



Mora Valley Community Health Services, Inc.

2021 - 2022 Strategic Plan

MISSION STATEMENT:

The mission of Mora Valley Community Health Services, Inc. (MVCHS) is to provide excellent primary care (Medical, Dental, and Behavioral Health) and other services to Mora residents, while ensuring exceptional customer service.

VISION STATEMENT:

MVCHS envisions a happy and healthy community, where residents utilize MVCHS' resources and are actively involved in their well-being.

MOTTO:

Les Deseamos Una Vida Buena y Sana. – We Wish You a Good and Wholesome Life.

SWOT Analysis:

<p>Strengths - Internal:</p> <ol style="list-style-type: none"> 1. Quality Care 2. Compassionate & Caring Staff 3. Patient Satisfaction 4. Affordability 5. Staff/Providers 6. 340B Pharmacy 7. Continued Stability & Growth 8. Comprehensive Services 9. AAAHC Accreditation & Patient Centered Medical Home Recognition 10. Accessibility 11. Health Percentage Shortage Area (HPSA) Score Increase 12. HRSA, DOH, AAA, & ALTS Compliant 13. Financial Solvency 14. Quality Goals are Met and/or Exceeded 15. Personnel Fringe & Benefits Package 	<p>Weaknesses-Internal:</p> <ol style="list-style-type: none"> 1. Recruitment 2. Retention 3. Communication & Follow-Up 4. Lack of Clinical & Administrative Space 5. Inefficient Technology Utilization 6. Training 7. Burn-out 8. Highly Specific Training & Experience in FQHC & HRSA (Move to #1) 9. Need for Team Building
<p>Opportunities – External</p> <ol style="list-style-type: none"> 1. Growth (New and Expanded Programs) 	<p>Threats – External</p> <ol style="list-style-type: none"> 1. COVID 19 and/or Other Pandemics 2. Loss of Funding

<ol style="list-style-type: none"> 2. Tele-Health 3. Enhance & Expand Diabetes Care 4. School Based Health Center (SBHC) Dental Clinic 5. Enhanced Use of Electronic Health Records & Financial System 6. Use of Mora Property 7. Suboxone Treatment Program 8. Earn Patient Centered Dental Home Recognition 9. Community Involvement and Collaboration 10. External Intern/Employee Placement 11. Grant Opportunities 	<ol style="list-style-type: none"> 3. Loss of Key Staff (Providers & Other) 4. Loss of Patients and/or Encounters 5. Loss of Population 6. Competing Providers 7. Environmental Risks 8. Health Percentage Shortage Area (HPSA) Score Decrease 9. Loss of Federal Torts Claim Act (FTCA) Coverage 10. Lack of Community Awareness 11. Changes to Regulation 12. Lack of Housing for Incoming Staff & Providers
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Goal #1: Sustain Operations and Expand Services

- Apply for New Grant Opportunities
- Maintain Reserves Equal to 3 Months of Operation and Increase Savings/Building Fund to \$5M
- Increase Patients and Encounters and meet HRSA Projections
- Increase Patient Utilization at School Based Health Center (SBHC)
- Establish a Dental Clinic at SBHC
- Expand Dental to 5 days a week
- Expand Telemedicine Options
- Expand Psychiatric Care
- Expand Specialty Care
- Increase Awareness of Services and Resources in the Community – (Marketing Plan)
- Increase Collaborative Efforts with Organizations and Healthcare Specialists
- Expand & Enhance Clinical & Administrative Work Space

Goal #2: Enhance Training

- Maintain Training for COVID 19 Related Activities
- Enhance the Use of the Organization’s Monthly Training Calendar
- Enhance Use of MVCHS’ Intranet
- Enhance New Hire Orientation
- Enhance Emergency Operations Plan (EOP) Training
- Enhance Risk Management Training
- eClinical Works (eCW) Super User Training
- Enhance Policy and Procedures Training

- Inter-Agency Training and Collaboration
- Enhance Board Training
- Enhance MIP & Microix Training (Finance & HR)
- Enhance Annual Training
- Enhance Procurement & AP Training
- Enhance Team Building Among Management & Key Functional Groups

Goal #3: Policies and Procedures

- Update Personnel Handbook
- Establish a Fiscal Policies and Procedures Manual
- Establish a Caridad de San Antonio Agency Policies and Procedures Manual
- Enhance Emergency Operations Policies and Procedures
- Enhance Policy and Procedures Training
- Acknowledgement of Receipt and Understanding of Policies and Procedures Via Intranet Application

Goal #4: Recruitment/Retention

- Providers
 - Enhance Retirement Plan
 - New Mexico Health Resources (NMHR) Salary Survey Match; Maintain at Midpoint
 - Provide Housing Resources
 - Continue to Provide Education, Training, and Educational Assistance Opportunities to Increase Knowledge and Skills
 - Reduce Burn-Out
- Staff
 - Enhance Retirement Plan
 - Match Employee Compensation to Similar Sized Federally Qualified Health Centers (FQHC's)
 - Enhance Opportunities for Employees
 - Continue to Provide Education, Training, and Educational Assistance Opportunities to Increase Knowledge and Skills
 - Reduce Burn-Out
- Board of Directors
 - Provide Continuing Education and Training to Increase Knowledge and Skills
 - Active Recruitment
 - Reduce Burn-Out

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