



FY25 STRATEGIC PLAN

MISSION

Exceptional Healthcare for All

Our mission to provide **Exceptional Healthcare for All** is critical as it underscores our commitment to ensuring that every individual, regardless of their background or circumstances, has access to high-quality healthcare services. By upholding this mission, we not only contribute to improving the health and well-being of individuals and our community but also promote equality, equity, and justice. It serves as a guiding principle that drives us to continuously strive for excellence in healthcare delivery, patient care, and the overall enhancement of healthcare systems for the benefit of all.

BUSINESS FOCUS

There are three core elements in our business approach to serving patients. They include:

- Operational Excellence
- Customer Intimacy
- Premium Service

Operational excellence, our primary focus, holds significant value as it ensures the smooth and efficient functioning of an organization. It focuses on optimizing processes, minimizing waste, and improving productivity, ultimately leading to cost savings and enhanced customer satisfaction. By striving for operational excellence, we can achieve higher levels of performance, competitiveness, and long-term sustainability.

STRATEGIC FOCUS

Our four Strategic Focus areas are crucial for our organization's success and growth. They provide a clear direction and prioritize key areas where we can have a significant impact.

- Growth
- Excellence
- People
- Sustainability

By focusing on these areas, we can optimize our resources, drive innovation, enhance customer satisfaction, and achieve our long-term goals.

VALUES

Values form the foundation of our organization, guiding our decisions and actions. They foster a positive culture, inspire collaboration, and drive success by aligning us towards a shared purpose.

- Deliver Results – achieving desired outcomes effectively and successfully, producing tangible and measurable results that align with expectations.
- Champion Financial Strength – strategically managing resources, optimizing financial performance, and ensuring stability and growth, leading to long-term sustainability and success.
- Lead with Character – embodying strong ethical values, integrity, and authenticity in leadership, inspiring trust, fostering positive relationships, and making principled decisions for the greater good.
- Live the Mission – actively representing and implementing the organization's purpose, values, and goals in everyday actions, decisions, and interactions to achieve its intended impact.
- Seek Healthy Resolutions – involves pursuing constructive and positive outcomes, finding mutually beneficial solutions, and fostering well-being, harmony, and growth in individuals, relationships, and situations.
- Embrace Challenges – welcoming and confronting obstacles, adversity, and opportunities for growth, harnessing resilience, adaptability, and determination to overcome them and achieve personal and professional development.
- Bring our Best – striving for personal excellence, continuously learning and growing, leveraging strengths, and pushing boundaries to reach your fullest potential and achieve remarkable outcomes.
- Promote Team Success – fostering collaboration, communication, and trust, leveraging diverse strengths, and empowering individuals to work together towards shared goals, achieving collective achievements and growth.

Our values shine as our guiding light. They ignite passion, foster unity, and empower us to make a profound difference in the community we serve.

GROWTH

Growth is a fundamental driver for EIHC's success, enabling it to expand its reach, impact, and influence. By prioritizing growth in our strategic plan, we aim to seize new opportunities, innovate, and stay ahead of the competition. It empowers us to attract and retain top talent, enhance our capabilities, and deliver greater value to our stakeholders, ensuring long-term sustainability and prosperity.

G.1. Relocating Pediatric Clinic

New Pediatric Clinic will be operational on or before August 5, 2024. There will be four major operational phases:

- Construction – July 2024
 - *Demolition*
 - *Framing*
 - *Internal finishes*
 - *Mechanical*
- Clinical Preparation – July 2024
 - *Clinical supplies*
 - *Information technology*
 - *Furniture*
- Grand Opening – August 2024
 - *Planning*
 - *Marketing*
 - *Celebration*
- Continuing Operations – February 2025
 - *Data and monitoring*
 - *Schedule utilization*
 - *Adjustments and feedback*

We will have a fully functional Pediatric Clinic in place to serve 500 patient visits per month, increasing our impact in the community.

(Project Manager – Holly Ziegenmeyer, Champion – Andrew J. Vaughn)

G.2 Launching Pharmacy Service

Pharmacy will be operational on or before June 28, 2025.

- Fundraising – September 2024
 - *Determine how much is needed to support the construction budget*
 - *Secure funds through donations and lenders*
- Finance and Budget – March 2025
 - *Secure loan financing*
 - *Manage the ins/outs of financial obligations*
- Drug Contracts – March 2025
 - *Evaluate McKesson and other drug suppliers*
 - *Select and negotiate viable drug contract(s)*
- Construction – April 2025
 - *Revamp current Wellington facility*
 - *Use previous layout plans to include consult areas*
 - *City inspections and occupancy approval*
 - *IT review and installation*
- Point of Sale System – May 2025
 - *Secure Liberty system*
 - *Provide necessary training for staff*
- Recruitment – May 2025
 - *Hire needed staff for Pharmacy*
 - *Credential providers*
- Billing – May 2025
 - *Determine Billing/Accounting processes through Liberty for FQHC*
 - *Establish new NPI & PTAN for Pharmacy*
 - *Review and create Sliding Fee Scale with specific terms*
- Change of Scope – May 2025
 - *Manage requirements to add service*
 - *Obtain pharmacy licensure*
- Marketing – June 2025
 - *Advertise our new service*

(Project Manager – Kendra Galvan, Champion – Scott Arensdorf)

EXCELLENCE

Excellence serves as a guiding principle in our strategic plan, reflecting our unwavering commitment to delivering exceptional outcomes and experiences. By striving for excellence in all aspects of our operations, we aim to consistently surpass expectations and set new standards of quality and performance. It enables us to build trust, foster strong relationships with our stakeholders, and position ourselves as a leader in our community, driving sustainable growth and long-term success.

E.1 Increasing Patient Access

Improve community impact and grow patient access to 71,593 patient visits per year.

- Marketing – October 2024
 - *Pediatric relocation*
 - *Walk-in access*
- Templating and Scheduling – March 2025
 - *Walk-in access*
 - *AI Implementation*
 - *Move all Women's Health appointments to 15-minute*
 - *New Patients per provider*
 - *Provider quick-start workflow*
 - *Telehealth utilization*
 - *Non-EIHC Behavioral Health*
- Staff Engagement – June 2025
 - *All-provider meetings*
 - *Turnover rates*
 - *Staff ratios*
- Patient Engagement – July 2025
 - *Press Ganey Access Results*
 - *Patient Retention*

By June 2025, our success will be measured through a 50% increase in patient visits and improved patient satisfaction ratings related to access. In addition to maintaining quality metrics and employee satisfaction.

(Project Manager – Alyssa Beisker, Champion – Dawn Baughman)

E.2 Implementing Artificial Intelligence

Utilize AI solutions for streamlined provider documentation, patient scheduling, and meeting efficiency.

- Planning – September 2024
 - *Requirements gathering*
 - *Establish data and baseline performance*
 - *Configure software and workflows*
- Training – October 2024
 - *Staff and provider training for AvodahMed*
 - *Staff training for EliseAI*
- Implementation – November 2024
 - *Provider trial for AvodahMed*
 - *EliseAI rollout*
- Evaluation – January 2025
 - *Examine and evaluate data*
 - *User feedback*
 - *Press Ganey results*
- Ongoing Implementation and Adoption – June 2025
 - *90% adoption rate of providers on AvodahMed*
 - *All appropriate appointment types successfully scheduling through Elise AI*
 - *Continued monitoring and evaluation*

The successful integration of AI at EIHC has led to tangible improvements in patient outcomes, operational efficiency, and cost-effectiveness. In addition, there is improved staff satisfaction related to work-life balance.

(Project Manager – Erin Raftery, Champion – Dawn Baughman)

E.3 Deploying Data Visualization

Employees easily access, understand, and leverage data effectively.

- Internal Dashboard Implementation – July 2024
 - *Begin utilizing department specific dashboards on EIHC's R-Drive*
 - *Customize the dashboards based on stakeholder requirements*
 - *Ensure the dashboards are user-friendly and provide meaningful insights*
- Research and Reporting Platform Selection – September 2024
 - *Research available reporting platforms in the market*
 - *Evaluate platforms based on features, compatibility, scalability, and security*
 - *Look at other FQs and discuss with IPCA and subsidiaries*
 - *Select the most suitable reporting platform for EIHC's needs*
- Evaluate usage of internal dashboards – October 2024
 - *Are they being used/reviewed?*
 - *What is working? What are we missing? How do we make it better?*
- Interactive (Purchased Software) Dashboard Implementation – May 2025
 - *Design and implement interactive dashboards to present KPIs*
 - *Customize the dashboards based on stakeholder requirements*
 - *Ensure the dashboards are user-friendly and provide meaningful insights*
 - *Education and roll-out for users.*
- Evaluate usage of interactive dashboards – June 2025
 - *Gather feedback from users*
 - *Ensure actions are being taken based on findings from the dashboards*
 - *Make improvements based on feedback*

(Project Manager – Keri Edmonds, Champion – Scott Arensdorf)

PEOPLE

Our people are at the heart of our strategic plan, recognizing their invaluable contributions as the driving force behind our organization's success. We prioritize investing in their growth, well-being, and development, as they are the key to delivering exceptional experiences and achieving our goals. By empowering our people, we foster a culture of collaboration, innovation, and engagement, ensuring that they thrive and enabling us to fulfill our mission with passion and excellence.

P.1 Enriching Organizational Culture

Enhance EIHC culture, align policies, promote positive behaviors, and establish cultural baseline measurement.

- EIHC Culture – September 2024
 - *Define and share cultural expectations for all staff and leaders*
 - *Form a culture club*
- Policies and Procedures – December 2024
 - *Align and update Code of Conduct*
 - *Promote a campaign of “Act in the best interest of the organization”*
 - *Add “Culture” as an agenda item to all Leadership Meetings*
 - *Create a post Annual Employee Survey process to collect additional feedback*
- Establish an EIHC Cultural Report Card – January 2025
 - *Employee Satisfaction*
 - *Hiring Referrals*
 - *New Hires*
 - *Promotions*
 - *Turnover*
- Employee Behaviors – June 2025
 - *Host one to two team-building activities per year*
 - *Provide a training session on trust for all employees*

Aligning culture with policies and behaviors will allow us to improve as an organization. Cultural measurements will help us understand our performance and help us course correct when needed.

(Project Manager – Jill O'Hara, Champion – Andrew J. Vaughn)

P.2 Growing JEDI-B

JEDI-B principles inform analysis, decisions, and outcomes, actively addressing disparities with patients, employees, and community.

- Patient Data and Disparities – September 2024
 - *Gather baseline data and conduct assessments to identify disparities*
 - *Dentures*
 - *New Pediatric Clinic*
 - *Walk-in patients*
 - *Interpretation*
 - *Underinsured to insured patients*
 - *New versus termed Patients*
 - *Promote Behavioral Health to non-EIHC patients*
- Create a Community Outreach workgroup – January 2025
 - *After event survey*
 - *Calendar*
 - *Keep updated*
 - *Marketing campaigns*
 - *Baseline metrics for new and existing events*
- Establish and share an EIHC JEDI-B Report Card with stakeholders – June 2025
 - *Time to hire*
 - *Hiring demographics*
 - *Onboarding surveys*
 - *Pay equity and market analysis*
 - *Gallup Q12*
- Review and update policies – June 2025
 - *All policies which have not been updated in the past two years or more*
 - *Explicitly incorporate JEDI-B principles into each policy*
- Employee learning and development – June 2025
 - *Partner with Project Manager of Staff Development and Learning strategic plan to incorporate JEDI-B content and principles*
 - *Share content with staff*

By June 2025, JEDI-B principles will be further integrated into our organization's analysis, decisions, and outcomes for our patients, employees, and the community.

(Project Manager – Deanna Derlein, Champion – Dawn Baughman)

P.3 Standardizing Staff Learning and Development

Cultivate employee growth by implementing an effective learning and development program.

- Establish a Formal Learning and Development Program – September 2024
 - *Convene project team to learn more about training needs*
 - *Develop a curriculum to address employee and leadership competencies*
- Enhance Policies and Procedures – December 2024
 - *CE Policy*
 - *Conference Policy*
- Content Creation and Curation – March 2025
 - *Gather existing training materials*
 - *Create new training materials*
 - *Develop New Hire checklists for all positions in the organization*
- Learning Management System (LMS) – June 2025
 - *Review MedTrainer capabilities*
 - *Review Paycor capabilities*
 - *Explore additional LMS options*
 - *Load content*

We are focused on leveling up staff by developing training checklists, enhancing smart and technical skills, and growing organizational knowledge and awareness.

(Project Manager – Courtney Hendrix, Champion – Andrew J. Vaughn)

SUSTAINABILITY

Financial and operational sustainability are paramount in our strategic plan, as they form the bedrock for our organization's stability and growth. By ensuring sound financial management and efficiency in our operations, we establish a strong foundation for long-term success and resilience. This enables us to allocate resources effectively, invest in innovation, and deliver sustainable value to our stakeholders while maintaining our commitment to quality and excellence.

S.1 Executive Visioning

Achieve strategic success with a 15% commitment to visioning and development.

- SWOT Analysis – August 2024
 - *Develop a comprehensive understanding of the organization's current state*
 - *Identify strengths, weaknesses, opportunities, and threats*
 - *Identify desired future state*
 - *Complete a talent assessment utilizing a nine box methodology*
- Long-Term Initiatives – November 2024
 - *Identify key strategic priorities and initiatives*
 - *Determine budget needs*
 - *Establish the universe of stakeholders and form an ongoing relationship building plan*
- Foster collaboration and alignment among key stakeholders – January 2025
 - *Stakeholder engagement and communication plan*
 - *Patient satisfaction, employee satisfaction and turnover rates*
 - *Artificial intelligence adoption rates*
 - *Continued emphasis on JEDI-B and health equity*
- Performance Metrics and Monitoring Framework – March 2025
 - *Increasing revenue and reducing expenses*
 - *Staff capacity and ratios*
- Implementation – June 2025
 - *Master facilities plan including future clinical and administration expansion*

Success in this visioning process will be achieved when EIHC has a clear outline of added lines of service that provide an intersection of EIHC's mission, patient need, and profitability.

(Project Manager and Champion – Joe Lock)

S.2 Establishing an Annual Development Strategy

Establish, communicate, and execute our development plan enabling a sustainable contribution of 13% to the budget.

- Relationships and Community Building – November 2024
 - *Leadership relationship building, including buy-in and understanding of their role in development success*
 - *SEE Cohort experiment implemented to address the role of leadership across EIHC, including skill building scripts*
 - *Partner with the Project Manager for the JEDI-B strategic plan to form a Community Outreach workgroup*
- Technology – February 2025
 - *New customer resource management (CRM) software implemented*
 - *Evaluate and improve current grant and reporting system to increase visibility to leadership*
- Fundraising – June 2025
 - *Expand on Just for the Health of It!*
 - *Close one new major funder donation of \$20,000 or more*

(Project Manager – Stacie Eastman, Champion – Scott Arensdorf)