

# Strategic Plan Implementation

## Phase I: Readiness

July-December 2017

### Overview

➤ **This spring, our community set three bold goals for the next four years:**

1. 100% of the people we serve will have timely access to quality, whole-person health care and affordable housing.
2. We will design and implement sustainable business models for affordable housing development and supportive housing.
3. As a result of our care, the health outcomes of our clients will rival the health outcomes of a stable population.

➤ **This summer, our executive team established priorities for the remainder of 2017, so we can begin implementing those goals—starting in 2018.**

While our new strategic goals build on the work of Health Care for the Homeless, they represent much more than a continuation of our current work. Coupled with our mission and core values, they require us to move forward in ways that are innovative and focused.

Members of the executive team spent June and July determining what we need to do in the remaining months of 2017 to set the stage for the launch of the strategic plan in 2018.

- They prioritized high-impact strategic initiatives already in the works that we need to push forward
- They identified operational initiatives we need to undertake to support our basic operations and infrastructure
- They assigned executive-level responsibility for each initiative
- They identified realistic and achievable outcomes for each initiative

In establishing these priority initiatives, the executive team has created a readiness plan for strategic plan implementation. This plan identifies clear priorities for the coming months that focus our efforts and lay the groundwork for new work in 2018 and beyond.

➤ **This summer and fall, staff, leadership and clients will support and execute the readiness plan.**

- Staff will know the executive team's vision, the changes in store and the staff resources available to support them through those changes; and be able to prioritize work accordingly.
- Vice presidents and directors will have the information to lead their teams and cross-agency projects; align current workloads to priority initiatives; and identify performance goals to measure, where possible, the impact of the priority initiatives
- Clients will experience improved access to quality services and care, and have forums to provide perspective and input into the priority initiatives

➤ **The readiness plan aligns directly to the strategic plan and has the accountability built in to make sure we are implementation-ready in January 2018.**

The readiness plan entails a series of priority initiatives in support of each of the three strategic goals and the vision statements for each goal. Each priority initiative has a lead executive team member who is responsible for its progress and success. Senior leadership will use the readiness plan both to guide the agency's work July-December, and its communications with staff and the broader community.

*\*Design of measurable outcomes and milestones for the 2018-2021 strategic goals will take place concurrent to work on the priority initiatives.*

# Readiness Plan

## Strategic Initiatives

### Strategic Goal 1

The readiness plan entails a series of priority initiatives in support of each of the three strategic goals and the vision statements for each goal. Each priority initiative has a lead executive team member who is responsible for its progress and success. Senior leadership will use the readiness plan to guide the agency's work July-December, and its communications with staff and the broader community.

*\*Design of measurable outcomes and milestones for the 2018-2021 strategic goals will take place concurrent to work on the priority initiatives.*

➤ **100% of the people we serve will have timely access to quality, whole-person health care and affordable housing.**

To lay the groundwork for accomplishing Strategic Goal 1, we will form a time-limited Goal 1 workgroup to create staff and client guidelines regarding the population we serve (CHO—Chief Health Officer). These guidelines will ground all other readiness plan activities for Strategic Goal 1.

***1.1. Clients get the care and housing they need, when they need it***

- Implement standardized scheduling across the agency (CAO—Chief Administrative Officer)
- Launch an automated appointment reminder system (CAO)
- Improve the client assistance process (CAO)
- Expand Baltimore County care team (CHO) and move into a new clinic site (CAO)
- Create “North Fallsway” team (CHO)
- Launch full-time dedicated staffing pattern on the Mobile Clinic (CHO)
- Introduce and integrate new Community Health Worker role into the agency (CHO)
- Launch Sojourner Place at Argyle House permanent supportive housing program (CHO)
- Begin providing dental care to youth in DSS foster care (CHO)
- Ensure access to obstetrics for clients (CHO)
- Design 2018 behavioral health integration plan (CHO)

***1.2. We continually strive to improve the services and care we deliver***

- Review and assess the agency-wide client registration process (CAO)
- Launch a set of revised and new clinic administration policies and procedures (CAO)
- Establish formal hospital admitting privileges for Mercy, Bon Secours Baltimore, MedStar Franklin Square and University of MD Upper Chesapeake Health (CHO)
- Launch a set of new and revised medical policies and procedures (CHO)
- Implement next steps to strengthen the peer review process (CHO)
- Delineate site, discipline and care team functions and roles (CHO)
- Begin dental safety and infection control review (CHO)
- Analyze and integrate results from client surveys into 2018 plan for client surveys (CQO—Chief Quality Officer)
- Establish 2018 Health Home goals (CQO)
- Strengthen care team infrastructure and orientation (CQO)

***1.3. Staff members are prepared and supported to do their very best work***

- Introduce competency model and identify staff competencies (CSO—Chief Strategy Officer)
- Launch a set of new and revised human resources policies and procedures (CSO)
- Build new agency training and orientation programs (CSO)
- Analyze and integrate results from a staff survey into 2018 HR and communications plans (CSO)
- Launch ADP self-service module for staff (CSO)

## Readiness Plan

### Strategic Initiatives

### Strategic Goal 2

The readiness plan entails a series of priority initiatives in support of each of the three strategic goals and the vision statements for each goal. Each priority initiative has a lead executive team member who is responsible for its progress and success. Senior leadership will use the readiness plan to guide the agency's work July-December, and its communications with staff and the broader community.

*\*Design of measurable outcomes and milestones for the 2018-2021 strategic goals will take place concurrent to work on the priority initiatives.*

- ***We will design and implement sustainable business models for affordable housing development and supportive housing.***

To lay the groundwork for accomplishing Strategic Goal 2, we will design, recruit for and activate a new Housing Committee of the Board of Directors (CEO—Chief Executive Officer). This committee will guide all other readiness plan activities for Strategic Goal 2.

#### ***2.1. We, through public and private partnerships, create new affordable housing units***

- Assess the state and local policy and advocacy landscape in affordable housing and identify opportunities (CSO—Chief Strategy Officer)
- Educate agency leadership on affordable housing development (CEO)
- Add expertise and structure to 2018 board and leadership volunteer pool (CEO)
- Learn from successful Health Care for the Homeless housing developers (CEO)
- Explore a sustainable payment model pilot for permanent supportive housing (CEO)

#### ***2.2. There is broad commitment and support for affordable housing***

- Advance research at the intersection of health and housing (CHO—Chief Health Officer)
- Improve housing data collection and reporting (CQO—Chief Quality Officer)
- Document and create an agency narrative about our work in supportive housing (CSO)
- Expand the major gifts program (CSO)

#### ***2.3. Clients have homes and the support they need to participate in their communities***

- Identify the need for housing and health care within our current areas of service (CEO)
- Establish policy and advocacy plan for 2018 (CSO)
- Refer to 1.1.1.: Launch of Sojourner Place at Argyle House

## Readiness Plan

### Strategic Initiatives

### Strategic Goal 3

The readiness plan entails a series of priority initiatives in support of each of the three strategic goals and the vision statements for each goal. Each priority initiative has a lead executive team member who is responsible for its progress and success. Senior leadership will use the readiness plan to guide the agency's work July-December, and its communications with staff and the broader community.

*\*Design of measurable outcomes and milestones for the 2018-2021 strategic goals will take place concurrent to work on the priority initiatives.*

- ***As a result of our care, the health outcomes of our clients will rival the health outcomes of a stable population.***

To lay the groundwork for accomplishing Strategic Goal 3, we will form a time-limited Goal 3 workgroup to determine which health outcomes we will measure (CQO—Chief Quality Officer). These outcomes will drive all other readiness plan activities for Strategic Goal 3.

#### ***3.1. We improve the health of all clients, despite their health and housing instability***

- Create 2018 Performance Improvement Plan (CQO)
- Roll out HIV and Hepatitis C universal screenings (CQO)
- Strengthen ability to visualize, organize and analyze clinical data with new software (CQO)
- Capture social determinants of health in practice and within EHR (CHO—Chief Health Officer)

#### ***3.2. Our model of care is proven to work for highly vulnerable populations***

- Refer to 2.2.2.: Advance research at the intersection of health and housing

#### ***3.3. Clients can manage their own care to the best of their ability***

- n/a

## Readiness Plan

### Operational Initiatives

Operational initiatives represent the work the agency must do to support and strengthen its basic operations and infrastructure. In several cases, these operational initiatives support the strategic initiatives, but they do not directly flow from, or directly align to, the strategic goals. In short, they comprise general readiness work for 2018.

The operational initiatives we will undertake as part of our readiness plan are listed below, by executive team lead.

- **Lead: Chief Executive Officer**
  - Plan and implement 2018 Board nomination and recruitment
  - Secure Board approval of budget and strategic and operational priorities for 2018
- **Lead: Chief Administrative Officer**
  - Launch a set of new and revised facilities policies and procedures
- **Lead: Chief Health Officer**
  - Revise credentialing and privileging process
- **Lead: Chief Quality Officer**
  - Launch and train staff in Centricity 12.2
  - Revise the agency risk management plan
  - Implement a new software system for tracking and managing documentation for agency compliance and policies and procedures
- **Lead: Chief Financial Officer**
  - Improve billing practices and training across the agency
  - Design and implement the process for creating the 2018 budget
  - Establish guiding principles for a contingency plan to navigate sudden and unexpected funding loss
  - Conduct cost structure analysis
  - Oversee audit of 340(b) program
  - Begin IT policy and procedure review
  - Implement IT risk management plan for mobile devices
  - Assess video and web conferencing solutions across agency locations
  - Develop plan to improve Wi-Fi at 421 Fallsway
- **Lead: Chief Strategy Officer**
  - Design and implement the planning of strategic and operational priorities for 2018