

FY2017 to FY2021

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FINANCIAL STEWARDSHIP AND ACCOUNTABILITY

FUNDS DEVELOPMENT AND PHILANTHROP

Our Vision

To serve as the premiere leader in urban health care for diverse populations

Our Mission

To provide high quality, reliable and accessible primary health care and support services for diverse populations to promote wellness and eliminate health and social disparities

STRATEGIC ALLIANCES AND COMMUNITY PARTNERSHIPS

Assess the need, and develop opportunities, for strategic alliances. Form collaborative relationships that are consistent with, and support the achievement of, the organization's strategic objectives.

Continue to explore opportunities to work with other community-based agencies to establish organizational relationships that achieve mutual benefits, maximize resident access, and share resources to create economies of scale.

Continue to build relationships with community-focused initiatives and organizations in the areas of program development, research, and other health-related opportunities.

MAXIMIZE FACILITY UTILIZATION AND MAINTENANCE

Conduct health education programs in order to empower and engage residents in behavior modification and lifestyle changes. Conduct community focus groups and surveys in order to obtain resident and patient inputs and feedback.

Provide space at the new facility for community use and the facilitation of organizational collaboration. Promote WSHC as a safe space for youth. Promote "ground level" urgent care services. Increase access to the Wellness Institute - Fitness Club and Community Garden. Evaluate and engage opportunities for the rental of the Community Education Room as part of the overall revenue generation strategy.

Effectively manage an entrepreneurial funds development plan that will support the timely implementation of the strategic plan and meet the ongoing financial needs of an organization over the next five years. Continue to emphasize funds development as a priority in securing the resources needed to develop, implement and grow services and programs that achieve the goals of the organization and increase overall fundraising outcomes by a minimum of 10% annually.

Implement strategies for individual giving, major donations, foundation, government and corporate gifts and grants/sponsorships. Continue to ensure that programs requiring designated funding have a sustainability plan. Expand the Foundation Board to support a comprehensive capital campaign. Develop and implement a broad-based plan to establish an "endowment" fund for the future.

Effectively adapt to the changing reimbursement paradigm. Continue efforts to diversify the current revenue generation and funding strategy and establish annual budget goals that reflect the patient growth and encounter targets. Institute systems and processes in order to achieve maximum efficiency and lower the overhead cost of the new facility. Develop an appropriate facilities operations and maintenance plan. Ensure continued organizational visibility, and sustainability of programs and services.

BUSINESS RESULTS

To financially sustain our mission, on what must we focus?

CUSTOMER

To achieve our vision, how should we appear to our customers?

INTERNAL

To satisfy our customers, donors and mission, at which operational processes must we excel?

LEARNING AND GROWTH

To achieve our vision, how will we sustain our ability to change and improve?

PATIENT-CENTERED, COORDINATED AND INTEGRATED

Establish a patient centeredness process in all departments. Implement, track and report on the goals of the Boston Health Equity Program.

Build smoothly functioning care teams. Integrate, track and coordinate care across all departments and promote patient and family engagement.

Strengthen Patient Centered Medical Home model, and maintain NCQA PCMH and PCCC accreditation and implement and obtain NCQA accreditation for Behavioral Health Integration

HEALTH DISPARITIES, HEALTH EQUITY, AND HIGH-RISK POPULATIONS

Continue to evaluate and meet the needs of populations served with existing and new programs. Strengthen and expand the core competencies and resources required to address racial and ethnic disparities in healthcare and establish annual goals for improvements in targeted chronic illnesses and populations

Continue to define and create centers of excellence for targeted community health issues in the medical, behavioral health, oral health, wellness and public health programs. Establish and promote unique and innovative services and capabilities to address health and social

Continue to build relationships with community-focused initiatives and organizations in the areas of program development, research, and other health related opportunities. Continue to identify and respond to opportunities to develop youth health and prevention programs for patients identified as high risk. Establish systems, data and opportunities to position Whittier as the voice and advocate for vulnerable populations and issues impacting equitable access to health care.

PATIENT RECRUITMENT & RETENTION

Establish annual goals for patient growth and encounters at the new facility. Conduct and measure the outcomes of outreach activities. Provide culturally appropriate communication and information dissemination. Train and empower employees to serve as Whittier Street ambassadors.

Implement a patient-driven referral program. Enhance the processes to facilitate interdepartmental referrals and establish annual targets within each department. Identify and remove barriers to long-term patient retention. Conduct targeted outreach in order to effectively direct patients/residents into appropriate services.

Provide education and leadership opportunities that empowers patients and enhances service coordination. Identify and institute multiple points of access for patients. Ensure frequent communications with patients via patient portal, social media, phone and face to face communications

TECHNOLOGY-ENABLED HEALTH CARE SERVICES AND CYBER RISK MANAGEMENT

Evaluate, implement and optimize new technologies for program support and current needs in the areas of patient management systems, finance and electronic medical records.

Develop Cyber Risk Management strategies to protect the privacy and integrity of sensitive data and to prevent unauthorized use or exfiltration.

Ensure consistent compliance with HIPAA and develop strategies to ensure continuous operations and real-time prevention of attack consequences.

Develop and implement health care technology systems and tools to improve patient experience, patient satisfaction, quality of care and patient safety.

WORKFORCE RECRUITMENT, RETENTION AND ORGANIZATIONAL DEVELOPMENT

Implement a culture and system for "change management" that enhances the overall management and staff development processes for the organization. Implement employee training and development that ensure organizational performance, efficiency and financial health.

Promote team building, performance feedback systems, and employee excellence to ensure organizational competitiveness and effectiveness. Align performance evaluations with strategic objectives, completion of action items, and outcome benchmarks.

Implement "employee-centered" technologies that meet organizational and departmental needs and are complemented by a comprehensive staff training program. Engage viable avenues for staff recruitment, candidate assessment, and employment.

Provide the training and supplemental support for skills development and leadership development that respond to the current and emerging needs of the organization and broader community. Implement a system of succession planning that responds to the need for competent and committed future leadership.

Develop staff training, mentoring and career development plans for each employee. Develop and implement a comprehensive and outcome-driven employee retention program.

Implement the mission of Whittier's Diversity Council whose mission is to cultivate and promote respect for differences within Whittier's community and provide guidance on the development and diversity initiatives that are aligned with the strategic goals and mission of the organization to serve diverse populations.

INTERNAL AND EXTERNAL COMMUNICATIONS

Explore and implement methods to strengthen online and community presence through effective usage of online communications via website, social media and media outlets. Develop channels of communications to all stakeholders including patients, donors, employees, board members, partners and local residents.

Create impactful content that targets and engages Whittier patients, employees, board members, current and prospective donors and local residents. Monitor social media presence and utilize feedback to improve operations and services.

CONTINUOUS QUALITY IMPROVEMENTS AND BEST PRACTICES

Conduct departmental, organizational and community-based data collection and analysis. Define and implement organization-wide systems for Continuous Quality Improvements and quality assurance. Provide training for designated staff in the area of data collection, analysis and reporting.

Develop a Quality Improvement dashboard that outlines the specific areas and performance benchmarks for the delivery of Whittier clinical services and programs. Publish this dashboard externally and internally.

Track and report on the clinical and process improvement goals of the Boston Health Equity Program. Track and report on improvements in patients' experience and satisfaction utilizing the results of the Press Ganey surveys. Ensure compliance with all regulatory Quality Assurance goals including Joint Commission, HRSA, NCQA and the Department of Public Health.

MARKETING AND BRAND DEVELOPMENT

Continue to implement a marketing and social media plan designed to increase brand recognition and annual patient growth objectives. Increase brand awareness in targeted communities and grow market share and support fundraising.

Emphasize and effectively promote key areas of health services, organizational strengths and philosophical uniqueness that establish clear areas of market differentiation and maintain leadership as a premiere urban health center. Continue to evaluate the effectiveness of brand marketing activities on a semiannual basis and make adjustments as required. Position WSHC as an "opinion leader" in public health and primary care in order to influence health care policy.