

## High-Level Strategic Plan Summary – DRAFT 4/26/2021

Anchors		Progress 2019 - 2021	Proposed 2021-2024
		Work completed or in progress	Action
Access to Quality Care	As a federally qualified health center, our primary purpose is to provide access to quality and affordable care for all.	<p>Service Area Expansion</p> <ul style="list-style-type: none"> <li>• Mobile care unit</li> <li>• Potential partners (UPMC, Geisinger, school districts, Laurel Health Centers and others)</li> <li>• Acquisition of Jersey Shore dental facility</li> <li>• Implementation of telemedicine</li> <li>• Unsuccessful attempt to establish a new access point in Clinton county</li> </ul> <p>Expansion of Capacity</p> <ul style="list-style-type: none"> <li>• Team based care model</li> <li>• Transportation – purchase and roll out patient transport van</li> </ul> <p>Measurement</p> <ul style="list-style-type: none"> <li>• Zip code data – data shows only incremental improvement primarily because of the suspension of mobile health during pandemic</li> </ul> <p>Payer Mix</p> <ul style="list-style-type: none"> <li>• Targets for both Medicare and commercial insurance have been met and exceeded</li> <li>• Diversity of population is clustered in more urban sectors of the service area and has remained stagnant.</li> </ul> <p>Despite considerable effort, including new access point and other collaborative efforts with other providers, we have not achieved significant expansion outside of Lycoming County. Referral network has provided greatest opportunity for expansion.</p>	<p>Service Area Expansion</p> <ul style="list-style-type: none"> <li>• Mobile care unit: Full utilization of the dental unit</li> <li>• Consider adding a second mobile unit to be utilized for medical care only</li> <li>• Operationalize the Jersey Shore dental facility to full capacity</li> <li>• Consider adding medical services at Jersey Shore facility requiring a significant capital improvement effort</li> <li>• Continue to expand telemedicine capabilities</li> <li>• Continue to analyze potential new sites throughout the region</li> </ul> <p>Expansion of Capacity</p> <ul style="list-style-type: none"> <li>• Add one new physician and two APPs to medical staff</li> <li>• Continue to recruit additional dentists</li> <li>• Continue to work toward lowering the no-show rate</li> <li>• Continue to grow patient transportation program</li> <li>• Expand pharmacy services to include hours and delivery capabilities</li> <li>• Expand pediatric services</li> <li>• Expand behavioral health services</li> <li>• Fully operationalize Neighborhood Care program</li> <li>• Explore additional ancillary services</li> </ul> <p>Payer Mix</p> <ul style="list-style-type: none"> <li>• Continue to shift payer mix by increasing commercial insurance another 10%. This change will assist our effort to increase services to the underserved working class.</li> </ul>
	Historic data (Exhibit A) suggests that we have made limited progress expanding our reach beyond the immediate Williamsport area. While this area is the most populated and near the Center, steps should be taken to reach all areas of Lycoming county. Exhibit B identifies pockets of underserved populations that serve as opportunities.		
	Along with reaching people in additional geographic areas, steps should be taken to reach individuals in a more diverse social economic stratum. This need is best illustrated by our current Payer Mix statistics (Exhibit C).		
	Access to care also includes consideration of the health needs of rural communities surrounding Lycoming county. While the Board has determined that Clinton county represents an opportunity for us to expand access, additional areas around us are in need as well.		
	Develop a plan to expand care throughout our region either directly or indirectly. See Exhibit D.		

			<ul style="list-style-type: none"> <li>Target a specific population cluster for outreach and education efforts, i.e. Black/Hispanic/Asian cultural groups or by age, i.e. geriatric</li> </ul>
Community	Our duty to the communities we serve is to provide high quality care at the most affordable cost possible. The Center has adopted a “Patient Centered Medical Home” care model which brings many resources to bear to aid and encourage active patient involvement in their care.	<p>Quality Care</p> <ul style="list-style-type: none"> <li>Clinical quality measures continued to improve</li> <li>Population health advancing</li> <li>Chronic care management – implementation of such programs as the diabetic education program and care gap closure efforts</li> </ul>	<p>Quality Care</p> <ul style="list-style-type: none"> <li>Continue to emphasize and even expand clinical quality measures tracked</li> <li>Maintain chronic care management as one of the highest priorities</li> <li>Identify key social determinants of health and develop programs to address their impact</li> </ul>
	As represented in both the community needs assessment and our own population health statistics, we must continue to harness resources associated with chronic care management to achieve improved clinical outcomes and more importantly, improve the overall health of our patients.	<p>Community Needs</p> <ul style="list-style-type: none"> <li>Implementation of telepsychiatry</li> <li>Implementation of substance use disorder treatment</li> <li>Roll out of the initial Neighborhood Care program with American Rescue Workers</li> <li>Food Insecurity – provided food distribution in cooperation with Central PA Foodbank</li> <li>Established cooperation with multiple community agencies to develop the “You are not Alone” campaign</li> <li>Performed a specialized patient/community needs assessment during the early stages of the pandemic</li> <li>Designed and implemented a new support service, Patient Navigator, that improved use of behavioral health services and provided another link between dental and medical services</li> <li>Implementation of Medical/Legal Partnership Services</li> </ul>	<p>Community Need Priorities</p> <ul style="list-style-type: none"> <li>Evaluate options to expand behavioral health services</li> <li>Continue seek opportunities to help patients and the community with food insecurity</li> <li>Initiate a thorough evaluation of our capacity to work appropriately with various cultures, support individuals coping with handicaps/accessibility and individuals with limited English proficiency/health literacy</li> <li>Endeavor to improve our capacity to reach all members of the community by providing care where people live, work, or go to school</li> <li>Improve medical/dental/behavioral health integration, seeking to make it seamless to patients</li> <li>Expand capabilities to communicate/serve patients between visits</li> <li>Evaluate current dental procedures performed and medical services to assure we are offering the most suitable services possible</li> </ul>
	We must continue with and advance the care team approach to strengthen patient adherence and mitigation of barriers to care.		
	We must find effective ways to communicate with current patients and potential patients throughout the region to share our message and access opportunities.		
	We must continue to improve the perceived benefit to patients by improving service and innovation to deliver value to our patients.		
		<p>Communications</p> <ul style="list-style-type: none"> <li>Enhanced community messaging with assistance from an outside consultant and the board PR/marketing committee</li> </ul>	

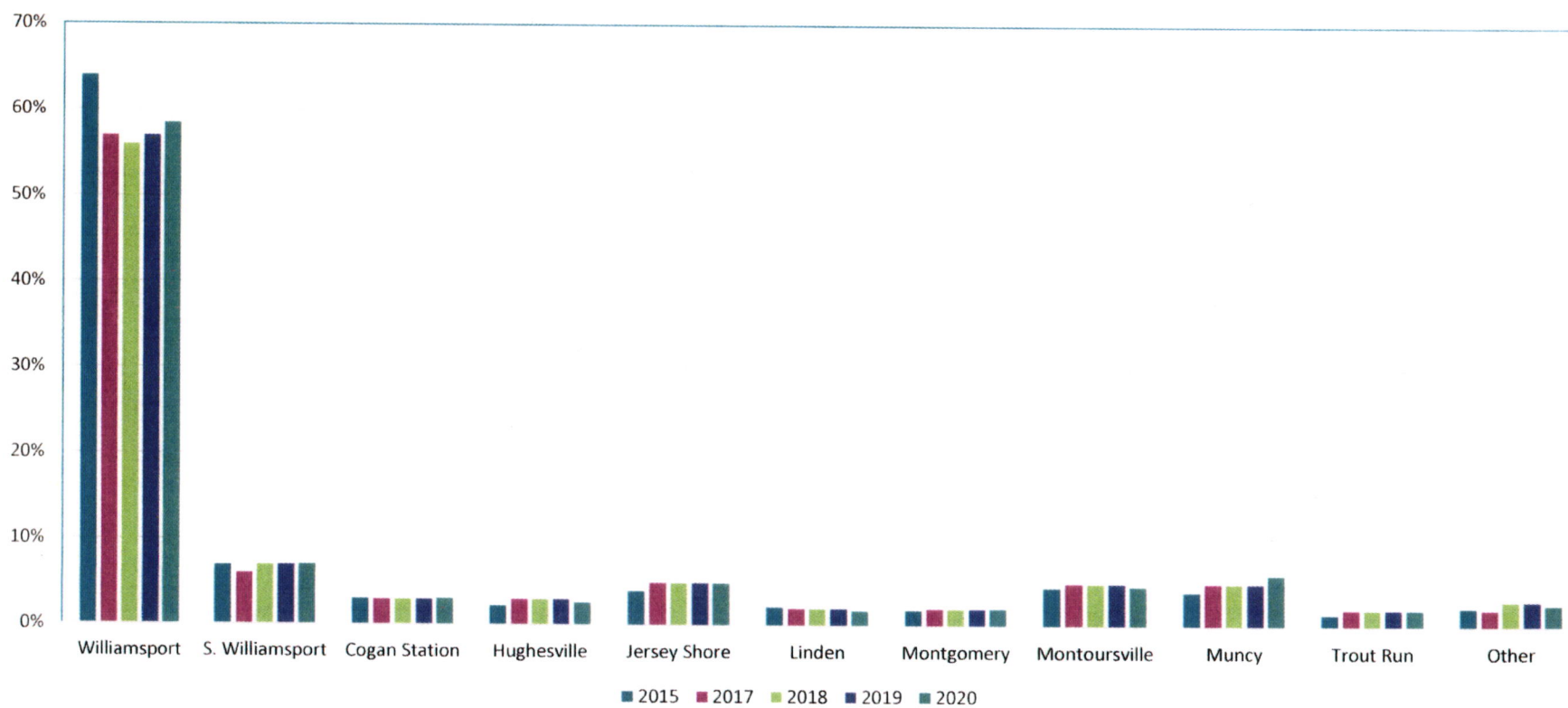
		<ul style="list-style-type: none"> <li>Re-established the patient portal, making it more customer friendly</li> </ul> <p>Measurement</p> <ul style="list-style-type: none"> <li>Continuous improvement in clinical quality measures has been documented</li> <li>Increased use of services demonstrated</li> </ul>	
Sustainability	In our world of limited financial margins and an extraordinary demand on resources, we must be continuously seeking to minimize expenses and maximize the impact of money spent.	<p>Operational Improvements</p> <ul style="list-style-type: none"> <li>Continuously increasing insurance incentive payments</li> <li>Continuously improving provider productivity</li> <li>Leadership Development - new leaders</li> </ul> <p>Expanded or New Revenue Streams</p> <ul style="list-style-type: none"> <li>Telepsychiatry</li> <li>Pharmacy services</li> <li>Chiropractic services</li> <li>Mobile outreach services</li> <li>Identified collaborative service, but have not yet developed a successful project</li> <li>Have maintained a dynamic grant writing program that has resulted in large sources of revenue</li> </ul> <p>Measurement</p> <ul style="list-style-type: none"> <li>Realized positive change in payer mix</li> <li>New patient growth and retention – significantly affected by the pandemic</li> </ul>	<p>The effort to create an efficient (right-sized) patient centered model is still a work in progress. During the past three years, new initiatives have been implemented. However, additional analysis and perhaps outside resources may be required to complete the goal.</p> <p>Long-term sustainability is an elusive goal, we must continually look for and evaluate potential opportunities to provide access to care throughout the region. Such considerations might include new sites and considerable capital investments, a move away from rented facilities to entity owned facilities and perhaps even a merger with one or more like minded organizations.</p> <p>Organizational change should be considered within the timeline of this plan. Such changes will include strengthening the leadership structure with additional key positions and support staff. Clarify the mission, vision values to drive systemic change and empower the culture of the organization.</p> <p>Acquire and operationalize at least one additional site within the region. Although adding a new site certainly expands access, it would also address long-term sustainability.</p> <p>Open discussions with one or more Affordable Care Organizations (ACO) in anticipation of the</p>
	Create an efficient (right-sized) patient centered model for delivery of unsurpassed quality of health care services that optimizes available resources for the foreseeable future.		
	Identify new strategies for the development of increased financial resources through grants, fundraising, donor commitments and new sources of revenue.		
	Continue to embrace performance-based reimbursement or pay for performance systems to first, take full advantage of incentive opportunities and second, be fully prepared as these reimbursement methodologies impact or even replace current practices.		

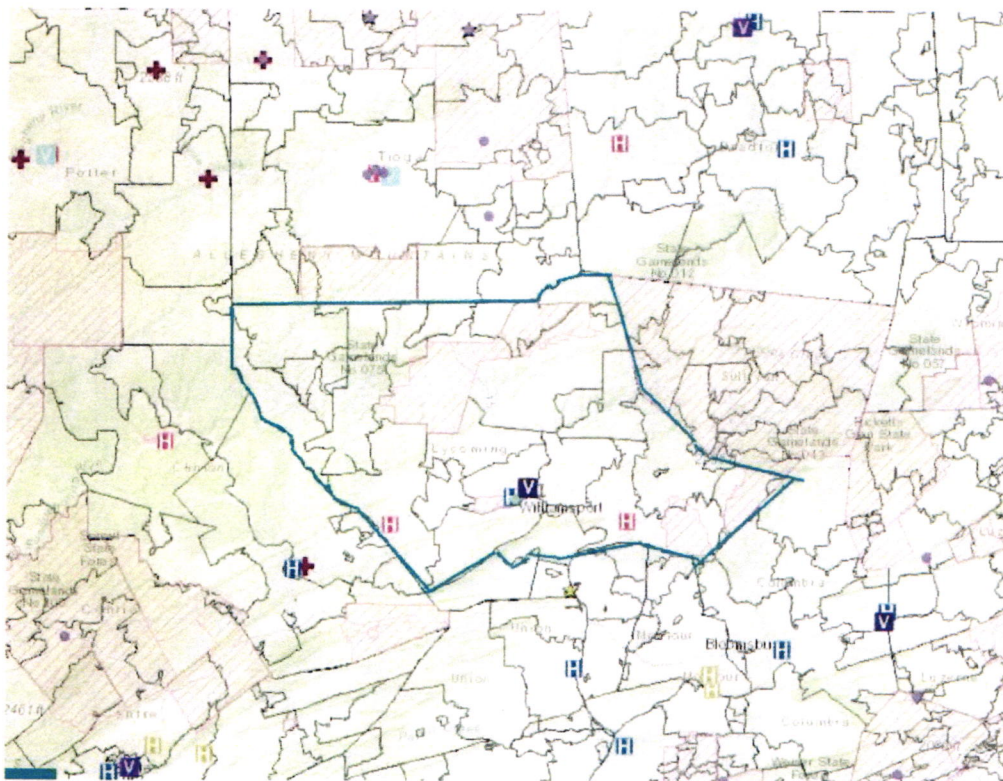
			growing focus on performance-based reimbursement.
Workforce	An engaged, mission driven workforce is an absolute imperative. Regardless of how quality is defined, it cannot be achieved without a well-trained, mission driven workforce. Our workforce touches every aspect of the patient experience and in a very large part drives patient satisfaction.	<b>Employee Engagement Strategy</b> <ul style="list-style-type: none"> <li>Performed employee survey, collecting views on the workplace from the majority of staff</li> <li>Employee activities committee established and working well</li> <li>Relocated administrative offices closer to Center to increase availability and visibility</li> <li>Established a multidisciplinary task force to improve communications</li> <li>Designed, but not yet implemented a large-scale leadership development program</li> <li>Continually improving leadership skills Measurement</li> <li>Employee opinion surveys</li> <li>Factors to be evaluated include retention, patient satisfaction, and ease of hiring</li> <li>Hiring of full time Human Resource manager</li> </ul>	<p>While considerable traction has been gained in the past few years, the organization has a long way to go before reaching the desired level of engagement.</p> <p>The next phase of this initiative will include the following:</p> <ul style="list-style-type: none"> <li>Improve communication efforts as COVID restrictions lessen.</li> <li>Thorough evaluation of our compensation plan and benefits program.</li> <li>Dedicated resources for staff development, competency and training needs</li> <li>Continued leadership development</li> <li>Development of a leadership succession plan</li> <li>Develop a workforce staffing plan to support growth initiatives</li> <li>Explore staffing options, such as continued use of telework, telecommuting, and job sharing</li> </ul>
	Leadership will focus resources on building employee engagement in the first year of this plan.		
	Additionally, a continued commitment should be placed on leadership development with an emphasis on succession planning for management level positions. The significant strides achieved in recent years need to be continued with clear and mutual expectations.		
Partnerships & Collaboration	With an extraordinary demand on resources, business and community partners will continue to play an important role in our success. We must identify like-minded partners with mutual goals and objectives to work with as we expand services and service areas.	<b>Health Care Partners</b> <ul style="list-style-type: none"> <li>UPMC is considered a close, important partner. Effort is continually applied to maintain that relationship</li> <li>North Penn (Laurel Health Centers) is an FQHC directly to our north. Routine discussions to seek opportunities to collaborate have yet to yield results.</li> <li>Geisinger Health System &amp; Health Plan play a significant role in our region. An</li> </ul>	<ul style="list-style-type: none"> <li>Continue to pursue healthcare partnership and collaboration opportunities</li> <li>Continue to pursue community partnership and collaboration opportunities with the focus on identifying programs for : <ul style="list-style-type: none"> <li>Homelessness</li> <li>Seniors</li> <li>COVID needs</li> <li>Schools</li> </ul> </li> </ul>
	Continue to consider and develop collaboration opportunities with other FQHCs, health systems, MCOs, community-based care		

Partnerships & Collaboration	organizations and others to advance a healthier community.	<p>established system of communication has been established to date.</p> <ul style="list-style-type: none"> <li>Quest Labs is a major diagnostic laboratory serving our regions. A line of communication has been established.</li> </ul> <p>Community Partners</p> <ul style="list-style-type: none"> <li>The relationship with Northcentral PA Foodbank has proved to be an excellent resource for patients.</li> <li>Our staff continues to play an import role with multiple agencies and organizations, including STEP, Inc., LCHIC, Chamber of Commerce's Leadership Lycoming, United Way and others.</li> </ul> <p>Measurement</p> <ul style="list-style-type: none"> <li>Successful collaboration projects</li> <li>Shared risk and reward</li> <li>Improved patient access to care</li> <li>Improved patient outcomes</li> </ul>	<ul style="list-style-type: none"> <li>Explore partnership strategies to enable solutions for diagnostic testing</li> <li>Continue to leverage success with programs addressing food insecurity/diabetes, hypertension, etc. with community partners</li> </ul>
	Similarly, use these relationships to reduce costs and expand access to care.		
Technology	Technology will rapidly become a major competitive advantage or limiting factor to future growth.	<p>New Technology</p> <ul style="list-style-type: none"> <li>Implementation of state-of-the-art electronic health record</li> <li>Mobile health applications and equipment acquisitions</li> <li>All hardware on a refresh plan that is maintained</li> </ul> <p>Positioning</p> <ul style="list-style-type: none"> <li>Patient communications (portal, app, messaging) have been successfully implemented</li> <li>Telehealth readiness - capabilities are in use</li> <li>Integration with other providers</li> <li>Access to higher level analytics (patient care &amp; business operations)</li> </ul> <p>Measurement</p> <ul style="list-style-type: none"> <li>Operational efficiencies</li> <li>Patient and provider usage</li> <li>Improved population health outcomes</li> </ul>	<p>Continue to implement our technology reinvestment plan making sure we are maintaining a high level of innovation (hardware and software) to support telehealth capability, mobile implementation</p> <p>Take advantage of opportunities to advance our data collection, analysis and management capabilities through dedicated health informatics and trained personnel</p> <p>Increase patient facing technology with remote monitoring capabilities, synchronous delivery of dental telemedicine and other advanced resources, such as 3 D printers and crown milling equipment to enable delivery of equitable opportunities to care for all</p>
	Take aggressive steps toward implementation of state-of-the-art electronic health record.		
	Take full advantage of the technology available for patients care, population health measures, and communication with new and existing patients.		
	Position the organization to take full advantage of telehealth opportunities when billable opportunities present.		

			Continue advancement of electronic media solutions, and mobile applications for outreach and response to patient needs..
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Patients by Zip Code





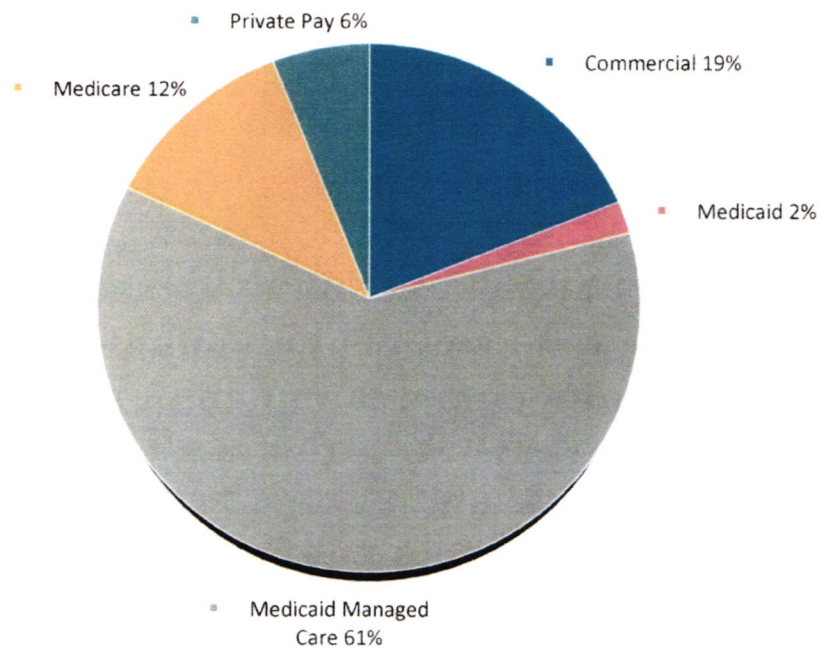
### Service Area & Medically Underserved Areas

River Valley Health and Dental Center's service area is Lycoming County (outlined in blue). A service area for a FQHC means that at least 75% of patients served must come from that designated area. We are able to serve patients outside of our "service area".

The slanted red striped areas represent "Medically Underserved Areas". These areas are designated by HRSA as having too few primary care providers, high infant mortality, high poverty, or a high elderly population.

FQHCs must serve at least one Medically Underserved Area (MUA) and/or Medically Underserved Population (MUP).

### Percent of Total



### Targets for change:

	Target	2019	2020
Commercial	16.36%	12.59%	19%
Medicare	11.23%	7.23%	12%