

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

STRATEGIC PLAN 2015–2022

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

STRATEGIC PLAN 2015–2022

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

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



WORKFORCE ENGAGEMENT

STRATEGIC PLAN 2015–2022

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

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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 |