

## Strategic Plan Example – Arroyo Fresco Community Health Center

### Strategic Challenges

Strategic Challenges	Strategic Objective(s)
<b>Financial Performance</b>	
Balance mission to serve—regardless of patients’ ability to pay—against tight fiscal environments at federal, state, and local levels.	Increase net income by decreasing overall cost-to-serve through reductions in administrative and indirect patient costs.
<b>Organizational Learning</b>	
Address workforce gaps, in particular, clinical providers and staff with specific technical skills.	Take advantage of available internal and external resources to fill workforce gaps.
<b>Clinical Excellence</b>	
Address low incidence of prevention and screening and the higher incidence of chronic and communicable disease in the service area.	Increase the overall ratio of patient visits to staff.
	Develop internal and external resources to address unmet health care needs in the service area to increase the number of new patients served.
<b>Utilization</b>	
Establish and manage mechanisms to provide specialty care and unmet service needs, in particular, to uninsured patients.	Expand partnerships and collaborative arrangements with state and local organizations and health care providers to increase the number of new patients served.
<b>Satisfaction</b>	
Meet recruitment/retention challenges related to remote locations, a vulnerable patient population, and a total compensation package.	Improve satisfaction levels on staff survey “employer of choice” dimensions.
	Improve satisfaction levels on volunteer survey.
Maintain/enhance relationships with patients, the community, and external partners.	Improve external stakeholders’ satisfaction.

### Strategic Plan

Strategic Objectives (Figure 2.1-2)	Related Action Plan(s)	Sample Measure(s)
<b>Financial Performance</b>		
Increase net income by decreasing overall cost-to-serve through reductions in administrative and indirect patient costs.	Improve return on assets in clinical units.	RVUs per net asset value
	Improve collection rates.	Collection rates
<b>Organizational Learning</b>		
Take advantage of available internal and external resources to fill workforce gaps.	Provide current staff the time and resources to expand their skills. Provide online learning opportunities/paid time off for study.	Staff proficiency rates
	Actively recruit and train volunteers with targeted skills, especially retired health care professionals in the region.	Volunteer proficiency rates
	Promote enrollment in development programs in health care professions.	Staff and volunteer enrollment rates
	Increase the grant funding for training and scholarships.	Grant success rate

### Strategic Plan - continued

Strategic Objectives (Figure 2.1-2)	Related Action Plan(s)	Sample Measure(s)
<b>Clinical Excellence</b>		
Increase the overall ratio of patient visits to staff.	Re-engineer patient flow process to reduce cycle time.	Office visit cycle time
Develop internal and external resources to address unmet health care needs in the service area to increase the number of new patients served.	Pediatrics: Increase immunization rates for children and adolescents.	Immunization rates
	Females: • Increase screening rates for domestic abuse, depression, cervical cancer, and colon cancer. • Increase mammography services.	Screening rates Mammograms
	Males: • Increase screening rates for depression. • Increase screening rates for colon cancer.	Screening rates
	Other: • Increase screening/support in clinical preventive areas (e.g., smoking cessation, obesity). • Increase immunization rates (e.g., for influenza). • Increase diabetic screening.	Screening rates Immunization rates Screening rates
<b>Utilization</b>		
Expand partnerships and collaborative arrangements with state and local organizations and health care providers to increase the number of new patients served.	Increase the number of new patients served by developing cultural understanding for staff members through local community groups; partnering with public health departments to identify underserved and unserved populations; partnering with local community and faith-based orgs. to promote health screening services; and exploring nonconventional hours for clinics and mobile vans to increase service reach.	Number of new patients served per month
	Reduce the wait time for appointments	Future capacity Third next available appointment
<b>Satisfaction</b>		
Improve satisfaction on staff survey “employer of choice” dimensions.	Address lower-scoring issues identified in the most recent Staff Satisfaction Survey.	Staff satisfaction scores
Improve external stakeholders’ satisfaction.	Address lower-scoring issues identified in the most recent patient, community, and partner satisfaction surveys.	Satisfaction scores