2020-2022 Strategic Plan

Our People
- We engage, inspire, and recognize one another.
- We are honest about our imperfections and devoted to learning and growth.
- We create belonging and embrace our differences.

Our Performance
- We are accountable and keep our commitments.
- We answer the call to serve our community.
- We achieve meaningful and extraordinary results.

Our Process
- We simplify and clarify, using data to set and stay true to priorities.
- We harness our collective energy to integrate our care.
- We use technology to connect and serve.

Where We’re Focusing in 2020

1. Compensation and benefits
   - Improving performance evaluation and compensation
   - Improving benefits

2. Learning and teaching
   - Developing a training framework
   - Creating great trainers

3. Equity, diversity, and inclusion
   - Looking for gaps in care
   - Creating staff opportunities

4. Staffing levels
   - Assessing gaps in clinical staffing
   - Using data to strengthen dental teams

1. Data analysis
   - Understanding our population
   - Using social determinants of health to improve care

2. Service integration
   - Improving awareness of our whole-person approach to care
   - Bringing dental care to medical centers

3. Standard work
   - Improving diagnostic processes
   - Improving referral processes

4. Technology
   - Connecting with patients through texting
   - Evaluating support for electronic health records

1. Same-day appointments
   - Improving medical and dental access

2. Patient retention
   - Creating systems to act on patient surveys
   - Understanding why patients leave

3. Integrated behavioral health
   - Designing a strong model
   - Engaging with partners

4. Health outcomes
   - Exploring new payment models
   - Controlling care costs
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.
Innovation

Embrace new ideas
Nurture collaboration
Learn as we invent

Excellence is ours to create
Embrace New Ideas

Discovery Mindset

- Humility
- Questioning
- Observing
- Change
  - Ease of Change (5 Es)
The proposal form is available on La Clinica’s intranet for easy access for all employees.
Innovation

Embrace new ideas

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Nurture Collaboration

People

• Reactions
• Networking

“When we most need to learn, we’re least likely to do it. In times of high anxiety, entire systems can, and do, hunker down, batten the hatches, and put massive energy into protection.” — Ron Short
Nurture Collaboration

People

◦ Reactions
◦ Networking
Innovation

Embrace new ideas

Nurture collaboration

Learn as we invent

Excellence is ours to create
Learn as we invent

Do it!

◦ Experiment
◦ Experiment
◦ Experiment

“I long to accomplish a great and noble task, but it is my chief duty to accomplish small tasks as if they were great and noble.” — Helen Keller
“When I dare to be powerful, to use my strength in the service of my vision, then it becomes less and less important when I am afraid.” — Audre Lord
**PDSA: Plan, Do, Study, Act**

1a What are we trying to accomplish?

1b How will we know a change is an improvement?

1c What changes can we make that will result for improvement?

<table>
<thead>
<tr>
<th>PLAN: What steps must be taken to prepare for the first test? What changes may have a positive effect?</th>
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<tbody>
<tr>
<td>Hypothesis: What do we think will happen?</td>
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2a

2b

2c

<table>
<thead>
<tr>
<th>DO: What actually happened? What went as planned? Were there surprises?</th>
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3

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<tr>
<th>STUDY: What did we learn from doing this work? Were our predictions accurate? Evaluate our measures to determine success.</th>
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4

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<tr>
<th>ACT: Based on what we’ve learned, what steps can we take for the next test? Adjustments?</th>
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The PDSA template is available on La Clinica’s intranet for all employees.
Questions?