in pediatrics and women’s health.

Action Steps	Timeline	Responsible Party	Measures
Outline qualifications, experience, and cultural fit for pediatric and women’s health physicians.	Immediately	Angela Handley, Keith Bryant	Y/N Implemented
Launch targeted campaigns through professional networks, job boards, medical colleges and medical associations.	March 2026	Angela Handley, Lily Blitch	Number of Job Postings
Offer competitive compensation packages and relocation assistance. Provide signing bonuses, housing assistance, and flexible scheduling options.	August 2027	Angela Handley, Keith Bryant	Y/N Implemented
Complete recruitment and hiring process by August 2028.	August 2028	Executive Team	Y/N Implemented



## 2 – Partnerships

**Objective 1.** By March 2027, form a partnership with the Boys and Girls Club for workforce development and for a possible expansion.

Action Steps	Timeline	Responsible Party	Measures
Schedule a meeting with Boys and Girls Club leadership to discuss partnership opportunities.	Immediately	Lily Blitch, Vicki Weaver	Scheduled Meeting Date
Assess feasibility of expanding CMFP services in collaboration with Boys and Girls Club facilities.	Immediately	Angela Handley, Lily Blitch, Keith Bryant, Tony Walsh, Jami Lee Smith	Y/N Implemented
Develop a formal memorandum of understanding (MOU).	August 2026	Angela Handley	Signed MOU
Begin retrofitting the Boys and Girls Club CMFP Wing and design programs for high school students and young adults to learn about healthcare careers.	January 2027	Angela Handley, Lily Blitch, Keith Bryant, Tony Walsh, Jami Lee Smith	Y/N Assessment

**Objective 2.** By May 2027, establish quarterly meetings with local businesses and industries to promote the Georgia HEART Tax Credit. Increase Georgia HEART contributions by 15% from local businesses.

Action Steps	Timeline	Responsible Party	Measures
Compile a list of local businesses and industries with potential to contribute.	Immediately	Angela Handley, Lily Blitch, Patrick Anderson	List of Compiled Businesses
Schedule initial contact and secure meeting dates for Q1 2026.	March 2026	Lily Blitch, Patrick Anderson	# of events per year
Organize informational sessions at CMH or local venues.	January 2027	Lily Blitch, Patrick Anderson	Y/N Implemented
Monitor contributions quarterly and compare against baseline.	May 2027	Angela Handley, Lily Blitch, Patrick Anderson	Ongoing

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## 2 – Partnerships

**Objective 3a.** By August 2026, create an alliance with the local educational institutions and community organizations.

**Objective 3b.** Invite Georgia Senator and State Representative and Federal-Level Senators and House of Representative to Grow Clinch Collaborative.

Action Steps	Timeline	Responsible Party	Measures
Attend Grow Clinch Collaborative meetings regularly. Present CMH's strategic goals and partnership opportunities.	February 2026	Angela Handley, Lily Blitch, Patrick Anderson	Ongoing
Send formal invitations and promote participation through community channels.	March 2026	Lily Blitch, Patrick Anderson	Y/N Implemented
Draft a partnership framework outlining shared objectives.	May 2026	Angela Handley	Y/N Implemented
Identify at least two collaborative projects.	August 2026	Angela Handley, Lily Blitch,	Y/N Assessment

**Objective 4.** By January 2027, establish a collaborative with other rural hospitals to lobby for better reimbursements.

Action Steps	Timeline	Responsible Party	Measures
Create a list of rural hospitals in Georgia and surrounding regions.	Immediately	Angela Handley, Lily Blitch, Patrick Anderson	List of hospitals
Schedule initial virtual or in-person meeting by Q2 2026.	July 2026	Angela Handley, Vicki Weaver	Y/N Implemented and Ongoing
Identify key legislative priorities (equal reimbursement, Medicaid expansion, Georgia HEART continuation).	July 2026	Angela Handley	List of legislative priorities
Schedule joint meetings with state and federal legislators.	January 2027	Angela Handley, Lily Blitch, Patrick Anderson, Vicki Weaver	Ongoing

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## 3 – Processes

**Objective 1.** By November 2026, implement at least one new quality or compliance program.

Action Steps	Timeline	Responsible Party	Measures
Identify areas for improvement based on regulatory requirements and patient safety standards.	Immediately	Angela Handley, Karen Eastmond, George Johnson	Y/N Implemented
Choose a priority area (e.g., infection control, medication safety, patient experience, HIPAA compliance).	Immediately	Angela Handley, Karen Eastmond, George Johnson	Y/N Implemented
Create policies, procedures, and training materials. Provide ongoing education and competency assessments.	May 2026	Angela Handley, Karen Eastmond, George Johnson	Copies of Policies
Communicate objectives and expectations to staff and stakeholders.	November 2026	Lily Blitch	Y/N Assessment

**Objective 2.** By January 2027, adopt at least one AI technology improvement to support efficiency and as an employee incentive.

Action Steps	Timeline	Responsible Party	Measures
Research AI tools that enhance hospital operations.	Immediately	Justin Smith	Y/N Implemented
Secure funding and vendor agreements.	March 2026	Justin Smith, Madison Pope	Executed Agreement
Conduct training sessions for employees on using AI tools effectively.	August 2026	Justin Smith, IT Team	Y/N Implemented
Collect feedback and measure impact on efficiency and employee satisfaction.	January 2027	Justin Smith, IT Team	Ongoing



## 3 – Processes

**Objective 3.** By January 2027, implement an additional Cybersecurity program.

Action Steps	Timeline	Responsible Party	Measures
Review existing security protocols and identify gaps.	January 2026	Justin Smith, IT Team	Y/N Implemented
Choose a solution that includes advanced threat detection and response.	March 2026	Justin Smith, IT Team	Y/N Implemented
Finalize vendor agreements and implementation timeline.	May 2026	Justin Smith, IT Team, Angela Handley, Madison Pope	Vendor Agreement
Deploy cybersecurity tools across all hospital systems by January 2027	January 2027	Justin Smith, IT Team	Y/N Assessment

**Objective 4.** By December 2027, establish a partnership with one specialist to offer speciality Telehealth services at Clinch Memorial Hospital.

Action Steps	Timeline	Responsible Party	Measures
Prioritize based on gaps in local care and potential impact.	Immediately	Executive Committee	Y/N Implemented
Initiate outreach and schedule exploratory meetings.	February 2026	Angela Handley, Kellie Register	Y/N Implemented
Draft a formal agreement outlining service scope, scheduling, technology requirements, and reimbursement terms.	July 2026	Angela Handley, Kellie Register, Madison Pope	Finalized Agreement
Begin offering specialty telehealth appointments by December 2027.	January 2027	Executive Committee	Ongoing

## 3 – Processes

**Objective 5.** By December 2027, improve emergency preparedness and infrastructure resilience.

Action Steps	Timeline	Responsible Party	Measures
Assess infrastructure resilience against natural disasters, cyber threats, and power outages.	Immediately	Tony Walsh, Executive Committee	Y/N Implemented
Search for funding opportunities for the identified vulnerabilities.	February 2026	Angela Handley, Lily Blitch, Tony Walsh	Y/N Implemented
Implement improvements such as redundant power sources and secure communication systems.	January 2027	Tony Walsh	Y/N Implemented
Conduct quarterly audits of emergency preparedness measures.	December 2027	Tony Walsh	Y/N Assessment

**Objective 6.** By January 2028, establish a non-emergency medical transport service for Clinch Memorial Hospital patients.

Action Steps	Timeline	Responsible Party	Measures
Define scope (e.g., hospital-to-home, clinic visits, specialty appointments).	Immediately	Executive Committee	Y/N Implemented
Determine pricing structure and eligibility criteria for indigent patients.	August 2026	Madison Pope, Kim Ratliff	Y/N Implemented
Recruit drivers and support personnel with appropriate certifications.	January 2027	Keith Bryant, Allison Kline	# of drivers hired
Begin operations by January 2028.	January 2028	Executive Committee	Y/N Implemented