

FY2022 to FY2026

Our Vision

Become an exceptional community health provider that addresses healthcare inequities, closes gaps in life expectancy, and pursues social justice.

Our Mission

To serve as a center of excellence that provides high quality, and accessible health care and social services that achieve health equity, social justice, and the economic well-being of our diverse patient populations.

FY2022 to FY2026

FINANCIAL STEWARDSHIP AND FUNDS DEVELOPMENT

STRATEGIC ALLIANCES AND COMMUNITY PARTNERSHIPS

Strategic Partnerships: Enhance efforts to expand cross-sector strategic alliances with key organizations in areas congruent with WSHC's strategic direction.
Community Partnerships: Expand community partnerships with community-based, faith-based, social services and immigrant organizations to support program development, patient referrals, research and other opportunities that align with the center's vision and mission.
School-Based and College-Based Clinics and Outreach: Conduct negotiations to implement school-based and college-based clinics with goal to increase market share.

MAXIMIZE FACILITY UTILIZATION AND MAINTENANCE

Facility Enhancements: Apply for funding for the integration of state-of-the-art community health center technologies and renovations to existing sites.
Site Utilization: Maximize the growth and impact of the WSHC main site and satellite site on Blue Hill Avenue.

IT Support Services: Ensure the viability of IT capability and capacity to maintain the integrity of the organization's clinical, administrative, and ancillary operations.
Reimbursement Advocacy: Collaborate with Mass League and the provider community to advocate for increased reimbursements with federal and state healthcare agencies.

Funds Development: Assess and pursue funding opportunities from federal, state, and local government allocations and private sector grants.

Philanthropy: Expand funding sources through grants and donations. Implement Major Funding Campaign and expand donations from corporations and individuals.

INTEGRATED AND COORDINATED CARE

Comprehensive Care: Implement integrated care for primary care, dental, eyecare, and behavioral health patient, that provides health enhancements such as home visits, food pantry, health education, prevention, fitness, nutrition, housing, and job referrals, and wrap around services.
Increased Outreach: Engage broader outreach through the use of group therapies for teens, senior citizens, and patients with chronic illnesses.
Broaden Patient Diversity: Assess and address the health care needs of BIPOC communities including Asian and Pacific Islanders. Life Enhancements: Secure the capital and human resources to expand Prescription for Life Program. Care Coordination: Integrate, track and coordinate care across all departments.

COMMUNITY SERVICES, HEALTH EQUITY AND SOCIAL JUSTICE

Network Development: Establish a community-focused network that engages residents at all points of care to achieve comprehensive healthcare and social services. Care Coordination: Integrate, track and coordinate care cross all departments. Track and coordinate external referrals and ensure closed loop communications with all care providers and services.
In-House Pharmacy: Transition Whittier's Pharmacy at the main site from a contracted pharmacy to an in-house pharmacy to improve patient safety, capture rate, retail services and patient satisfaction. Senior Care: Engage a program initiative focused on senior housing and the overall elderly population (By-product: Dual Reimbursement)
Mobilization: Bring health closer to families via increasing mobile van capacity and capability, mobile vaccinations, and school-based clinics.
Eliminate Health Disparities: Develop ancillary programs that are designed to specifically address health disparities, economic inequities, and social justice.
Violence Mitigation: Address issues of community violence such as domestic violence, gang-related violence, crime, and suicide.
Mobile Health Van Services: Expand mobile programming designed to address barriers to care, provide advocacy and legal support, conduct social responsibility and human rights education, sponsor job training and employment support, provide financial management and investment education, and engage comprehensive ex-offender reentry support.

TECHNOLOGY-ENABLED HEALTH CARE SERVICES AND CYBER RISK MANAGEMENT

Telemedicine: Expand the platform and capacity for telemedicine and technology options.
Virtual Care: Increase the capacity to provide patient monitoring through the use of home-based technology.
Cyber Security: Strengthen the infrastructure to prevent cyber-attacks and provide extensive and updated cyber security.

WORKFORCE DEVELOPMENT, PROFESSIONAL EDUCATION AND TRAINING

Staff Recruitment: Attract and retain highly qualified clinical, program management, and administrative staff.
Training and Education: Facilitate and promote the training and education of minority health professionals. Develop relationships with health careers training programs. Utilize ethnic minority clinicians to serve as role models to youths through outreach activities and career presentations.
STEM and Life Sciences: Create a process that introduces youth to STEM and Life Sciences program. Engage government, education, and private sector entities currently involved in STEM and Life Sciences administration and/or funding.
Joy at Work: Cultivate joy in workplace through shared responsibility(organization, managers and staff) and develop and implement strategies to enhance efficiency, flexibility, work life integration, workload and meaningful work.
Diversity and Inclusion: Strengthen the strategies and activities council to include a wide range of diversity and supports equity.

COMMUNITY-BASED PARTICIPATORY RESEARCH CENTER

Community Research: Establish Whittier's Health Equity Institute to implement programmatic interventions to achieve health equity, social justice, and the economic well-being of our diverse patient population.
Data Analysis: Utilize findings from the Health Equity Institute to advocate for funding and influence policies, programs, and practices grounded in equity.
Research Center: Establish a visible location for the Health Equity Institute at the main site
Research Partners: Identify research partners and funding sources including the National Institute of Health, Academic Hospitals, Universities, Corporations and Foundations to support community based participatory research and clinic research.

CONTINUOUS QUALITY IMPROVEMENTS AND BEST PRACTICES

Patient Feedback: Conduct patient satisfaction surveys, and utilize the information to improve service delivery and patient access.
Employee Input: Empower employees to share input regarding ways to improve WSHC services and service delivery. Proactive Care: Promote preventive health and wellness. Outcome Assessment: Build upon the Boston Equity Dashboard.
Address Health Equity: Strengthen and expand WSHC's Boston Health Equity Program and continue to use this mechanism as an effective means to address health disparities within low-income and ethnically diverse communities.
Regulatory Compliance: Ensure continuous compliance with all regulatory Quality Assurance and Risk Management goals including Joint Commission, HRSA, NCQA, Department of Public Health and Whittier's Board Approved Risk Management Plan.

MARKETING AND BRAND DEVELOPMENT

Market Expansion: Increase market share by implementing a 5-pronged Growth Model.
Communications and Marketing Plan: Create and implement a communications and marketing plan that outlines and promotes the strategic direction of the organization via internal and external communications including social media.
Brand Awareness and Industry Leader: Position Whittier as an opinion leader and a center of excellence for issues related to health equity and social justice.

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?