

STRATEGIC PLAN 2015-2022

MISSION
The mission of La Clínica is to improve the quality of life of the diverse communities we serve by providing culturally appropriate, high quality, and accessible health care for all.





HEALTH OUTCOMES

Achieve optimal health outcomes for all La Clínica members and the broader community.

ASSOCIATED STRATEGIES	SUCCESS WILL LOOK LIKE	PERFORMANCE MEASURES
Institutionalize standard care team composition at all clinics	Improved health outcomes Care team empowered to meet patient care needs Institutionalized standards for care teams	Clinical measures Staffing levels Workforce Engagement Survey Patient Satisfaction
Institute systems, processes, and infrastructure to meet industry standards of care Leverage data and technology to measure process and outcome measures in real time	Top quartile UDS clinical measures across the board Lead local cohorts/peer clinics in clinical measures Rival Best in Class HEDIS measures Completion and full use of EHR/EDR/EMH capabilities	Clinical measures HEDIS measures * (Healthcare Effectiveness Data and Information Set)
Increase outreach, engagement, and retention of members and patients	Increased access Improved customer service Inviting facilities Increased mission-aligned partnerships and collaboration Coordinated care across multiple departments and agencies, both internal and external	# of assigned members seen within required time frame # of partnerships Clinical measures Patient retention



CUSTOMER EXPERIENCE

Provide every member with a La Clínica experience that meets or exceeds their expectations.

ASSOCIATED STRATEGIES	SUCCESS WILL LOOK LIKE	PERFORMANCE MEASURES
<p>Create optimal access to appropriate levels of care to achieve quality standards, e.g., appointments via internet, phone and text, accessible communication, call center</p>	<p>Appointment types when and where desired by patient</p>	<p>Third Next Available appointments Same-day appointments Patient satisfaction survey that addresses access and communication Internal customer satisfaction survey No-show rate</p>
<p>Institutionalize customer experience standards for all of La Clínica</p> <p>Cultivate organizational culture of inclusion, customer service, and diversity</p>	<p>A positive customer experience with every interaction</p> <p>Customer experience standards are part of Job Descriptions and Performance Evaluations</p>	<p>Presence of standards in Job Descriptions and Performance Evaluations</p> <p>Patient Satisfaction Survey</p>



Attract and retain capable and culturally-agile staff who are committed to excellence.

ASSOCIATED STRATEGIES	SUCCESS WILL LOOK LIKE	PERFORMANCE MEASURES
Employ qualified staff members in the right jobs and at the appropriate service levels to meet La Clínica's quality standards	Institutionalized standards around staffing model Institutionalized screening standards for job qualifications	Staffing model Vacancy rate Recruitment cycle time
Implement a comprehensive and competitive compensation package	Competitive salary and benefits structure that is financially sustainable	Market compensation survey Internal salary equity study
Formalize career advancement pathways that support staff retention and promotion from within La Clínica	Improved retention rate	Retention rate Staff turnover rate
Enhance and expand pipeline for interns, residents, students, and volunteers	Vacancies are filled quickly with qualified candidates	Recruitment cycle time
Strengthen workforce engagement	Improved Workforce Engagement Survey (WES) scores	WES scores



FINANCIAL SUSTAINABILITY

Strengthen La Clínica's long-term financial sustainability to achieve its mission in a dynamic health care environment.

ASSOCIATED STRATEGIES	SUCCESS WILL LOOK LIKE	PERFORMANCE MEASURES
Identify ways to centralize and consolidate key operational functions to achieve greater efficiency and standardization	Organizational efficiencies in place, including efficient practices and improved organizational productivity	Cost per patient Operating margin
Closely manage revenue streams to ensure the financial health of the organization	Revenues exceed expenses (financial solvency) after payment reform Growth of private donor base Healthy reserves to weather uncertainties and invest in new opportunities and strategic initiatives	Payer mix Operating margin Days cash on hand (90 days) Number of private donors; number of gifts
Manage population health, including high cost sub-populations, to deliver appropriate care in a timely and cost-effective manner	Achieve at least 90% of performance-based reimbursement opportunities Infrastructure is in place to support data analytics and financial modeling Better able to meet patient needs post payment reform	Cost per patient Actual amount of performance-based reimbursement revenue (e.g., risk pools, etc.) received vs the potential amount of performance-based revenue Pay for performance measures
Ensure that La Clínica's capital assets efficiently support current and future service delivery capacity and operational functions*	Routine assessment of the age, condition, and functionality of owned assets including capital equipment and owned facilities Prioritization of Capital Asset Investments for acquisition, maintenance, and replacement to meet current and future service delivery capacity and operational functions Fund development and/or Financing plans for major (i.e., \$250K+) strategic capital projects	Annual capital expenditures for equipment and IT replacement and facility major repairs of at least 50% of prior FY's actual depreciation expense, excluding major strategic capital projects Board-approved capital expenditures plan informed by the assessment and prioritization of capital asset investments Annual analysis of Actual Capital Expenditures compared to Board-approved Capital Expenditures Plan Projected funding sources for Board approved major (i.e., \$250k+) strategic capital projects

* Board-approved amendment 9/2021



Advocate for a more equitable health care system to ensure the well-being and success of La Clínica and the communities we serve.

ASSOCIATED STRATEGIES	SUCCESS WILL LOOK LIKE	PERFORMANCE MEASURES
Maintain our civic and community participation	La Clínica is in positions of influence regarding key issues that affect our community	# of formal civic and community positions held by La Clínica’s leaders # of public testimonies made
Share best practices with interested stakeholders	La Clínica’s best practices are shared with the field	# of external presentations about La Clínica’s best practices
Advocate for issues that affect patients and communities	Positive impact on top 1-3 advocacy issues	Assessment of impact on top 1-3 advocacy issues