



STRATEGIC PLAN

2013-2016

Empowerment, service, and opportunity





Health care is changing. Reform and debates about access, fairness, sustainability, quality, and cost have created sweeping health policy changes across the United States, and as this plan takes effect, so do the final pieces of the Patient Protection and Affordable Care Act of 2010. Oregon, meanwhile, has developed a new model of care aimed at providing better outcomes for individuals, better health for populations, and lower per-capita costs.

La Clinica enters this strategic period already at work on the issues presented by these changes at the state and national levels and ready to put the organization's own stamp on the task of transforming health care.

To do this well requires both a solid plan and a culture that supports change and risk taking. While this document identifies specific targets and objectives, we know we will need to remain sensitive to changes around us as the plan period unfolds and adapt to address them. We embrace the idea that in rapidly changing and uncertain circumstances errors are inevitable, and we understand that from error can come genuine learning and experimentation that lets us move forward.

As we progress through this work, evaluating results against objectives will tell us if we're on course, but only questioning the objectives themselves will tell us if our course is the right one. More importantly still, questioning the values and assumptions that led to the targets will help us understand the thought patterns that got us there in the first place, so we can continue to make adaptive choices.

As organizational thinker Margaret Wheatley wrote in *Finding Our Way*: "We want organizations to be adaptive, flexible, self-renewing, resilient, learning, and intelligent—attributes found only in living systems. The tension of our times is that we want our organizations to behave as living systems, but we only know how to treat them as machines."

This plan becomes the compass for the coming three years for the living system that is La Clinica. We will use it to guide goal-setting and to mark our progress, and as a basis from which to grow in new directions. Leadership and the board of directors will reassess objectives annually to ensure that the plan continues to offer us the best guidance possible.

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

Brenda Johnson, CEO

OUR MISSION

To provide quality medical, dental, and social services to the diverse populations within our communities, especially those who face barriers to health care.

OUR VISION

We will not stop until affordable healthcare excellence is available for all.

OUR CORE PURPOSE

To empower people to live healthy lives.

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.

STRATEGIC PRIORITIES

Better
empower people
to dramatically improve
their health and well
being by transforming
our model of care.

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Amaze our
customers with
exceptional service.

Page 6

Seize the opportunity
to serve those who
need us most.

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The strategy:
Better empower
people
to dramatically
improve their health
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*Our aim: We feel proud,
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knowing that our focus
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MEASUREMENTS

Integration of medical and dental services

- By the end of year 1, 25 percent of medical patients will also be dental patients.
Year 2: Target is 27 percent overlap. **Year 3:** Target is 30 percent overlap.
- By the end of year 1, staff will refer 1,000 patients listed in EPIC for dental care.
Year 2: Staff will refer 50 percent of medical patients for dental care.
Year 3: Staff will establish workflow and target for documenting referrals from dental to medical.

Clinical outcome measures

- **Women's health:** By the end of year 1, 69 percent of women will receive appropriately timed Pap exams.¹ Benchmark: 73 percent.
Year 2: Target is 71 percent. **Year 3:** Target is 75 percent.
- **Diabetes:** By the end of year 1, 70 percent of patients ages 18-75 with diabetes type 1 or 2 will report HbA1c levels of less than 9. Benchmark: 71.5 percent.
Year 2: Target is 72 percent. **Year 3:** Target is 75 percent.
- **Hypertension:** By the end of year 1, 70 percent of patients with hypertension will report a last blood pressure reading of less than 140/90 mmHg. Benchmark: 80 percent.
Year 2: Target is 75 percent. **Year 3:** Target is 80 percent.
- **Childhood health:** By the end of year 1, 67 percent of 3-year-old patients will be up to date on immunizations. Benchmark: 75 percent.
Year 2: Target is 75 percent. **Year 3:** Target is 80 percent.
- **Oral health:** By the end of year 1, 70 percent of patients will complete a Phase I dental treatment plan. Benchmark: 38 percent.
Year 2: Target is 70 percent. **Year 3:** Target is 75 percent.

¹ Pap exams are appropriately timed when women 18-64 receive one or more exam during the measurement year or the two years prior to the measurement year.

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MEASUREMENTS (continued)

Clinical process measures

- **Mental health:** La Clinica will determine the scope and depth of its mental health services for 2014-2016 in collaboration with local mental health and drug and alcohol treatment providers. This will be measured by approved scope of practice by the Board of Directors.
- **Mental health:** By the end of year 1, staff will implement a fast-track referral system to OnTrack, Additions Recovery Center, and Jackson County Mental Health. This will be measured by the number of EPIC referrals, including "time to care" data upon scheduling.

Year 2: Staff will report the number of referred clients who engage in and complete treatment.
- **Depression and addictions:** Staff will implement use of screening tools for depression and drug/alcohol addiction.² Staff will ensure workflows are developed, staff training is completed, and future goals are established.
- **Asthma:** Staff will develop clinical protocol for patients with asthma, identify clinical measures, report tracking, and establish benchmark goals to begin implementation in June 2014.
- **Childhood health:** By the end of year 1, 300 children up to 36 months old will have received the Ages and Stages Questionnaire developmental screening.

Year 2: 325 children will receive the ASQ. **Year 3:** 360 children will receive the ASQ.
- **Prenatal care:** Staff will develop a baseline target of OB patients referred to dental, including those referrals worked through to completion. Staff will set year 1,2, and 3 improvement targets, with the goal of referring 100 percent of patients.
- **Care plans:** By the end of year 1, 1,375 patients with Affordable Care Act-qualified conditions will have worked with staff to complete comprehensive care plans.

Year 2: Target is 1,720 patients with plans. **Year 3:** Target is 2,150 patients with plans.
- **Oral health:** Staff will develop a baseline target for oral health exams for children 0-24 months old and will set year 1,2, and 3 improvement targets, with a goal of 100 percent receiving oral health exams.
- **Oral health:** Staff will create an information tracking system to capture the number of 6- to 12-year-olds who receive dental sealants and set year 1,2, and 3 improvement targets.

² Tools will include the SBIRT (Screening, Brief Intervention, and Referral to Treatment) for adults and other age-appropriate screening tools for patients under 18 and postpartum patients.

The strategy:
Amaze our
customers with
exceptional service.

Our aim: We love our patients and enthusiastically treat them with the same care, respect, and dignity that we would our friends, family, and neighbors, because that is who they are.



MEASUREMENTS

Results of the Consumer Assessment of Healthcare Providers and Systems, or CAHPS, survey, instrumented quarterly for medical and dental services

- **Communication:** By the end of year 1, 60 percent of patients will respond favorably to "In the last 12 months, how often did a staff member check in on you if you were unable to be seen by this doctor within 15 minutes of your appointment time?"
Year 2: Target is 80 percent. **Year 3:** Target is 90 percent.
- **Communication:** By the end of year 1, 75 percent of patients will respond favorably to "In the last 12 months, when this doctor ordered a blood test, x-ray, or other test for you, how often did someone from this doctor's office follow up to give you those results?"
Year 2: Target is 90 percent. **Year 3:** Target is 100 percent.
- **Attitude:** By the end of year 1, 80 percent of patients will respond favorably to "In the last 12 months, how often did staff at this doctor's office treat you with courtesy and respect?"
Year 2: Target is 85 percent. **Year 3:** Target is 90 percent.
- **Attitude:** By the end of year 1, 60 percent of patients will respond favorably to "In the last 12 months, how often did you feel welcomed when interacting with staff at this doctor's office?"
Year 2: Target is 80 percent. **Year 3:** Target is 90 percent.
- **Responsiveness:** By the end of year 1, 65 percent of patients will respond favorably to "In the last 12 months, when you phoned this doctor's office for an appointment for care you needed right away, how often did you get an appointment as soon as you thought you needed?"
Year 2: Target is 75 percent. **Year 3:** Target is 80 percent.
- **Responsiveness:** By the end of year 1, 65 percent of patients respond favorably to "In the last 12 months, when you made an appointment for a check-up or routine care with this doctor, how often did you get an appointment as soon as you thought you needed?"
Year 2: Target is 75 percent. **Year 3:** Target is 80 percent.
- **Responsiveness:** By the end of year 1, 55 percent of patients will respond favorably to "In the last 12 months when you've phoned this doctor's office during regular office hours, how often did you get an answer to your medical or dental question within one business day?"
Year 2: Target is 70 percent. **Year 3:** Target is 75 percent.

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MEASUREMENTS (continued)

After-care calls

- By the end of year 1, 2,918 patients will receive an after-care call.
Year 2: Target is that 80 percent of patients with procedures, immunizations, and hospitalization receive calls.

Responsiveness to Cause for Concern reports

- By the end of year 1, 90 percent of patients who file Cause for Concern reports will receive same or next day contact.
Year 2: Target is 95 percent.
- By the end of year 1, 70 percent of Cause for Concerns will be researched and resolved within 10 business days.
Year 2: Target is 80 percent. **Year 3:** Target is 90 percent.



The strategy: Seize the opportunity to serve those who need us most.

Our aim: We feel connected, inspired, and empowered when we reach out in service to our community.



MEASUREMENTS

2013-14 fiscal year goals to maximize number of patients

- By the end of year 1, La Clinica will serve 22,048 unduplicated patients. This number includes **19,229 medical patients** and **8,858 dental patients**.
Year 2: Target is to serve 23,545 unduplicated patients.
Year 3: Target is to serve 25,656 unduplicated patients.
- By the end of year 1, La Clinica will serve 9,668 unduplicated Medicaid patients. This number includes **8,377 medical Medicaid patients** and **4,513 dental Medicaid patients**.
Year 2: Target is to serve 11,214 unduplicated Medicaid patients.
Year 3: Target is to serve 12,784 unduplicated Medicaid patients.

2013-14 fiscal year goals to maximize number of visits

- By the end of year 1, La Clinica will record 95,009 visits. This number includes **67,017 medical visits** and **27,992 dental visits**.
Year 2: Target is to record 103,561 visits.
Year 3: Target is to record 114,032 visits.
- By the end of year 1, La Clinica will record 53,756 Medicaid visits. This number includes **38,953 medical Medicaid visits** and **14,803 dental Medicaid visits**.
Year 2: Target is to record 62,918 Medicaid visits.
Year 3: Target is to record 73,237 Medicaid visits.

Medicaid enrollment

- By the end of year 1, La Clinica will submit 3,700 Medicaid applications.
Year 2: Target is 5,000 Medicaid applications.
Year 3: Target is 5,500 Medicaid applications.