PerhamHealth
SANFORD

# Implementation Plan
# Fiscal Year 2025–2028

*Adopted by Perham Health Governing Board – October 2024*

## Overview

This plan outlines strategies for the three priority health needs identified in the 2024 CHNA. It reflects actions initiated at the beginning of Fiscal Year 2025 and sets a framework for progress through Fiscal Year 2028. The approach remains flexible to adapt to emerging opportunities while maintaining compliance with IRS §501(r) and Minnesota Statute §144.6985.

## Priority 1: Expand and Sustain the Elevate Program

**Goal:** Ensure Elevate remains a sustainable, community-driven resource that bridges healthcare and social needs.

**Strategies:**

- Explore sustainability models that financially sustain Elevate's operations.
- Operationalize select Elevate components through hospital workflows or community partnerships.
- Leverage existing contracts with city and school districts and expanding service agreements with other partners.
- Continue aggressive pursuit of grant funding to diversify revenue streams.

**Timeline:**

- **2025:** Pursue diverse grant opportunities to strengthen sustainability; Develop an annual giving campaign.
- **2026:** Explore membership model and Title III funding; Explore an Advisory Council; transition select programs to community partners; further engrain hospital integration for clinical touchpoints.
- **2027:** Fully operationalize Elevate as a collaborative model with diversified funding and reduced reliance on hospital subsidy.

## Priority 2: Sustain MA Coverage for Home Care

**Goal:** Maintain Elderly Waiver (EW)-funded home care while achieving financial sustainability.

**Strategies:**

- Conduct sustainability study to identify viable business models.
- Increase productivity and efficiency to improve margins.
- Review payer contracts to assess sustainability of maintaining network participation with each payer.
- Advocate for reimbursement improvements and policy changes at the state level.

**Timeline:**

- **2025:** Contracted with a healthcare sustainability firm; completed operational analysis.
- **2026:** Select and implement business plan option; adjust staffing and service mix; initiate advocacy efforts and complete payer contract review.
- **2027:** Evaluate impact of changes; maintain EW coverage as a core service.

## Priority 3: Partner on Workforce and Senior Housing Solutions

**Goal:** Collaborate with community stakeholders to expand affordable housing and senior living options.

**Strategies:**

- Participate in local housing studies and planning efforts without locking into specific projects.
- Conduct master facility planning of our Senior Living campuses to highlight areas of opportunity for growth in senior housing solutions.
- Work with community partners to implement areas of opportunity identified by housing study and master facility planning.
- Continue leveraging Perham Health-owned properties for staff housing.

**Timeline:**

- **2025:** Participated in Perham Community Housing Study; fund an expansion analysis of senior housing; conduct master facility planning of senior living campuses.
- **2026:** Collaborate with city and EDA to implement housing study suggestions; explore partnership models for workforce and senior housing.
- **2027:** Support implementation of community-led housing initiatives as opportunities arise.

## Compliance Statement

This Implementation Plan was adopted by Perham Health's governing board in October 2024 and will be posted publicly alongside the CHNA. Progress will be reviewed annually, and updates will be shared on our website.