

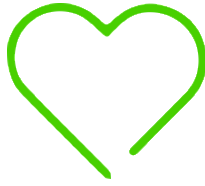


## Valleywise Health

**A VIABLE™ Strategic Plan**

**2024-2026**





## **Mission**

Provide exceptional care, without exception, every patient, every time.



## **Vision**

Be nationally recognized for transforming care to improve community health.



## **Values**

They guide how we treat each other, our patients, families and visitors.

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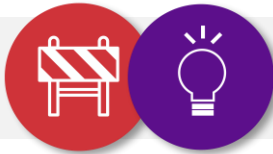
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The Valleywise Health leadership is thrilled to share this strategic plan for its Federally Qualified Health Centers for 2024-2026. This Strategic Plan is guided by Valleywise Health's strategic pillars: Best People Engagement, Best Patient Experience, Best Quality and Safety, and Best Financial Management.

Our overarching goal for the FQHC Clinics is **Enhancing Our Patient Experience**. The areas of strategic focus for our clinics that will help us achieve this goal are:

### Empowering Our Team

### Connecting with Our Community

### Modernizing Our Operations

### Mobilizing Our Equitable Health Initiatives

This plan includes details about the approach the clinics and our leadership will be taking to achieve these goals and develop the measures of success we will need to follow to track progress along the way.

The process for reaching agreement on these areas of focus involved working closely with the CEO, the strategic planning steering committee, the leadership of the clinics, and the Governing Council.

We are excited about what is ahead for Valleywise Health FQHC's and look forward to engaging our staff and community as we work toward a future that will better serve our patients, strengthen our partnerships, and fulfill our health initiatives' objectives.



We began from the ground up, working closely with the steering committee, and asking select Governing Council members and the executive team to reflect on the strengths, internal and external challenges, and opportunities for Valleywise Health FQHCs.

Our partner consultants at Integrated Work conducted interviews between April and May 2024. Interviews included the following individuals: Runjhun Nachal, Christie Blanda, Dr. Smarik Snyder, Brandon Fisher, Dr. Jodie Carter, Scott Jacobson, Earl Arbuckle, Amanda Jacobs, Sherry Beardsley, Dr. Michael White, Sherry Stotler, Liliana Orta, Byron Simmons, Jason Vail Cruz, Bob Winovich, and Sean Stallings.

These conversations revealed an appreciation for the role our clinics play in our community and highlighted the strengths of our organization pertaining to leadership and governance, staff and training, access and quality of care, community engagement and outreach, and facilities and infrastructure.

Throughout these interviews, we also learned about areas of growth opportunities around workforce, care services, patient experience, community engagement, growth and innovation, as well as the need to mobilize our health initiatives resulting from our 2023-2025 Community Health Needs Assessment.

With this input, the Integrated Work team co-developed five areas of strategic focus with the CEO and the steering committee. These five areas were at the center of a day-long retreat in July, 2024, that brought together for the first time all Governing Council members with clinical leadership. The results of this unique event are captured in the forthcoming sections of this Strategic Plan, which will serve as our guide for our proceeding implementation planning process. The following sections are arranged based on Integrated Work’s trademarked VIABLE framework: Vision, Ideals, Approach, Barriers, Lessons, and Evaluation.



Setting Out



Vision



Ideals



Approach



Barriers



Lessons



Evaluation



Impact, Amplified

## Establishing a broadly supported overall Vision for this work and defining shared Ideals to guide our efforts

The **Vision** for this work that emerged from our retreat is focused on improving the complete and whole quality of life for our community members.

**Empower our community to lead healthier, happier lives by providing care that enables self-reliance and family well-being.**

Our **Ideals** will guide us as we pursue the Vision together, and they provide us direction on who we aspire to be and how we will interact with one another.

We commit to bringing an open mind with a firm hope for the future.

We promise to trust one another and come to this work with humility, passion, and courage.

We will listen with compassion and respect, and we will collaborate with adaptability, resilience, and determination.

All our work will be driven by love and care for our community, colleagues, and ourselves.



Setting Out



Vision



Ideals



Approach



Barriers



Lessons



Evaluation



Impact, Amplified

## One Goal and Four Areas of Strategic Focus

Our four **areas of strategic focus** for our FQHCs are each aligned with a strategic pillar for Valleywise Health as a whole and support our overarching goal: **Enhancing Our Patient Experience** by creating a seamless experience for our patients, improving communication and systems across departments to better integrate services, and provide well-rounded care that addresses all our patient needs. The four areas of focus in service of this overarching goal are:



### Empowering Our Team - Best People Engagement

*Foster a stronger relationship between managers, medical directors, and clinical staff so that everyone is empowered to make better, more cohesive decisions together.*



### Connecting with Our Community - Best Patient Experience

*Enhance Valleywise Health's FQHC presence and visibility in our communities to more actively reach our patients and become an integral part of their life.*



### Modernizing Our Operations - Best Quality & Safety

*Explore new technological opportunities and standardize our processes to enhance the patient experience, provide ease of care, and support communication.*



### Mobilizing Our Equitable Health Initiatives - Best Quality & Safety

*Actively address the Community Health Needs Assessments recommendations around issues of diabetes, obesity, hypertension, substance abuse, mental health, and heart disease.*



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Impact, Amplified

## Empowering Our Team - Best People Engagement

*Foster a stronger relationship between managers, medical directors, and clinical staff so that everyone is empowered to make better, more cohesive decisions together.*

### Approach

- Create an empathetic customer service environment by offering culturally informed training that includes active listening, basic language skills, history, and understanding of social determinants of health outcomes.
- Review provider retention programs and create new incentives to address gaps.
- Offer location-based training that is focused on the population-specific issues that each clinic contends with daily.
- Celebrate success! Review reward and recognition programs, and develop new ones based on previous practices or new best practices. Create spotlights in newsletters and other media.
- Offer team building and communication workshops for managers and medical directors to attend together to strengthen their relationships.
- Create end-to-end service maps to create awareness about the full patient journey.
- Review staff development program and develop offerings that provide opportunities for advancement where there are gaps such as conference attendance, continuing education, and role rotations.
- Review staff workspaces with staff input before making improvements.
- Train everyone on MyChart and ensure staff understands the patient interface with the system.



Setting Out



Vision



Ideals



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Impact, Amplified



## Connecting with Our Community - Best Patient Experience

*Enhance Valleywise Health's FQHC presence and visibility in our communities so that we can more actively reach our patients and potential patients and be seen as an integral part of their experience in the community and be their preferred healthcare provider.*

### **Approach**

- Find new ways of connecting and communicating with members of our communities:
  - Identify community groups and attend events to share program information
  - Consistently share information about program offerings when engaging patients
  - Leverage staff who are already part of our communities to disseminate information and health education.
- Create a comprehensive and visible marketing campaign focused on the specific populations we serve.
- Identify existing and potential partners and explore collaborations such as gym memberships, health related workshops at locations of work or near homes such as the airport, markets and shopping areas, senior centers, etc.
- Provide on-the-spot services; go to the community to impart health education and provide health care.
- Create a membership rewards program
- Hold regular community health events.



Setting Out



Vision



Ideals



Approach



Barriers



Lessons



Evaluation



Impact, Amplified

## Modernizing Our Operations - Best Quality & Safety

*Explore new technological opportunities and standardize our processes to enhance the patient experience, provide ease of care, and support communication.*

### Approach

- Increase open access to reduce patient waiting time.
- Evaluate visit types and consolidate some and retire others to simplify scheduling process for patients.
- Expand patient-driven scheduling and registration.
- Update templates to better reflect the current methodologies and processes.
- Leverage existing data to manage and provide targeted health care.
- Simplify registration process with QR code scanning and create pre-registration process via MyChart or text.
- Leverage existing technology to optimize and improve patient communications.



## Mobilizing Our Equitable Health Initiatives - Best Quality & Safety

*Actively address the Community Health Needs Assessment’s recommendations around issues of diabetes, obesity, hypertension, substance abuse, mental health, and heart disease.*

### **Approach**

The health issues called out in the CHNA are interrelated or manifest themselves simultaneously in patients. Therefore, the group recommended creating a “comprehensive wellness” program that integrates all aspects of health care and empowers patients to care for themselves from home. Aspects of this program could include:

- Health coaches or coordinators who can review the entire health profile of a patient and create a tailored wellness program or pathway
- Leveraging the mobile unit to provide services such as sports physicals at schools, screenings at schools, educational outreach, healthcare for the homeless, etc.
- Providing at-home tools or tool kits to help track health issues



Setting Out



Vision



Ideals



Approach



Barriers



Lessons



Evaluation



Impact, Amplified

## Barriers

The most significant barriers to accomplishing the goals of this strategic plan are resources: staffing (clinical and administrative) and funding. By creating this strategic plan, we can build the justification for additional grants from agencies and partners to support the implementation phase of our work.

Other potential barriers that were identified and should be considered in the implementation planning process included:

- Insurance
- Worker liability
- Client confidentiality
- Understanding the cost of implementation
- Resistance to change
- Siloed structure and practices
- Regulations and oversight
- Ability to build trust internally and in the community

## Lessons

### What Lessons do we want to learn along the way so that we can turn setbacks into success?

During implementation planning, it will be helpful to uncover new information that will support our work going forward and that will help mitigate some of the risks we have identified in the Barriers section. For example, we will need to include government officials, legal counsel, and granting agencies to ascertain the feasibility of our projects. We will need to explore the needs and desires of our staff so that any changes we implement can meet our needs appropriately. Likewise, we will need to engage our partners and potential partners to identify what are possible avenues for productive collaborations.



Setting Out



Vision



Ideals



Approach



Barriers



Lessons



Evaluation



Impact, Amplified

## Evaluation

### What does success look like?

To return to our overarching goal of **Enhancing Our Patient Experience**, we must ask what does a future look like where we have in fact achieved this? Patient satisfaction scores are the single, most useful metric for understanding whether we have succeeded in all our efforts around strengthening our workforce, connecting with our community, improving our operations, and mobilizing our key health initiatives.

In addition to collecting patient scores and monitoring them to continually evaluate our success, some of the questions we will need to ask in our evaluation methodology will include:

- Do our patients feel safe with us and in our facilities?
- Do our patients feel they have received care that is holistic and integrated?
- Do our patients feel welcome by our staff and providers?
- Do our patients know and understand how to interpret the information we provide them about their health?
- Do our patients see us as an integral part of their community and their lives?



## Message from the CEO, Michelle Barker

I am excited about this strategic plan and look forward to getting started on this important work. Looking around the room during the retreat, one had to appreciate the power of bringing our Council, clinic managers, directors, and project managers together for the first time in our history to craft a vision for Valleywise Health FQHCs. It will take us all to achieve the outcomes our patients expect from us. We are committed to making a meaningful difference in the quality of life for our community.

We have the most dedicated staff and leaders in our organization, who are committed to our purpose and love the amazing work they do every day. There are many great ideas and direction in this plan. We now must prioritize our efforts, start planning, and make this happen. I am confident in our team's ability to execute this plan and guide patients on their healthcare journey.

## Message from the Council Chair, Scott Jacobson

Our retreat was truly a landmark day and what a joy it was to be there with our great leaders. There is no power for change greater than a community deciding what it cares about and where it wants to put its forces. We will continue to move forward, and it will take all of us together to reach the bright future we want for Valleywise Health. Thank you.



### Mission

Provide exceptional care, without exception, every patient, every time.



### Vision

Be nationally recognized for transforming care to improve community health.



### Values

They guide how we treat each other, our patients, families and visitors.

**Accountability | Compassion | Excellence | Safety**



Setting Out



Vision



Ideals



Approach



Barriers



Lessons



Evaluation



Impact, Amplified