



# Coalition of Orange County Community Health Centers

## Strategic Plan 2017 - 2020



### MISSION

*The Coalition of Orange County Community Health Centers is a consortium of safety net providers and key partners creating quality healthcare for vulnerable, underserved communities.*

Since 1974, the Coalition of Orange County Community Health Centers (Coalition OC) has been working to ensure quality, affordable health care for low-income individuals in Orange County. Our vision is to be a representative of the community clinic safety-net providers in Orange County, and to provide leadership to assure that high quality services are available to the uninsured and medically underserved.

The Coalition consists of 26 independent 501 (c) 3 non-profit health care organizations with more than 76 sites. Our member health centers offer an array of services to geographically and culturally diverse populations of Orange County. Annually, they serve over 340,000 patients with almost 1 million visits. Community health centers provide vital medical, dental, vision, and other specialty services to historically marginalized communities.

The Coalition has an active and diverse Board of Directors, an experienced and trusted Chief Executive Officer and an efficient, talented, and dedicated staff. The Board of Directors engaged consulting services to facilitate and guide a strategic planning process to ensure that it was both objective and inclusive of member health centers and clinics as well as the broader community of stakeholders. The following planning strategies were implemented: clinic membership survey, key informant interviews, and a strategic planning retreat with staff and members. The collective results indicated that there was agreement on three priority areas, six goals, and fourteen strategies. The following priorities form the foundation of the 2017-2020 strategic plan: Member Services (broken into 2 categories: Advocacy and Technical Assistance), Communication, and Sustainability.

### PRIORITY AREAS

*Coordinating strategic resources, information, and non-partisan advocacy.*

*Articulating a shared vision around the value of community health centers and the role of the Coalition.*

*Planning for long-term financial sustainability to support the Coalition's mission and members.*



### GOALS AND STRATEGIES

#### MEMBER SERVICES

##### Advocacy

**Goal 1: Champion the role of community health centers in public policy and advocate for the populations they serve to increase access to care.**

- Strategy 1: Deliberate and coordinated advocacy
- Strategy 2: Community engagement

**Goal 2: Increase Access to Care**

- Strategy 3: Support the Health Care Navigators Program

##### Technical Assistance

**Goal 3: Support the Coalition Health Center and Clinic Members; enabling them to thrive and succeed**

- Strategy 4: Demonstrate the value and quality of community health centers and clinics as safety net providers and as providers of choice
- Strategy 5: Develop opportunities to support workforce recruitment and retention
- Strategy 6: Facilitate funding and sustainability opportunities for community health center and clinic members
- Strategy 7: Communicate the member services and technical support that are included in dues



#### COMMUNICATIONS

**Goal 4: Raise Coalition's Profile within the Health Care community and Policy Makers**

- Strategy 8: Engage in increased marketing and communication activities targeted at members, thought leaders, policymakers, and other partners in the field.

#### SUSTAINABILITY

**Goal 5: Financial Sustainability of the Coalition**

- Strategy 9: Evaluate membership model and dues structure
- Strategy 10: Explore the development of a social enterprise venture
- Strategy 11: Strengthen internal infrastructure

**Goal 6: Facilitate a strong, robust, data driven, and integrated delivery network that bridges gaps across the delivery system.**

- Strategy 12: Complete process for launching the Health Center Controlled Network (HCCN)
- Strategy 13: Participate in Whole Person Care Pilot
- Strategy 14: Participate in the Dental Transformation Initiative's Local Dental Pilot Project (LDPP)