STRATEGIC PLAN 2022-2024

STRATEGIC PLANNING

"Strategic planning is the board and management team's attempt to create the health center's future, achieve its vision, advance its mission, and exert some influence over an uncertain future"

- CommUnityCare's Process
  - Strengths, Weaknesses, Opportunities, Threats Analysis
  - Community Health Needs Assessment (partial)
  - Engagement with Board of Directors and Strategic Planning Committee
  - Environmental Scan
  - CUC Leadership Feedback

What have we already committed to do?

What do we have to do?

What do we NEED to do?
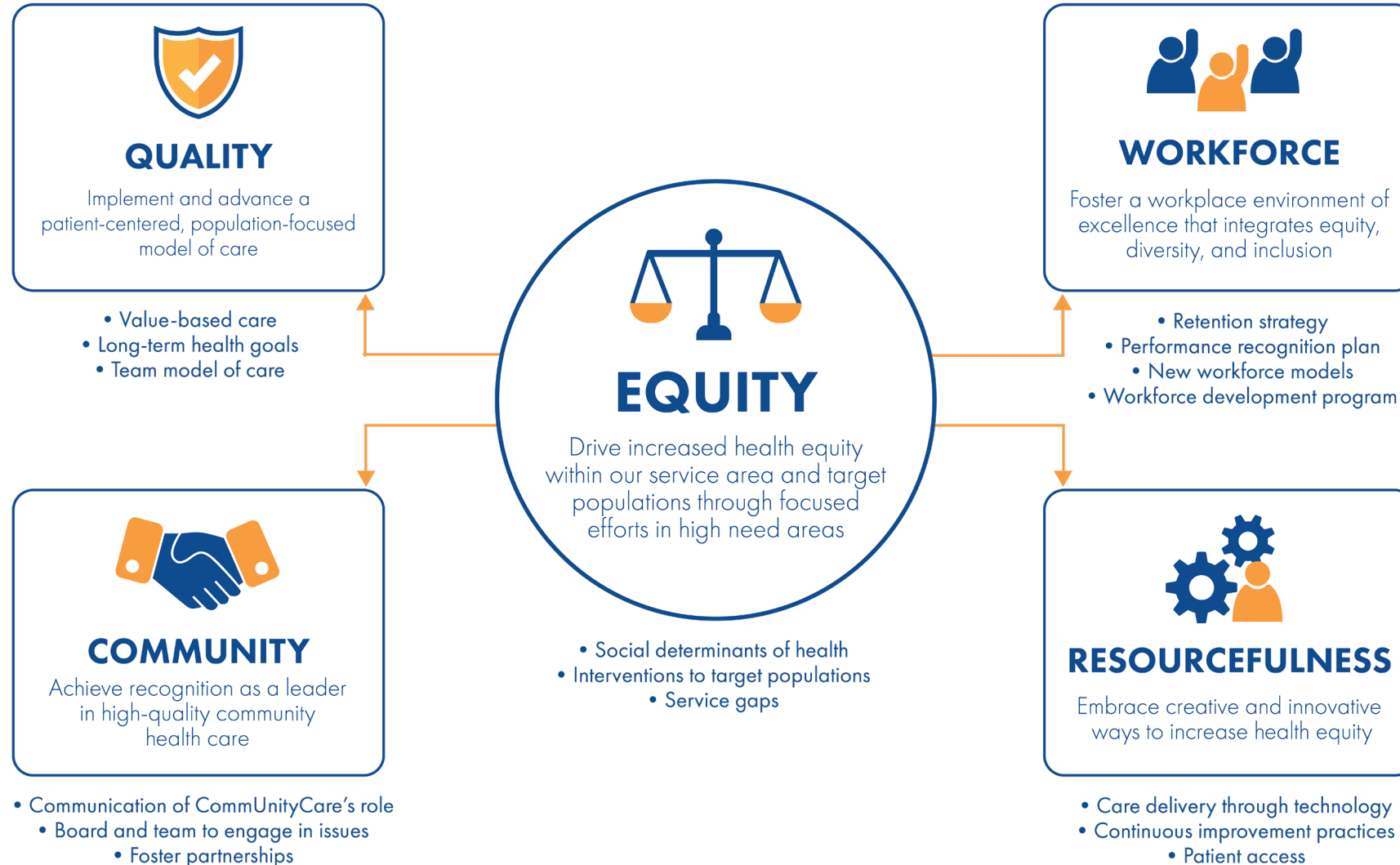
MISSION AND VISION

OUR MISSION

To strengthen the health and well-being of the communities we serve.

OUR VISION

Striving to achieve health equity for all by:

1. Being the health care home of choice;

2. Being a teaching center of excellence; and,

3. Providing the right care, at the right time, at the right place.

Strategic Plan 2022-2024

CommUnityCare ™
HEALTH CENTERS

QUALITY

Implement and advance a patient-centered, population-focused model of care

- Value-based care
- Long-term health goals
- Team model of care

WORKFORCE

Foster a workplace environment of excellence that integrates equity, diversity, and inclusion

- Retention strategy
- Performance recognition plan
- New workforce models
- Workforce development program

EQUITY

Drive increased health equity within our service area and target populations through focused efforts in high need areas

- Social determinants of health
- Interventions to target populations
- Service gaps

COMMUNITY

Achieve recognition as a leader in high-quality community health care

- Communication of CommUnityCare's role
- Board and team to engage in issues
- Foster partnerships

RESOURCEFULNESS

Embrace creative and innovative ways to increase health equity

- Care delivery through technology
- Continuous improvement practices
- Patient access

EQUITY

*Drive increased **health equity** within our HRSA approved service area and target populations through focused efforts in **high need areas**, focusing on **stabilization** and **prevention**, while **aligning services to the needs and geographic distribution** of our target population.*

EQUITY

Drive increased health equity within our service area and target populations through focused efforts in high need areas

- Social determinants of health
  - Interventions to target populations
    - Service gaps

INITIATIVES

1. Increase the number of patients served through innovative delivery methods (i.e., mobile services, remote monitoring, telehealth, telepsychiatry, etc.)

2. Complete health resource intensity assessments including social needs for 80% of patients.

3. Develop a process for tracking and increasing patient referrals to social service agencies.

4. Engage local communities and patients in advocacy and awareness around health equity.

5. Better understand low health literacy within our target populations and establish interventions that increase health literacy, inclusive of digital literacy strategies, among those we serve.

6. Achieve greater diversity in low-income patient demographic categories, such as racial and ethnic diversity, aligned with service area low-income populations.

7. Increase staff awareness on the social factors and barriers to care confronting our patients and how these factors and barriers impact health outcomes.

8. Decrease the gap of Austin-Round Rock metropolitan area residents under 200% FPL/uninsured who are not accessing primary care consistent with our HRSA approved service area.

QUALITY

*Implement and advance a **nationally recognized patient-centered, population-focused model of care** that is **high value** from both a **patient outcome** and **cost perspective**.*

QUALITY

Implement and advance a patient-centered, population-focused model of care

- Value-based care
- Long-term health goals
- Team model of care

INITIATIVES

1. Become a state and nationally leading provider of care for key areas, such as HIV care and care for the homeless.
2. Establish baselines to increase life expectancy and Quality Adjusted Life Years (QALYs) for our patients and/or communities.
3. Exceed the quality-of care standards as defined by state, federal and/or industry guidelines for our service area.
4. Increase the number of patient engagement opportunities.
5. Increase access to care as prioritized by patient needs.

COMMUNITY

*Achieve **recognition as a leader** in the provision **of high-quality community healthcare** in Central Texas.*

COMMUNITY

Achieve recognition as a leader in high-quality community health care

- Communication of CommUnityCare's role
- Board and team to engage in issues
- Foster partnerships

INITIATIVES

1. Be recognized by partners and the community as a high value provider and employer of choice.

2. Increase recognition of the unique value of CommUnityCare's patient-led Board of Directors and develop robust pipeline of people wanting to join CUC's board.

3. Develop and implement a content strategy to tell our story and educate our patients.

4. Improve brand awareness and brand clarity for people to understand how CommUnityCare relates to and how we differ from Central Health.

5. Establish a philanthropy program with an emphasis on community engagement opportunities.

6. Board will endorse and participate in select community events that focus on topics of concern in the communities CommUnityCare serves.

RESOURCEFULNESS

*Embrace **creative** and **innovative** ways to **increase health equity**, including optimizing resources to enhance our ability **to provide care, to solve problems and to create a high reliability organization**.*

RESOURCEFULNESS

Embrace creative and innovative ways to increase health equity

- Care delivery through technology
  - Continuous improvement practices
    - Patient access

INITIATIVES

1. Demonstrate ability to provide cost-effective, high value care.

2. Refine strategic staffing profile inclusive of what constitutes a multidisciplinary care team, based on clinic size and service line.

3. Diversify revenue streams to strategically maximize revenue opportunities.

4. Refine and utilize a resource intensity indicator to determine empanelment and drive efficient dissemination of resources.

5. Improve responsiveness to patient needs and enhance patient communication channels to improve patient interactions.

WORKFORCE

Recruit, develop and retain employees in a way that fosters a *workplace environment of excellence* that integrates *equity, diversity and inclusion*.

WORKFORCE

Foster a workplace environment of excellence that integrates equity, diversity, and inclusion

- Retention strategy
- Performance recognition plan
- New workforce models
- Workforce development plan

INITIATIVES

1. Enhance organization culture to improve staff longevity and retention through improved work-life balance while making a meaningful impact on community.
2. Identify opportunities to cultivate employee prospects in the community and grow leaders from within the organization.
3. Create an agile plan to respond to changes in the workforce recruiting environment.
4. Develop incentive/reward system aligned with strategic objectives and performance.
5. Create a brand-sensitive recruiting and recognition strategy that highlights mission, as well as duties.
6. Evaluate need and resources available for an academy to develop patient facing, mission critical workforce.