



OUR PEOPLE
OUR PARTNERS
OUR PERFORMANCE

LA CLINICA 2017-2020
STRATEGIC PLAN



2017-2020



OUR MISSION

We serve the people who need us most through exceptional, affordable, and compassionate care, inspiring all those we touch to lead full and healthy lives.

OUR VISION

Absolute excellence. Open-hearted community. Well-being for all.



OUR VALUES

DIVERSITY We believe that the inclusion of diverse people, ideas, and cultures enriches our work and relationships with one another.

EMPATHY We believe there is true value in understanding the feelings of others as if they were our own.

EQUITY We believe all people have a basic human right to quality health care.

PARTNERSHIP We believe that we are stronger when we honor one another and strive to be courteous, conscientious, and caring in everything we do, every day.

INNOVATION We believe excellence is ours to create. We embrace new ideas, nurture collaboration, and learn as we invent.



2017-2020 FOR COURAGE



Where there is uncertainty and fear, there is commitment, passion, insight, and perseverance. Where there is darkness, racism, ignorance, and insult, there is kindness, solidarity, justice, and patience. In darkness, we can always find a light.

Such is the case in 2017 as La Clinica begins a new strategic plan. The foundations of health care in our country are shaking with uncertainty about the Affordable Care Act and Oregon's ability to continue healthcare innovation. We face potential disruptions to an already fragile health-care ecosystem which will take years to understand and stabilize.

Yet we do not shrink from the challenges before us; instead, we stand tall. We are called to inspire wellness and build resilience. We are courageous in uncertainty—clear, resolute, and determined. We must care for one another in a civilized society. Serving the needs of those most vulnerable in our community is core and fundamental to who we are as individuals, and as an organization.

We know that whole, healthy, and engaged individuals collectively create whole, healthy, and vibrant organizations. We are clear-headed, honest, and aware of our shortcomings—and we learn. We take what we learn and make incremental and long-lasting improvements.

Our mission and vision define us. We stand steady and calm in the swirling landscape around us because we know we are not alone in our beliefs that life and health are intertwined. We are clear that as we reach out and lend a helping hand, we become stronger.

This courage takes discipline—discipline to focus on the essential, on our culture, on our people, and on what we value most. We must stay vigilant in our beliefs that everyone deserves exceptional care, and that we are perfectly poised to continue to make a difference in the lives of some of the most amazing people in our community. We, like those we serve, are powerfully resilient people, buoyed by our connections to one another, by our sense of purpose and commitment, and by our grace and kindness.

This plan becomes La Clinica's compass for the next three years. We will use it to guide goal-setting and to mark our progress and as a basis from which to adapt in new directions. Leadership and the board of directors will reassess strategic priorities annually to ensure that the plan continues to offer us the best guidance possible.

The strategies on the following pages are the result of a year-long process that involved La Clinica staff, board of directors, community members, and patients. We are extremely grateful for the discussion, the expression of opposing points of view, and the expertise these groups contributed to this plan.

In health,

Brenda Johnson, RN, MBA
Chief Executive Officer



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2017-2020 OUR STRATEGIC GOALS

Throughout this plan's three-year period, we'll focus on key goals that deepen our vision statement:

**Absolute excellence.
Open-hearted community.
Well-being for all.**



2017-2020 EXPECTED OUTCOMES, 2017



Attract and retain world-class employees.

Job expectations/descriptions are clear, and compensation ranges are aligned with jobs. Compensation and benefits are competitive. Turnover is reduced. Flexible provider staffing model is implemented.

Deepen our culture of connection, transparency, and engagement among staff and with our partners.

Baseline measurement of staff engagement is identified, and improvement targets are met. Leadership and staff training plan is developed and implemented, and team development plans are implemented. Advanced care model staffing is implemented.

Predict and shape our financial future, and promptly adapt to changes as needed.

Teams hold full accountability for financial results. Operational and finance systems adapt quickly to changing forecasts. Advocacy for sustainable funding is under way at federal, state, and CCO levels. Alternative payment methodology is implemented.

Engage our consumers, staff, and community partners to create unparalleled, consumer-focused experiences.

Increase patient engagement and use of services (i.e., office visits, migrant camps, wellness groups, Wings). Increase patient leadership and participation in councils. Improve customer service responsiveness.

Innovate and integrate care through partnerships.

Wisdom is implemented. Staff is trained in trauma-informed, patient-centered approach to care. Behavioral health system is well defined.

Focus initiatives and drive accountability for results.

Committees function as high performing decision-makers. Councils provide focus and recommendations for improvement. Three to five critical standard work initiatives are implemented across all departments. Use of transparent data and dashboards is standard.

