



Approved Strategic Plan

2016 - 2018

Executive Summary

Version – May 26, 2016



***A Message from the Ravenswood Family Health Center
Board of Directors to the Community***

The Board of Directors of Ravenswood Family Health Center is proud to present our strategic plan for 2016-2018 to our community. Now nearly fifteen years old, our health center has served more than 40,000 patients since we first opened our doors in 2001. We are committed to growing a viable and sustainable community-based organization that is ever responsive to the changing health care needs of the community. Ravenswood's success is inextricably connected to the support from our community, our dedicated, talented and caring staff, and our generous partner organizations and funders. We look forward to working with you as we move ahead to achieve our goals.

OUR MISSION AND VISION

Ravenswood Family Health Center (RFHC) is a federally qualified nonprofit community health center located in south San Mateo County. RFHC provides services to individuals and families residing in the communities of East Palo Alto, Belle Haven, Redwood City, Redwood City's North Fair Oaks neighborhood, and surrounding areas. RFHC has been designed to especially reach out to underserved and uninsured ethnic minority populations and low-income families.

MISSION STATEMENT

Our mission is to improve the health of the community by providing culturally sensitive, integrated primary and preventative health care to all, regardless of ability to pay or immigration status, and collaborating with community partners to address the social determinants of health.

VISION STATEMENT

Our vision is that our patients will become educated, engaged and empowered to actively manage their health and become advocates for healthy living within their family and community, inspiring others to value good health as true wealth.

Inspired by our mission, the Ravenswood Family Health Center Board of Directors and staff will:

- Optimize access to health care
- Respect the dignity of the people we serve
- Motivate and educate patients to become active in their own health and the lives of their family members
- Sustain financially viable operations
- Contribute to the economic development of the community
- Advocate for public and environmental health

PROGRAMS AND SERVICES

Ravenswood Family Health Center provides a comprehensive scope of health care services including primary pediatric and adult care, dentistry, women's health, integrated behavioral health, optometry, pharmacy, mammography, ultrasound, x-ray, laboratory services, health education and prevention, and health plan enrollment.

PARTNER ORGANIZATIONS

Ravenswood Family Health Center is fortunate to have health care, government, foundation, and community partners that work with the health center to expand its capacity development efforts. RFHC's partners include, but are not limited to: The City of East Palo Alto; San Mateo County Health Services Agency and San Mateo Medical Center and Public Health Department; First 5 San Mateo County; Lucile Packard Children's Hospital Stanford; Stanford Hospital and Clinics; Stanford University School of Medicine; Palo Alto Medical Foundation; Sequoia Healthcare District; Kaiser Permanente; Silicon Valley Community Foundation; Tipping Point; the Grove Foundation; and many more wonderful Foundations and Corporations. Our partners are vitally important to our sustainability. Only with their participation can we accomplish our mission.

RFHC STRATEGIC GOALS FOR 2016-2018

As a Patient Centered Health Home, RFHC continuously works to motivate and train patients as well as staff to proactively and successfully manage their health and to partner with other health and community agencies to create a healthier community. We design care to meet the triple aims of providing high quality health care at lower costs to produce better health while providing a highly satisfactory team experience. We provide care in a respectful, caring, culturally, linguistically, and professionally proficient environment. In alignment with our mission and vision, we have set the following priorities and strategies for 2016-2018:

Priority 1: Timely Access, Good Patient Service

Provide timely access to primary care and an exceptional patient experience

Strategies:

- 1) Perform Ongoing Assessment and Enhancement of Clinic Systems
- 2) Insure Convenient and Positive Patient Experience
- 3) Provide Timely Access to Care
- 4) Provide Primary Care Evening/Weekend Hours
- 5) Increase Patient Access to *Their* Primary Care Team

Priority 2: Strategic Growth

Strategically expand access to needed health care services for low-income residents and advocate for affordable communities

Strategies:

- 1) Increase Access for Redwood City Residents
- 2) Provide Covered California Contract Options
- 3) Expand Clinical Services to Include Specialty Care
- 4) Provide Community Advocacy on Housing and Affordability

Priority 3: Population Health Management

Utilize a structured population health approach to effectively identify, track and manage patient health status and clinical outcomes

Strategies:

- 1) Standardize the Delivery of Evidence-Based Clinical Practice Protocols
- 2) Implement Population Health Tools, Training and Data
- 3) Enhance Care Team Training and Panel Management
- 4) Provide Health Coaching and Education to Support Patient Empowerment
- 5) Develop New Partnerships to Address Population Health and Social Determinants of Health

Priority 4: Motivated and High Performing Workforce

Provide the training, professional development, performance accountability and incentives necessary to recruit and retain a motivated and high performing workforce

Strategies:

- 1) Ensure Staff Satisfaction and Enhance Retention Programs
- 2) Enhance Human Resources Infrastructure
- 3) Develop Standardized Employee Orientation and Staff & Provider Trainings
- 4) Develop Career Ladder Programs
- 5) Clarify Performance Expectations and Perform Regular Assessments to Promote Accountability
- 6) Implement a Culture of Learning and Innovation

Priority 5: Financial Strength

Build financial sustainability through enhanced patient service revenue, financial management, and preparation for value-based reimbursement

Strategies:

- 1) Diversify and Grow Earned Business Revenue
- 2) Invest in System Changes to Maximize Alternative Payment Methodology
- 3) Prepare for Managed Care Health Plan Revenue Maximization

4) Capitalize on Fundraising Opportunities

Priority 6: Governance

Board of Directors provide informed, engaged and collaborative oversight of the organization

Strategies:

- 1) Enhance Board Cohesion and Collaboration through Social Engagement
- 2) Develop Additional Mentorship and Training for New Board Members
- 3) Expand Staff Awareness of the Role of the Board of Directors
- 4) Ensure Efficient Use of Board Member Meeting Time