



Siletz Community Health Clinic *Strategic Plan Overview*

October 4, 2023



BLUE STONE
STRATEGY PARTNERS



Our Approach

❖ Gathered Input

- Document Review
- Interviews
- Staff Survey & Community Survey
- Clinic Walkthrough



*Highlighted in
the Operational
Assessment*

❖ Facilitated Planning

- (2) Leadership Work Sessions
- Goal Identification
- Objectives, Activities, and Timelines
Development



*Highlighted in
the Strategic
Plan*



Overview of Strategic Planning Work Sessions

Work Session 1

- ❖ Strategic Planning Process
- ❖ Mission & Values
- ❖ Interview Themes
- ❖ Staff and Community Survey Themes
- ❖ Observations from Ops Assessment
- ❖ Development of seven Goals
- ❖ Goal Setting; Completion of Goal 1

Work Session 2

- ❖ SWOT & Elements of Success
- ❖ Completion of Goals 2-7



Elements of a Strategic Plan

Step 1: Gather input/information

Step 2: Conduct SWOT Analysis

Step 3: Establish Goals

Step 4: Develop SMART Objectives

Step 5: Identify Activities to Achieve Goals
and Objectives

Step 6: Measure Success





Elements of Success

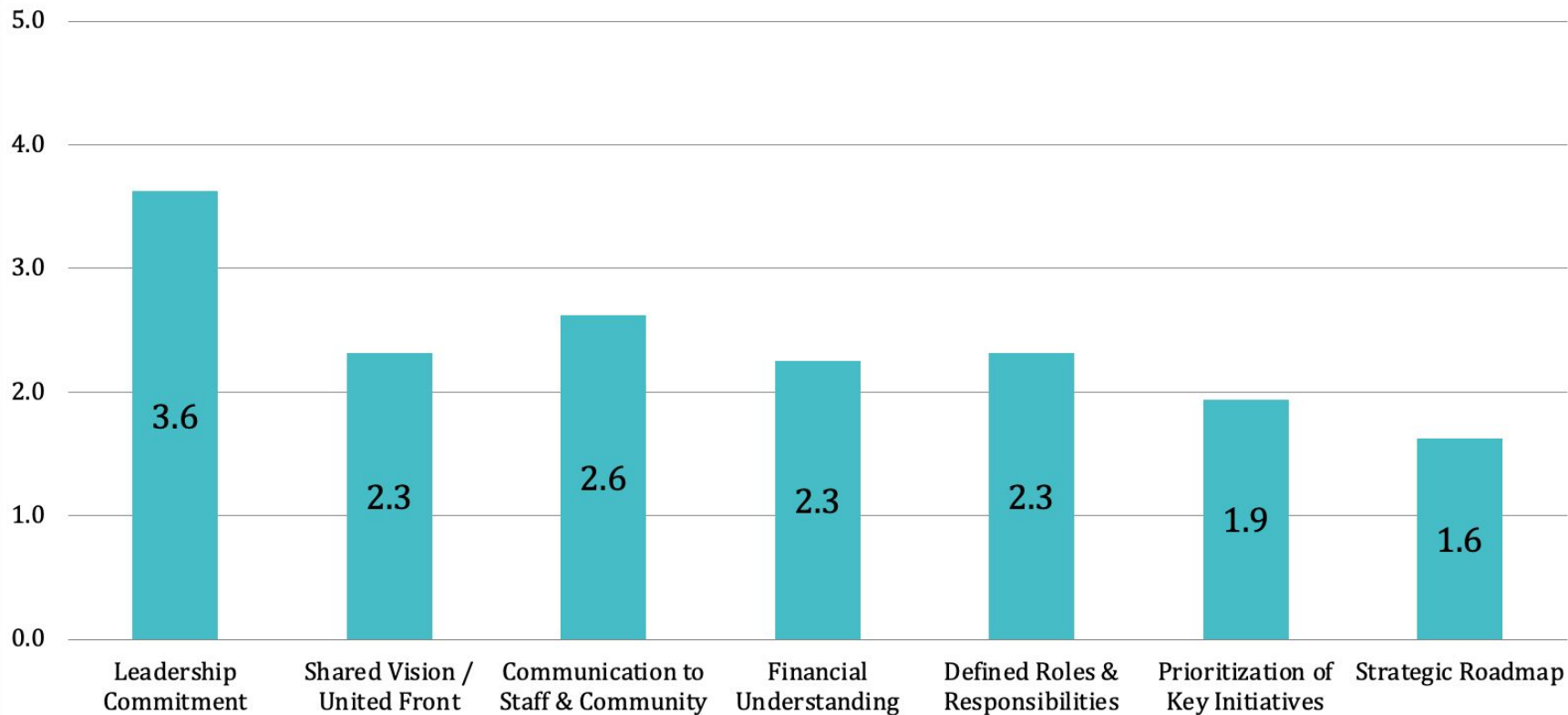
Clinic Leadership
rated each element
on a scale of 1 – 5
with 1= poor and
5=excellent

-  A. Leadership Commitment
-  B. Shared Vision/United Front
-  C. Communication to Staff and Community
-  D. Financial Understanding
-  E. Defined Roles and Responsibilities
-  F. Prioritization of Key Initiatives
-  G. Strategic Roadmap



Results

Elements That Contribute to Success





Overview of Goals

Goal 1	Siletz Community Health Clinic will enhance and strengthen the workforce.
Goal 2	Siletz Community Health Clinic will create ongoing mechanisms for making data-driven decisions.
Goal 3	Siletz Community Health Clinic will lead the way in providing person-centered health care.
Goal 4	Expand upon public health functions, programs and services to develop a comprehensive Public Health Department.
Goal 5	Siletz Community Health Clinic will continue to implement financial and operational management principles to maximize efficiency and maintain an independent sustainable status.
Goal 6	Siletz Community Health Clinic will continuously invest in infrastructure and operations to meet staff and community needs.
Goal 7	Siletz Community Health Clinic will provide culturally centered services.



Goal 1 & Objectives

Goal 1.0	Siletz Community Health Clinic will enhance and strengthen the workforce.
<i>Objective 1.1</i>	Improve recruitment and retention by reducing the number of open positions to fewer than 5 and reducing turnover to x% .
<i>Objective 1.2</i>	Strengthen a formal and consistent Clinic onboarding process with implementation target date no later than January 2024.
<i>Objective 1.3</i>	Implement training programs to support ongoing education, proficiency, and competency in each of the following areas within one year: Registration, nursing and medical care, medical and dental assistants, revenue cycle management, PRC, electronic health records, and pharmacy.



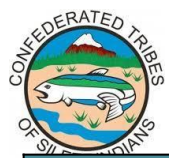
Goal 2 & Objectives

Goal 2.0	Siletz Community Health Clinic will create ongoing mechanisms for making data-driven decisions.
<i>Objective 2.1</i>	Recruit a dedicated health clinic specific IT professional.
<i>Objective 2.2</i>	Create a multi-disciplinary team to identify systems and EHR support needs.
<i>Objective 2.3</i>	Implement new IT and health record infrastructure, including standard reporting.



Goal 3 & Objectives

Goal 3.0	Siletz Community Health Clinic will lead the way in providing person-centered health care.
<i>Objective 3.1</i>	Define what person - centered health care means for the Siletz Clinic.
<i>Objective 3.2</i>	Define, change, and update the roles and responsibilities of Front Desk Ambassadors/Receptionists. (See goal 6 for infrastructure change)



Goal 4 & Objectives

Goal 4.0	Expand upon public health functions, programs and services to develop a comprehensive Public Health Department.
<i>Objective 4.1</i>	Build identified space and infrastructure for Public Health Department.
<i>Objective 4.2</i>	Develop a comprehensive structure to address public health of the community.
<i>Objective 4.3</i>	Establish robust data collection and reporting mechanisms.
<i>Objective 4.4</i>	Continue participation in the State of Oregon 9 Tribe consortium on selected public health initiatives including emergency response, infectious diseases, and environmental health.
<i>Objective 4.5</i>	Support collaboration between clinical and public health services.
<i>Objective 4.6</i>	Continue and strengthen partnerships with the local community, State, Federal, and Tribal partners to ensure access to the best possible resources, services, and business practices.
<i>Objective 4.7</i>	Use data to inform and create public health policies: laws, regulations, actions, and decisions implemented in order to promote wellness and ensure that specific health goals are met.



Goal 5 & Objectives

Goal 5.0	Siletz Community Health Clinic will continue to implement financial and operational management principles to maximize efficiency and maintain an independent sustainable status.
<i>Objective 5.1</i>	Internally create and maintain the following annual budgets for approval of Tribal Council: Master Budget (revenue vs expenditures), IHS budget (\$12 million), third party revenue, grants, PRC, pharmacy.
<i>Objective 5.2</i>	Empower each department and program manager to oversee their budget.
<i>Objective 5.3</i>	The revenue cycle management team will achieve and maintain a denied claim rate of no greater than 10%.
<i>Objective 5.4</i>	Monitor PRC for adherence to guidelines.
<i>Objective 5.5</i>	Develop and distribute KPI's to provide guidance and support to the organization across all departments and revenue streams.
<i>Objective 5.6</i>	Establish and track provider productivity baselines.



Goal 6 & Objectives

Goal 6.0	Siletz Community Health Clinic will continuously invest in infrastructure and operations to meet staff and community needs.
<i>Objective 6.1</i>	Prioritize needed internet and phone system research and upgrades.
<i>Objective 6.2</i>	Identify additional storage and move supplies as appropriate.
<i>Objective 6.3</i>	Evaluate and address phone system and issues.
<i>Objective 6.4</i>	Evaluate and reconfigure front desk/registration area.
<i>Objective 6.5</i>	Evaluate and implement strategies to mitigate Brown-outs/electrical grid issues.



Goal 7 & Objectives

Goal 7.0	Siletz Community Health Clinic will provide culturally centered services.
<i>Objective 7.1</i>	Seek input from the community about cultural needs.
<i>Objective 7.2</i>	Ensure clinic staff are empowered to provide culturally responsive care.
<i>Objective 7.3</i>	Train clinicians on integrating culturally relevant care components and providing access to cultural materials and supplies.



Recommended New Positions

- ❖ Assistant Director
- ❖ Dedicated HR Manager
- ❖ Finance Manager
- ❖ Health Informaticist
- ❖ Dedicated Health IT Specialist: Dedicated to supporting Next Gen



Next Steps

Supervisor Training: Blue Stone presented a proposal to provide a two day supervisor training session

Implementation: Blue Stone will meet onsite with SCHC Leadership monthly to support with the implementation of the Strategic Plan

Questions or Comments?