

## 2018-2021 Strategic Plan: Year One

### 2018 Strategic Initiatives

#### Strategic Plan Goal 1: 100% of the people we serve will have timely access to quality, whole-person health care and affordable housing.

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##### Clearly define Goal 1 to create measurable multi-year outcomes

- Convene a staff taskforce to create clarity around "the people we serve"
- Convene a staff and client taskforce to define what "access" looks like for the agency
- Develop definition for what "quality" looks like for the agency

##### Increase the quality of care for our clients

- Redesign behavioral health service delivery
- Begin to transform 421 Fallsway layout to support a person-centered, team-based care model

##### Expand clinical services and access for clients to our services

- Increase number of available appointments
- Expand operations at Baltimore County clinic
- Improve access to convalescent care
- Create new partnerships for obstetrical care
- Address communications needs of clients
- Improve access to dental care

##### Prepare and support staff to provide excellent care and service, as well as to advance their careers

- Embed competencies into agency practice and tools
- Build a culture of learning, providing tools, training and resources to staff
- Strengthen culture of communications across agency
- Launch a new Performance Management System

##### Grow community support & engagement

- Strengthen our engagement and advocacy in communities where we are located
- Increase community participation in our work
- Increase client participation and leadership in our work

#### Strategic Plan Goal 2: We will design and implement sustainable business models for affordable housing development and supportive housing.

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##### Expand housing in the Greater Baltimore region

- Maximize Medicaid waiver
- Pursue public and private partnerships
- Develop a role in housing advocacy
- Prepare for capital campaign
- Research financial models

### Build agency leadership expertise and capacity in housing

- Build Board of Directors expertise in housing
- Build staff capacity in housing
- Begin to create a multi-year plan for integrating housing and health care in Baltimore City

### Strategic Plan Goal 3: As a result of our care, the health outcomes of our clients will rival the health outcomes of a stable population.

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#### Utilize identified national data sets to drive improvements in client health outcomes

- Introduce, incorporate and create visibility into 13 new health outcomes measures
- Improve screening, tracking and treatment of clients through PI process
- Identify and prioritize treatment for clients w/high acuity conditions

#### Collect and utilize clients' social determinants of health to improve care and outcomes

- Collect structured data for social determinants of health

#### Begin to establish and identify clients' risk levels to help prioritize and provide appropriate care

- Introduce providers to the concept and practice of risk stratification