

# STRATEGIC PLAN 2023 -2025

## MISSION

We exist to provide quality and patient-centered healthcare to every member of the communities we serve, regardless of the ability to pay.

## VISION

We envision an organization where:

- Patients and their families receive a well-coordinated care they need with excellent quality and high satisfaction;
- Wellbeing of the community is addressed through public education, outreach, and meaningful multi-sector partnerships;
- Employees are functioning efficiently and are proud to be working for the company;
- Donors and volunteers are enthusiastic to contribute and be a part of driving our success;
- There is a clear and continuous path towards sustainable growth; and
- We are looked up to in the community as a reputable health resource for everyone, especially the underserved.

## VALUES

Every OpSam employee is bound by the following key values:

### ACCOUNTABILITY

Every work we do will center on personal responsibility and reliability and that we, as an organization, will be held accountable to all our various stakeholders, including our patients, peers, payers, and governmental agencies

### COMPASSION

Patients will always come first and will be welcomed and treated with dignity and compassion.

### RESPECT

Everyone will be respectful and supportive to one another, as we are to all our patients and their families

### COMMITMENT

All employees will be committed to performing duties aligned with expectations and in accordance with our mission and vision.

### TEAMWORK

Teamwork will be central in our organization with everyone working together to meet every patient's needs and expectations.

### STEWARDSHIP

Each employee will function with stewardship in mind, preventing waste of the limited resources our organization have.



## Brand Recognition and Community Awareness

- Updating the name to one that stays true to Operation Samahan roots and invites workforce talents and patients from a more diverse background
- Increase patient awareness of our clinics and services via multiple effective marketing platforms, including social media engagement and promotions
- Robust community outreach programs to provide education and clinical services with special focus on underserved areas across San Diego and National City
- Increase engagement with various organizations and increase participation in community events to promote our clinics



## Improved Patient Care

- Improve core services: Primary Adult and Pediatric Care, Women's Health, and Dental with emphasis on increased patient access and operational efficiency
- Reorganize and strengthen Behavioral Health in an integrated care model
- Addition of specialty services that will help address top causes of morbidities, such as cardiovascular diseases and diabetes
- Mobile clinic credentialing and operationalization to provide services, such as preventive screenings and immunizations, to underserved areas, migrant communities or the homeless population



## Operational Standardization and Care Quality Improvement

- Clinic workflow redesign using lean process with goal of streamlined patient flow, increased timely access to care, improved integrated care delivery, increased patient satisfaction, maximal space use, and increased provider productivity
- Standardization of clinic operations across all service locations
- Formalize and strengthen Quality Improvement framework within the organization to focus on delivering better quality care to our patients
- Acquisition and utilization of population health management solution, in conjunction with streamlining the current electronic medical record, to increase and meet performance levels for care quality metrics



## Workforce Development

- Development and implementation of onboarding training for all new hires
- Reinforcement of timely training for all employees appropriate to job function
- Utilization of various provider recruitment strategies
- Development of employee satisfaction surveys, recognition programs, career promotion and retention plans
- Implementation of regular performance reviews for all employees



## Infrastructure Development

- Renovation of National City Main and Womens Center clinics
- Ground zero demolition and parking lot enhancement at 2841 Highland avenue building
- Renovation and conversion of the 2813-2821 Highland Avenue properties into a multi-purpose medical and administrative offices
- Enhancement of IT infrastructure with increased cybersecurity compliance



## Revenue Source Enhancement and Diversification

- Development and implementation of fundraising strategy
- Grant application strategies aligned with program and service expansion goals
- Increased patient service revenue through health plan contract reviews, clinic operation and revenue cycle process improvement
- Expense monitoring through acquisition and implementation of a centralized purchasing and inventory software solution



## Compliance and Risk Reduction

- Formal development and establishment of compliance and risk reduction program to meet all federal, state, and local regulatory requirements
- Update of all company policies and procedures aligned with our mission, vision, and regulations
- Creation and adoption of emergency preparedness plan
- Bolstering organizational cybersecurity infrastructure



## Expansion

- Performance and completion of market analysis to determine service expansion potential with goal of adding clinic locations in North San Diego, Chula Vista, Spring Valley, and National City areas
- Evaluation of new service lines aligned with our patient population needs and healthcare regulatory changes



# OPSAM HEALTH