



RCMS STRATEGIC PLAN

2025-2030



ADOPTED BY THE RCMS BOARD OF DIRECTORS
ON MARCH 26, 2025



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OUR MISSION AND VISION

The mission of Redwood Coast Medical Services (RCMS) is to provide high quality, family-oriented, community based primary care, urgent care, dental care and behavioral health services, as well as a broad range of preventive health services to residents and visitors within the coastal areas of Southern Mendocino and Northern Sonoma Counties.

RCMS is a not-for-profit 501(c)(3) health center providing a full range of healthcare services at its three clinics located in Gualala and Point Arena. Services are designed to meet identified needs of the community. RCMS collaborates with Coast Life Support District, Mendonoma Health Alliance, the Mendocino County Health Administration and the Sonoma County Department of Health Services to serve residents in its service area. RCMS services are evaluated on a regular basis to assure that community health needs are being met.

RCMS serves qualified permanent area residents on a sliding fee scale basis, visitors, and patients with Medi-Cal and Medicare coverage, private insurance and self-pay status. We turn no one away!

ASSUMPTIONS FOR ENVIRONMENT FROM 2025 - 2030

PATIENTS

Number and Type of Patients to be Served

- No major population growth or socioeconomic shifts in the RCMS service area.
- The population remains in the 7,000 to 10,000 range with the current number of patients at the 4,500 level.
- The majority of patients will remain at 200% or less of poverty level.
- Hispanic patients and patients 65 and older will continue to be a large proportion of the population served by RCMS.
- Significant economic development is unlikely.
- A small percentage of the population will be wealthy.

ENVIRONMENT

Environmental Conditions Impacting Services

- Remoteness of area makes provision of both urgent and primary care services vital and in many cases necessary for the survival of people in the service area.
- There is no economic incentive for other providers to come to RCMS service area.
- Political and financial pressure may be put on RCMS over service to undocumented residents, women's health services and LGBTQ+ patients.
- Major earthquakes, wildfires, rain and windstorms are likely, requiring RCMS to be able to address traumatic injuries and provide health services to the community without outside assistance.
- Water will remain scarce.
- Roads will remain challenging.
- Sizeable visitor traffic, particularly in the summer and on holidays, will continue.
- Housing prices will stay high and long-term rentals will be in short supply.
- High speed internet for portions of the service area will remain a challenge.

SERVICES

Service Needs

- Urgent care will need to be available to respond to emergencies and high acuity patients.
- High quality primary care will need to be available to the different demographic groups residing in the RCMS service area.
- Access to specialists will remain a high priority.
- There is a high demand for home health, palliative and hospice care.
- Programs to encourage individuals to actively pursue healthy choices will require expansion.
- There will continue to be a high demand for behavioral health services.
- There will continue to be a high demand for quality dental services.
- There will continue to be a high demand for local pharmacy services.
- RCMS is considered the de facto public health provider for our service area during pandemics, flu spikes, earthquakes, storms and wildfires.
- New technologies are likely to switch procedures from the hospital to outpatient clinics.

FINANCES

Financial Realities

- Reimbursement and other contributions from the Federal and state governments may be reduced.
- Urgent care will continue to cost RCMS more than the reimbursement RCMS will obtain for these services.
- Annual fund raising among a limited population to deal with operating and capital issues will continue to be necessary.
- Fund raising for RCMS competes with other important community organizations and needs.
- The parcel tax that supports urgent care will either need to increase or other financial support must be developed.
- Information technology and security costs will rise significantly.
- The cost of recruiting, housing and retaining clinical and non-clinical staff will increase dramatically.

EVOLUTION

Working Environment

- Patients will expect timely digital access to records and easy electronic communication with their providers.
- Medical practice will be more data driven.
- Telemedicine may be an increasing element of primary and behavioral health visits.
- Providers will continue to risk burnout from the stress of their practices
- Health outcome and other reporting requirements will increase.
- Clinical and support staff will require a workplace built around collaboration, participation, positivity, teamwork and more.
- More testing and monitoring will be done at home versus the clinic.

STAFFING

Labor Pool for Clinic

- A significant number of rural doctors now practicing will be gone in the next few years.
- Continuing shortage of all clinical positions in the marketplace will continue.
- The cost of recruitment and retention will increase significantly.
- Affordability of housing and remoteness of area will be a challenge for clinical recruitment and retention.

FACILITY

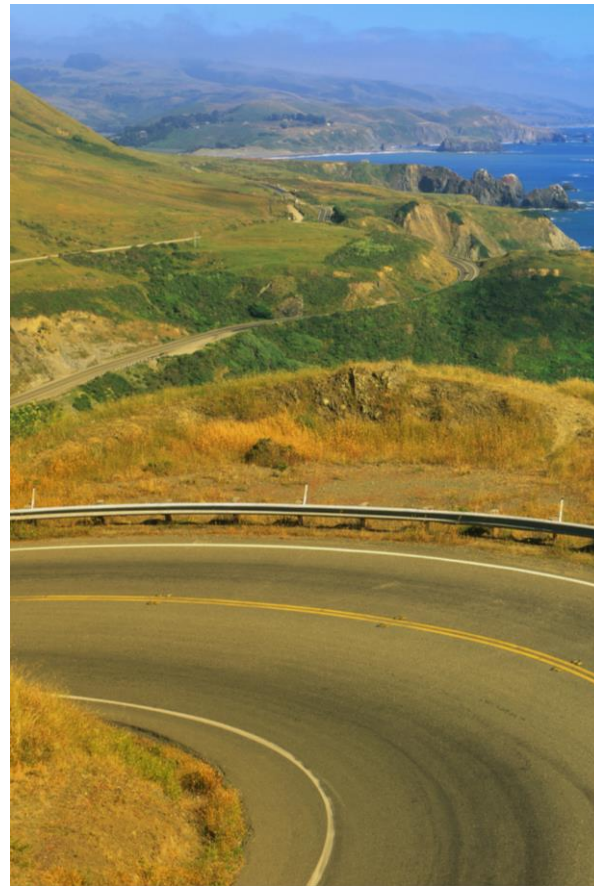
Facilities

- Unless the Gualala clinic is renovated or expanded, its workflow will remain inefficient and the space for radiology and laboratory services will remain undersized.
- The number of treatment rooms in our current facilities may be insufficient.
- IT capability will need to be constantly updated to keep up with technological changes.

GOALS FOR 2025 – 2030

The existence of RCMS with its Urgent Care services is essential to the health and prosperity of our community. Because hospitals and providers are over two hours away in good weather, the existence of a health care organization that can provide care for traumatic injuries as well as primary care and other basic health services is necessary.

The continued existence of RCMS is based on three principles: Provision of High-Quality Comprehensive Health Care; Inspiring Joy and Engagement at Work; and Ensuring Financial Viability. These three principles support the organization like the legs of a stool. Each must be sound for RCMS to succeed.



RCMS' STRATEGIC PLAN FOR 2025 – 2030

Provision of High-Quality Comprehensive Health Care



- Continue to focus on and improve the quality of medical services using scientifically based measurement.
- Continue to support viable hospice, palliative care and home health capacity.
- Expand mental and behavioral health services and integrate them into primary care.
- Work with Genoa to expand pharmacy service hours and improve customer experience.
- Continue to provide quality dental services.
- Strengthen and expand video and telehealth capabilities.
- Build robust systems for patient/provider communication channels that meet patient and provider needs and support high quality care for our diverse population.
- Finalize decisions on clinical space needs and expansion options and determine how to finance them.
- Develop 10-year plan for upgrading equipment that will be annually updated.
- Assess and strengthen IT infrastructure.
- Evaluate opportunities to implement shared services with neighboring FQHCs and other health care providers serving Mendocino and Sonoma counties.
- Leverage technology to improve the patients' experience and provider productivity.
- Maintain and expand relationships with outside partners and health care resources, including Mendonoma Health Alliance and Coast Life Support District.
- Develop close relationships between the CEOs and Medical Directors of RCMS and Partnership Health Plan.
- Continue engagement with public service providers in the service area, including Fire Departments, CalFire and CHP, to support community health and prepare for natural disasters.
- Actively seek ways to highlight RCMS services with community organizations and local employers.
- Strengthen relationships with hospitals and providers outside RCMS service area.

Inspiring Joy and Engagement at Work



- Provide market level compensation, good benefit packages and the best work environment.
- Invest in leadership development programs for medical and administrative staff.
- Develop clearly understood career ladders.
- Enhance methods of demonstrating appreciation for the staff.
- Engage staff in development of best practices and better ways to serve patients and the community.
- Support an effective performance evaluation system for staff involving supervisors, co-workers and direct reports that encourages regular appropriate feedback to individuals.
- Expand resources and tools for employee recruitment and retention:
 - Expand relationships with search firms.
 - Use appropriate job search advertising locally and nationally such as Linked In.
 - Encourage staff to identify possible applicants.
 - Continue to explore how to develop Medical Assistants from the local population.
 - Develop relationships with rural family residencies and rural physician assistant and nurse practitioner programs.
 - Establish relationships with rural health networks in California and nationally.
 - Establish relationships with dental programs.
- Explore ways to assist employees to find affordable housing.

Ensure Financial Viability



- Achieve positive net income.
- Maintain prudently funded reserves.
- Increase capture of potential reimbursement from private health plans and Federal and state payors.
- Explore the provision of more and different health services to meet the needs of the community.
- Support and increase grant writing capacity and continue to monitor and apply for state, federal and other grants.
- Explore the need for fundraising to make up for possibly reduced Federal and state funds.
- Emphasize to the community the importance of urgent care in the area and explain the reason for financial shortfalls from this service.
- Make the case to the community of the importance of modernized RCMS capital needs.
- Explore different ways of fundraising from a broad swath of the community while continuing the current activity.
- Highlight RCMS as a model for rural care at the federal and state level.
- Continue engagement with California Primary Care Association.
- Actively seek ways to highlight RCMS services with community organizations and local employ

Adopted unanimously by the Board of Directors at the March 26, 2025, Board Meeting.



RCMS

Strategic Plan

2025-2030



*Providing healthcare to the
coastal communities of
Mendocino and Sonoma
Counties since 1977.*



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