

## MCHC Strategic Plan 2016-2019

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Strategies			
Topic Area	1 year Objective	2 year Objective	3 year Objective
PARTNERSHIPS/ LINKAGES	*Leverage opportunities to coordinate care and creatively expand access to services through multi-disciplinary collaborations that may be co-located or co-led with community partners including schools	*Develop linkages with key community agencies to create Community Health Homes addressing the social determinants of health to improve individual and family outcomes and overall community health, safety and well-being	
EXPANDED SERVICES	*Work with community partners via ongoing collaborative endeavors such as the 1115 Waiver to critically analyze service gaps	*Prioritize through community needs assessment at-risk individuals in the community who may have limited access to services and focus outreach activities to engage those individuals	*Utilize network of local partners to provide access to key services identified in gap analysis through expansion, contraction or co-location (based on need and sustainability assessments)
LOCATIONS	*Assess short-term space issues at the four locations and implement short-term solutions to improve services and employee satisfaction  *Evaluate long-term facility needs	*Pursue opportunities to improve access to care through co-location of services with community partners	
STAFFING	*Implement technology and other mechanisms to support meaningful communication between sites, staff and management  *Invest in staff training and ongoing education	*Explore opportunities such as job sharing to retain or recruit hard-to-fill positions  *Build a robust benefit package to attract and retain staff	*Develop systems for succession planning  *Investigate creative methods to remunerate staff to remain competitive
CUSTOMER SERVICE	*Improve system for answering and managing follow up of patient phone calls  *Improve access to urgent care appointments	*Improve patient satisfaction with customer service  *Improve cycle times for routine patient processes	
FINANCE	*Build depth in finance department to scale and complexity of organization  *Revise core business operations to improve workflows, improve management of A/R and cash flow, streamline responsibilities and provide actionable data for decision making	*Improve margin to allow flexibility to address patient needs through programming, services that do not require reimbursement, and assistance for limited categories of need  *Proactively plan for and participate in payment reform activities	<b>*Diversify revenue streams to create less reliance on any one or two sources</b>
VISIBILITY & ACCESSIBILITY	<b>*Pursue common identity of the four locations through name or logo to improve public knowledge</b>	<b>*Improve access to services and community knowledge through improved marketing of our core services and mission to patients and the public</b>	