

August 2020

Valleywise Community Health Center Governing Council

Strategic Plan 2021-2023

Previous Work Sessions

Meeting of the Valleywise Community Health Center Governing Council previously identified various areas of concern and interest:

- Advertising
- Access to Care
- Behavioral Health Integration
- Community Engagement/Outreach
- Coronavirus (COVID-19)
- Diabetes Management
- HIV Testing
- Improved Patient Outcomes
- Influenza Vaccines
- Performance Management (PCP Shortage)
- Social Determinants of Health (SDoH)
- Strategy
- Clinic (FQHC) Transition Plans
- Client/Patient Satisfaction
- Co-Applicant Agreement (revisit)
- Governance and Procedures
- Organizational Culture

Previous Work Sessions

From this session, two priorities were initially identified:

Behavioral Health Integration

- Incorporate VCHCG FQHC Clinic visits
- Educate the VCHCGC about Valleywise Health's behavioral health integration operational philosophy
- Educate the VCHCGC about the state's overall behavioral health system; pertaining to community status gaps and areas of highest need
- Development of a plan associated with staff training, retention, and satisfaction
- Identification of behavioral health navigators
- Explore and discover connections to organizations that were led by and that supported the most vulnerable behavioral health patient populations

Community Engagement/Outreach

- Develop list of potential community organizations to collaborate with on a grass roots level
- Educate the VCHCGC about issues related to vulnerable populations
- Identify specific focus areas of vulnerable populations; potentially via UDS and/or other ways
- Identify measurements of improved patient outcomes
- Explore partnership possibilities with the Vitalyst Foundation
- Educate the VCHCGC about plans for staff resources allocated for future community outreach projects
- Connect with Health Improvement Partnership of Maricopa County (HIPMC) to explore collaboration opportunities

Considerations Sessions

- Monday, August 10, 2020 from 3:30pm – 5:00pm
- VCHCGC Strategic Planning & Outreach Committee members were previously asked to be prepared to discuss:
 - **Situational Assessment** - What major (or moderate) shifts or situations are happening within our healthcare system and/or within the healthcare sector outside of our system (locally, regionally, nationally or globally)? What challenges and opportunities exist that you're aware of? Where's the "low hanging fruit" and where are the barriers to success?
 - **Key Learnings** - As a team and as the FQHC SPO Committee, what do you know/understand today about our healthcare system that you didn't a year ago? As a team and as a system, what worked and what didn't?
 - **Influencing Trends** - What's happening outside our system that might influence what we do and how we do it? Are there changes in the social media space we need to consider? Is artificial intelligence and machine learning something we should better understand? Are the political winds shifting which may change market demographics? Are competitive players entering/leaving the space or altering their service lines?

Situational Assessments

- Political Shifts
 - Election year
 - Public charge
 - Termination of ACA
 - Uncertainty/Divisiveness creates fear
- Coronavirus (COVID-19) Pandemic
 - Long-term impact potential
 - Our patient population at greatest risk
 - Creating joblessness and financial hardship
- Financial Stabilization/Growth
 - Patient retention
 - Keep referrals in-house
 - Sliding fee support
 - Impact of COVID-19 and recovery
- Connection with Community
 - Community partners/groups
 - Cultural competency
 - Disconnected/Not ingrained in the community
- FQHC Differentiation
 - Public still doesn't know what this is or that we have this designation
 - Services available regardless of status, demographics or ability to pay
 - Other reasons FQHC designation is important for patients and community

Key Learnings

- Few people understood what an FQHC meant and why it was important
- Governing Council has evolved and is approaching difficult issues that previously might have been avoided
- Underserved populations continue to grow; now more than ever given COVID-19
- We don't really know what our community will look like two years from now
- We aren't culturally competent as a system and need to determine what that means and how to measure it
- There is wisdom in our communities, but we're disconnected from that wisdom because we're not fully integrated with the community
- We focus on the larger sets of demographics but fail to consider smaller, subsets (formerly incarcerated, etc.) who, as a result, are now more disadvantaged

Influencing Trends

- People are more active in social media spaces resulting in increased community education
- Liberation of black and indigenous communities gaining momentum
- People are polarized on virtually every topic/issue – law enforcement protests, BLM movement, pro or anti masks, Republican vs. Democrat, etc.
- Local community groups and organizations are becoming more important – possibly the result of people isolating at and working from home
- People are overwhelmed (school closure/reopening, vaccines, community spread, financial struggles, etc.)
- People will still need healthcare and we need to focus on providing the best care possible to everyone

FY20-24 Strategic Plan Alignment

The Valleywise Community Health Center Governing Council strategic plan must align with the overall organization's Strategic Plan and areas where this occurred were identified as:

- 1.3 – **Drive organizational diversity and cultural competency through the health care system.**
- 1.4 – **Improve patient satisfaction (and experience)** and improve outcomes and quality of care as defined by current evidence-based best practices.
- 2.1 – Develop relationships with payers and identify value-based purchasing project opportunities to support Valleywise Health's Model of Care design, **increase volumes** and expand integrated behavioral and physical health.
- 2.2 – **Build and maintain strong service lines, as evident by the return on investment**, through national benchmarking, local market insights, trends in treatment modalities and service delivery, branding, emerging technologies and physician leader insights.
- 4.1 – Build a strategic financial plan that the Board of Directors and Valleywise Health Executive Leadership can use to assess market strategy and **make informed decisions for our limited resources**, to accelerate development of risk-bearing competencies with our physician partners, District Medical Group, and identify essential infrastructure.
- 4.3 – Enhance Human Resources delivery model to **improve employee satisfaction and recruitment/retention of talent to support Valleywise Health business strategies** and to successfully enable emerging models of care.
- 5.1 – Communicate and coordinate Valleywise Health public policy and governmental relations positions and activities, effectively engage with key representatives of U.S., State and local government, **essential advocacy organizations and the community**.
- 5.2 – **Identify strategic community partners and develop a Valleywise Health community care model to improve population health.**
- 5.3 – **Raise community understanding and positive visibility of Valleywise Health through comprehensive re-branding and image initiatives, and through highly coordinated strategic relationship development outreach.**

Strategic Plan Theme

The following strategic pillars were built from the output of several meetings as highlighted in previous slides. While represented as individual priorities, they are inarguably and intrinsically connected. One pillar cannot attain true success unless all are successful. To achieve financial stability or growth, we must improve patient volume. To improve patient volume we must engage our community. And, to successfully engage our community, we must be culturally competent.

But this strategy and the priorities within it are not blind to the growing challenges of health equity in our community. For years, we have discussed social determinants of health, the impact on our community and the areas where we might effectively influence change. Health equity, as defined by the Robert Wood Johnson Foundation, is defined as:

“Health equity means that everyone has a fair and just opportunity to be as healthy as possible. This requires removing obstacles to health such as poverty, discrimination, and their consequences, including powerlessness and lack of access to good jobs with fair pay, quality education and housing, safe environments, and health care.”

Like social determinants of health, health equity is an enormous challenge with components outside the scope of what Valleywise Health can address directly, and we cannot expect or intend to resolve them, in whole or in part, in the short term or without the united support of others. Still, the pillars in this strategy serve as a starting point for Valleywise Health as we begin to actively and intentionally address these issues.

Cultural Competence

Overview

Maricopa County is home to broad and diverse populations. While these populations may differ based on nationality, ethnicity, religious and/or political affiliation and other common variables, “Cultural Competence” requires deeper consideration to understand behaviors, concerns, decision-making processes, etc. Cultural Competence requires a more robust understanding of nuances based on those common variables but must also make room for sub-sets within them.

Operating Plan Alignment

- 1.3 Drive organizational diversity and cultural competency throughout the health care system.
- 4.3 Enhance the Human Resources delivery model to improve employee satisfaction, and recruitment/retention of talent to support Valleywise Health business strategies and to successfully enable emerging models of care.

Strategic Considerations

- Culture based colleague development and training
- Community based surveys and assessments
- Cultural representation on committees/councils
- Expansion of health navigators where appropriate and feasible

Key Measurements

- Identify key population groups including those with health inequities and determine priority groups/efforts among them
- Achieve 100% participation in colleague culture awareness education programs
- Increase YoY patient volume and patient satisfaction each by 1% YoY through 2024

Community Engagement

Overview

As the community's health care system, it's important that we actively seek to be part of the fabric of that community. As such, we must work in partnership with key community groups and organizations and leverage those relationships to connect with, support, educate and engage with the various audiences in our community including those who are considered most vulnerable and/or difficult to reach (former inmates, etc.).

Strategic Considerations

- Identify and connect with key community groups
- Offer free classes to support community residents (CPR, Stop the Bleed, etc.)
- Regularly leverage locations for community-based needs (food distribution, backpack drives, book fairs, partner-based events, etc.)

Operating Plan Alignment

- 5.1 Communicate and coordinate Valleywise Health to essential advocacy organizations and the community.
- 5.2 Identify strategic community partners and support improvements to population health.
- 5.3 Raise community understanding and positive visibility of Valleywise Health through coordinated strategic relationship development outreach.

Key Measurements

- Develop work plan and establish community-based partnerships with "directly impacted, directly led" vulnerable patient organizations to guide engagement opportunities
- Complete YoY comparative analysis for CY2015-202 based on UDS by January 2022
- Create map of culturally diverse populations within 5 miles of health center locations by 2022
- Drive increases in engagement and partnership among culturally diverse community agencies by 1% YoY
- Track the number of cultural practices adopted that assist in better serving the most vulnerable patient populations

Patient Volume Growth

Overview

Patient volume growth and retention is necessary for driving improved community health and organizational sustainability. This growth and retention is the sum of various efforts which include patient acquisition, referrals within the system, community engagement, recognition as a trusted resource, and more.

Strategic Considerations

- Patient satisfaction focused training
- New patient acquisition marketing/communications
- Referral retention program
- Community health/education/support events

Operating Plan Alignment

- 1.4 Improve patient experience and satisfaction.
- 2.1 Develop relationships to support increased volumes.
- 5.3 Raise community understanding and positive visibility of Valleywise Health.

Key Measurements

- Increase aggregate patient volume by 1% YoY
- Increase Patient Satisfaction Score by 1% YoY through 2024

Financial Sustainability

Overview

While our mission is based on providing exceptional care without exception, every patient every time a fundamental rule of business states, “no margin, no mission.” The strength of our operation and our ability to fulfill our mission rests solidly on our ability to continue operating as a solvent, viable and sustainable organization.

Strategic Considerations

- Actively monitor financial contribution
- Evaluate opportunities to grow revenue and/or reduce cost/expenses
- Support patient growth initiatives

Operating Plan Alignment

- 2.2 Build and maintain strong service lines, as evident by the return on investment, through national benchmarking, local market insights, trends in treatment modalities and service delivery, branding, emerging technologies and physician leader insights.
- 4.1 Build a strategic financial plan that the Board of Directors and Valleywise Health Executive Leadership can use to assess market strategy and make informed decisions for our limited resources, to accelerate development of risk-bearing competencies with our physician partners, District Medical Group, and identify essential infrastructure.

Key Measurements

- Optimize health center operational performance to deliver positive increase to patient visits of a minimum 1% YoY
- Regularly review financial reports to identify areas of opportunity