

2023-2028 Strategic Roadmap



Presented By:

LA PIANA CONSULTING

Table of Contents

Section 1	<u>Executive Summary & Process Overview</u>
Section 2	<u>Strategic Framework- Vision, Mission & Values</u>
Section 3	<u>Strategic Framework- Priorities, Goals & Tactics</u>
Section 4	<u>Strategy Development Process</u>
Section 5	<u>Stakeholder Engagement</u>
Section 6	<u>Closing Thoughts, Board Roles & Next Steps</u>
Section 7	<u>Appendix</u>

Section 1:

Executive Summary

We're building a self-sustaining future.

Over the course of several months in late 2023, Holyoke Health Center engaged in a strategy development process. Staff, leadership, board, and external stakeholders all played a role in providing input into the strategy. Holyoke Health Center is confident that this strategy is the best way to advance its mission in the next 3-5 years and eager to implement this strategy in January of 2024.

Vision

Compassionate, community-centered quality healthcare for all

Mission

To provide quality comprehensive healthcare for our communities

Strategy Statement

In the next five years, Holyoke Health Center will focus on increasing: organizational effectiveness, collaborative opportunities, and patient access.

Priority 1

**Optimize Systems &
Increase Patient Access**

Priority 2

Ensure Financial Sustainability

Priority 3

**Support Development of Workforce &
Leadership**

Priority 4

**Increase
Collaboration**

Values

Equitable, Community-centered, Compassionate and Dignified Care, and Established

By advancing the four strategic priorities outlined above, Holyoke Health Center will strengthen the foundation on which the organization can continue to grow, increase its presence in the community, support staff, increase accessibility, and continue to meet the evolving needs of the community it serves.

Key Outputs of the Process

- 1 Vision, Mission & Values**

Refinement of vision, mission, values, and organizational strategies that will guide HHC's efforts and focus its work into the future
- 2 Operational Model**

Agreement on a working identity that will guide HHC's work into the future, and validation of HHC's current operational model (including clients, geographic reach, programs/services, and financial model)
- 3 Big Questions**

Confirmation of the Big Questions that informed the strategy and organizational identity conversations
- 4 Strategic Priorities, Goals, & Tactics**

Development of ambitious goals and tactics in support of HHC's articulated strategic priorities
- 5 Infrastructure**

Agreement that HHC must refine and further develop its infrastructure to be able to execute on its identity and strategy
- 6 Future Plans**

To be developed in 2023:

 - Implementation plans
 - Review and adapt business and operating models, as appropriate

Process Overview

How we arrived at a bold vision for action.

To advance this effort, board and staff considered strategic options and how they might shape the organization’s future direction. The six-month strategy development process was guided by an Approach Team composed of board members, the CEO, and HHC staff, and will be followed by ongoing development of implementation plans in support of the strategy.

Building a Foundation	Strategy Development	Refinement & Approval of Strategy and Plan	Decision & Implementation
May - June 2023	June - July 2023	Aug - Sept 2023	Oct-Nov 2023
Gain greater clarity about HHC’s current state, its priority work, opportunities, and challenges	Develop HHC’s key strategic framework by addressing its key Big Questions, revising vision and mission, clarifying HHC’s identity, and developing the strategies that will guide future work	Test emerging strategy with staff, board and key constituents to help refine working strategic elements. Also, finalizing of strategy elements, and determining key goals that will guide implementation and approval of the strategy roadmap	Develop key goals to aide implementation of the strategy, and, as needed, make decisions on key operational changes needed to support implementation of the strategy

Process Aim Statement written by the Approach Team:

By November 30, 2023, we will complete a set of activities with the intent to foster a sustainable, inclusive, caring, and positive work environment. We will create a strategy with clear goals and benchmarks to develop our workforce and that leverages technology to continue to deliver high quality comprehensive, equitable healthcare services to the communities we serve for the benefit of patients and employees within our target of staff and patients in all our locations.

Terminology

Definitions of key terms used.



Impact

The positive change that a nonprofit organization is trying to achieve to reach its mission.

Strategy

A coordinated set of actions designed to create and sustain a competitive advantage in achieving a nonprofit's mission.

Identity Statement

A clear articulation of who an organization is based on its mission, impact, business model and competitive advantage.

Competitive Advantage

A set of qualities that sets a nonprofit organization apart from others in the sector, and allows it to better make positive social impact.

Values

The core beliefs that guide a nonprofit's purpose, direction, and interactions with others. Values should be upheld both within the organization and externally.

Big Questions

An opportunity or threat to which an organization must respond.

Process Focus

The strategy development process helped HHC define its impact from broad Vision to specific Goals & Tactics.



Section 2:

Strategic Framework Vision, Mission & Values

An updated Vision and Mission to reflect our drive and our values.

HHC's updated vision, mission, and values will serve as a guide for the organization moving forward by allowing it to focus its work and resources towards achieving its strategic framework and goals. As such, the strategic framework developed is based on the following factors:

Factors considered when crafting Vision, Mission & Values

Our Role in the Sector

Internal and external perceptions of HHC's key role in the sector, its strengths, challenges, and its impact on the community.

Our Identity & Competitive Advantage

Assessment of HHC's current identity and competitive advantage, including its key current and evolving purpose, and the impact it seeks to have.

Our Vision, Mission, & Values Alignment

Evaluation of HHC's current vision, mission, values and strategy and their ongoing relevance in relation to the needs of the sector and the community.

Our Commitment to Racial Equity

Ensuring that any future strategy is in alignment with HHC's racial equity north star and provides HHC with the ability to continue being a strong presence throughout the Americas.

Our Big Questions

Development of key Big Questions that needed to be addressed by HHC in order to determine its forward-looking strategy.

Updated Vision, Mission & Values

This is our commitment to our communities.



Vision

Compassionate, community-centered quality healthcare for all



Mission

To provide quality comprehensive healthcare for our communities



Values

Equitable: Unbiased quality care provided by staff that is reflective of the communities we serve.

Community-centered: Partnering with our communities and staff to actively respond to their needs.

Compassionate and dignified care: Truly care about the well-being of our patients and dedicated to meeting people where they are.

Established: Community health center with a legacy of success and deeply rooted in our communities for over 50 years.

Section 3:

Strategic Framework Priorities, Goals & Tactics

This is our plan for working towards our mission.

The strategic priorities that follow are based on assessing and addressing the Big Questions facing HHC and the impact it seeks. Organizational strategies are an overarching description of how an organization will focus efforts by:

1

Elevating the way it will
best achieve its vision
and mission

2

Compelling alignment of
disparate organizational
activities towards a common
end

3

Providing guidance on how to
prioritize resources and how to
make ongoing decisions for
greatest impact

4

Encouraging measurement
and accountability for
ongoing progress



Big Question & Strategy

Based on the primary opportunities and challenges, HHC arrived at the following Big Question and strategies for addressing it.

Big Question

How do we unify our departments, and share financial responsibility towards advancing a central, organizational-wide goal?

Strategy Statement

In the next five years, Holyoke Health Center will focus on increasing: organizational effectiveness, collaborative opportunities, and patient access.

Strategic Priority **1**

Optimize Systems & Increase Patient Access

Strategic Priority **2**

Ensure Financial Sustainability

Strategic Priority **3**

Support Development of Workforce & Leadership

Strategic Priority **4**

Increase Collaboration

Goals in Support of Strategic Priorities

These goals will help bring strategic priorities to life by providing guidance and direction, facilitating planning, inspiring staff, and helping evaluate and guide desired outcomes.



Strategic Priority 1:

Optimize Systems & Increase Patient Access

Goals:

- Advance Innovation
- Improve patient access and experience
- Leverage technology and systems to full potential
- Improve health outcomes of patients
- Invest in programs with proven impact

Tactics:

- Increase EPIC user adoption
- Strengthen understanding of implications of value based care
- Strengthen patient experience
- Engage in culture shift from individual to team based care
- Increase number of patients served
- Focus on opportunities for innovation (mobile health, community engagement, best practices, etc.)
- Evaluate programs at the culmination of funding/reporting cycle

Rationale:

Strategic Priority 1 was chosen as it addressed many of the challenges that rose to the surface throughout the strategy development process. Namely, Holyoke Health Center is committed to strengthening its internal infrastructure, leverage existing systems to their full potential, and increasing the efficiency of existing operations related to service provision and patient experience. Importantly, when assessing for strengthened infrastructure, opportunities to innovate should also be closely considered. Overall, focusing attention within the organization is a vital first step before considering growth.

Goals in Support of Strategic Priorities

These goals will help bring strategic priorities to life by providing guidance and direction, facilitating planning, inspiring staff; and helping evaluate and guide desired outcomes.



Strategic Priority 2: Ensure Financial Sustainability

Goals:

- Be a financially sustainable organization
- Capitalize on our new and future models to ensure the future success of the organization
- Secure and build upon reserves
- Be agile and able to leverage opportunities as they arise
- Maximize risk score potential
- Work towards full utilization of all buildings

Tactics:

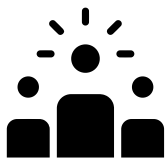
- Charter a finance committee
- Develop a coding protocol and train staff on proper coding
- Identify programs with greatest impact and ability to generate revenue and develop plan to grow programs
- Diversify funding streams
- Create an investment policy
- Engage in business planning for best use of new, unutilized space
- Vet financial implications of strategic partnerships with other organizations
- Assess use of current physical space and identify solution to leverage space in a manner that increases impact and revenue

Rationale:

Strategic Priority 2 puts front and center Holyoke Health Center's commitment to ongoing financial sustainability in an ever-changing ecosystem. All tactics in this priority can be summarized as growing existing reserves, engaging in revenue-generating activities, and increasing the efficiency of HHC's physical space.

Goals in Support of Strategic Priorities

These goals will help bring strategic priorities to life by providing guidance and direction, facilitating planning, inspiring staff; and helping evaluate and guide desired outcomes.



Strategic Priority 3:

Support Development of Leadership, Staff, & the Workforce

Goals:

- Increase level of trust between staff and leadership
- Leverage skillsets of leadership staff to strengthen the leadership team as a whole
- Increase efficiency of organizational leadership
- Increase staff retention
- Increase employee satisfaction
- Establish ourselves as an employer of choice
- Increase knowledge of our services and opportunities

Tactics:

Leadership Development

- Clarify leadership roles and responsibilities
- Strengthen internal communications
- Provide training and development opportunities for leadership team and middle management
- Plan for succession
- Refine work groups
- Clarify communication expectations with external partners and community
- Utilize decision-making protocols and the strategy screen to assist with decision-making
- Improve upon leadership team meetings

Staff & Workforce Development

- Offer clear pathways for internal advancement
- Invest in future employees
- Invest in training for current employees
- Conduct annual review on equitable staff salaries
- Ensure knowledge management
- Offer learning opportunities for local teens and adults
- Explore potential options for childcare solutions for staff

Rationale:

Strategic Priority 3, supporting the development of workforce and leadership is two fold. First, it focuses attention on continuing to develop the current leadership team and increase efficiencies and address issues of capacity. The team is strong, but needs ongoing support to remain so. Secondly, Holyoke Health Center seeks to be a best place to work and is a pillar in the community. HHC aims to continue to invest in its employees (current and future), and believe that creating an environment that fosters trust, satisfaction, and staff well-being is paramount to its success.

Goals in Support of Strategic Priorities

These goals will help bring strategic priorities to life by providing guidance and direction, facilitating planning, inspiring staff; and helping evaluate and guide desired outcomes.



Strategic Priority 4: Increase Collaboration

Goals:

- Increase our presence in the community
- Demonstrate our commitment to the community
- Uplift the needs of our community

Tactics:

- Launch organization-wide annual planning sessions
- Increase opportunities for inter-department learning
- Develop strategic partnerships with community organizations (Holyoke Public Schools, CBOs that serve recent arrivals, and more)
- Meet on a quarterly basis with local legislation and leaders of other like minded organizations
- Advance local and national advocacy efforts
- Increase Holyoke Health Center's visibility via marketing

Rationale:

Strategic Priority 4 involves increasing collaboration both within and outside of the organization. Internally, Holyoke Health Center would like to increase the unity of the organization and offer opportunities for organization-wide planning and learning. Externally, HHC seeks strategic partnerships to expand its reach, impact the community more deeply, and advocate for community needs on a broader scale.

Strategy Screen

When making decisions, these are the criteria we will hold ourselves accountable to.

Before implementing a new strategy, your organization will need to evaluate that strategy using specific decision-making criteria: its “strategy screen.” The specific criteria depend on the organization’s mission, competitive advantage(s), and situation. The criteria will be different for each organization, and most likely need to change over time as your organization adapts to changes in the environment.

This is criteria to be used when making major decisions, including the strategic options being considered. This is a tool meant to challenge the organization’s thinking and aid in weighing choices. **It is not a rigid framework or a set of absolute values.** The board and staff will still need to use their judgment in making decisions, but this tool should help guide discussions and avoid skipping over inconvenient truths or leaving assumptions unexamined.

Tier 1

- Does this address the needs of our patients?
- Is this the best way to advance our mission?
- Is this decision financially sustainable?
- Do we have the capacity to take this on?
- Is this mandated by a funder or related to compliance?

Tier 2

- Can we measure success? Long-term outcomes?
- What is the time commitment?
- If taking this on, would we be over-burdening or over-relying on one department?
- What are the unintended implications if we say yes or no to this?
- Can other organizations provide this service?

Section 4:

Strategy Development Process

This was our process for ideating a bold path forward.



Through ongoing meetings, retreats, and stakeholder engagement, HHC engaged in numerous activities to:

- Assess its current identity, business model, and competitive advantage
- Surface and address organizational tensions and opportunities
- Clarify its operational model
- Ideate a future state for our communities
- Develop strategic goals for future impact

Strategy Development Retreat

Coming together to establish the strategic framework.

The HHC Approach Team took part in a strategy retreat to review its mission, vision, identity, environment, and current strategic priorities. That retreat, along with additional meetings of the Approach Team and staff, resulted in the following:

- HHC's vision and mission need updating
- There is a need to clarify the purpose and identity of HHC to key constituents
- Current business and operations model continues to meet the needs of HHC
- Key Big Questions identified are focused on financial sustainability and patient access
- Any strategy developed by HHC needs to resonate with HHC's commitment to equity



Identity Statement

Defining who we are.

Through this strategy development process, HHC's Approach Team, comprising staff and board members, agreed on the organization's **current business model**, identified competitors and market trends, and discussed key elements of its **competitive advantages** and the **outcomes** HHC seeks to have in achieving its **vision, mission & values**.



Vision, Mission & Values

Impact & Outcomes

Geographical Footprint

Clients/Constituents

Programs & Services

Funding Sources

Competitive Advantage

IDENTITY ELEMENTS

Together, these elements constitute a working identity statement to serve as a foundation for HHC's ongoing strategic thinking. They guided the development of Big Questions and HHC's future-focused strategy.

Trends Analysis

Examining the ecosystem



Community Needs

- Decrease in prenatal and delivery services
- Lack of affordable housing
- Shortage of shelters
- The number of immigrants moving into the area is increasing
- Need for alternative service locations, mobile clinics, or new locations
- Increase in complex cases
- Increase in patients traveling from far away
- Increase in substance use and mental health needs
- Increase in aging population
- Waiting times for specialty appointments have increased

Social

- Cultural polarization
- Food insecurity
- Increase in homelessness
- Rise of drug addiction
- Mental health crisis
- Increase in public health risks including infectious diseases and climate change

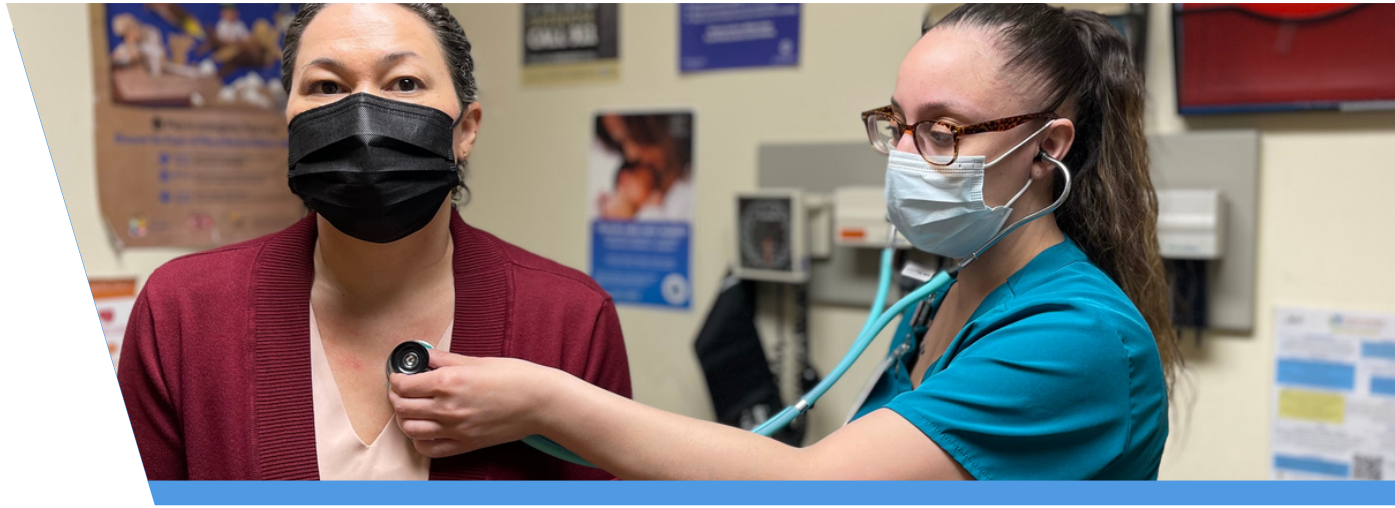
Economic

- Rising costs of living while salaries remain the same
- Need for pay equity
- Uncertainty in the market
- Venture capitalist entering Medicaid business



Trends Analysis

Examining the ecosystem



Political & Policy

- Changes in administration
- Healthcare is becoming increasingly politicized
- Increase in policies around delivery of mental health and behavioral health services
- Increase in mistrust of medical advice and impact on practice
- Increase in government control on individual healthcare needs and choices

Inclusion

- Increase in diverse populations seeking services
- Need for culturally competent care
- Need for programs for children with autism and their families

Technology

- EPIC is a great system, but there is a need for better training and support for staff.
- Staff should be encouraged to adapt existing tools to meet their needs.
- Increase in AI has the potential to improve efficiency and processes, but also raises concerns about threats.

Funding Landscape

- Challenges in finding consistent funding for vulnerable populations (women, LGBTQA+, immigrants, etc.)
- Uncertainty around 340B funding
- Grants to fund community health workers
- Stagnant federal funding

Operating Model

Defined with the participation of HHC's board and leaders, the operating model helps clarify approach to mission advancement.

Geographical Footprint

- Holyoke, MA
- Chicopee, MA
- Westfield, MA

Funding Sources

- Foundation grants: 1%
- Government funding: 21%
- Earned income: 76%
- Other: 2%

Patients

- 19,144 Patients annually
- 101,500 Patient visits annually
- 65.9% of Patients identify as Hispanic/Latino
- 91.8% of Patients on state/federal funded insurance
- 43.7% of Patients are best served in a language other than English

Programs & Services

- Primary Care Adult & Pediatrics
- Care Management
- Center for Recovery & Support
- Behavioral Health
- Academic Opportunities
- Pharmacy (Onsite/ Full service)
- Adult and Pediatric Dentistry
- Vision
- Insurance Enrollment
- Translation Services
- Over 370 employees, more than 60% whom are bilingual



Our Competitive Advantage

This is our unique value to our communities and the social sector.



One Stop Shop

- All ages, dental, vision, pharmacy, medical, pediatric, behavioral health, help people with insurance/referrals/transportation, etc. all in the same building.

Resilient & Innovative

- Regardless of barriers, we are able to find a way to respond in real-time to the needs of our community and create solutions where they are needed.

Responsive to Community Needs

- Ability to respond in real time, fill huge gap in community that no other provider is able to fill.

Desired Impact

Building on HHC's accomplishments to date, these considerations were central to the development of a future-looking strategy.



Patient Access

- Increase number of patients served
- Improve patient experience
- Collaborate with other organizations to meet the needs of the community

Health Outcomes

- Help patients attain outcomes in areas of vision, pharmacy, medical, behavioral, and dental health
- Increase services wherever possible
- Improve the quality of life of our patients
- Support advocacy efforts that ensure the members of Holyoke community receive the services they need

Organizational Infrastructure

- Increase adoption of systems and utilize them to their full potential
- Examine and re-assess the use of the physical space to ensure optimal efficiency
- Increase the processes that shape patient experience to ensure a smoother journey
- Understand and develop a process for proper coding

Organizational Culture

- Develop the leadership team to ensure they are receiving the necessary supports to thrive
- Offer clear pathways to advancement for staff
- Increase staff retention
- Support staff well being
- Strengthen communication to build trust and strengthen culture

Section 5:

Stakeholder Engagement

Internal and external stakeholders helped provide input during the following two stages of the strategy development process through surveys and interviews.

Project Framing Phase

Data from board, staff, and key partners and constituents was collected at the initial stages of the project to better clarify and frame HHC's role, opportunities, and challenges the organization faces as it embarked on its strategic planning process.

Testing and Refinement Phase

In addition, follow up interviews were conducted with staff, partners, and key constituents midway through the process to test key concepts and strategies that informed HHC's decision-making process about its future.



Summary of Stakeholder Engagement Findings

The following themes summarize the key findings shared by internal and external stakeholder groups.

	Project Framing Phase	Testing and Refinement Phase
Purpose	Clarify the organization's internal and external positions	Obtain feedback on the latest thinking around HHC's emerging strategy and identity
Competitive Advantage	• fills a huge need in the community • trusted and reliable organization • accessible	• pillar of community, serves a huge need • trusted and reliable organization with long history of success • "one stop shop"
Tensions	• communication • staff development • processes in need of refinement • business threats to pharmacy • need to ensure financial sustainability without overly relying on one department	• room to increase collaborative efforts externally • the future of healthcare - Holyoke's role in more innovative practices
HHC's Role in the Field	• pillar of the community • passionate staff	• one stop shop, where all community members can go for their health needs • accessible to community

Internal and External Stakeholder Groups

Staff and external stakeholder input informed the strategy development process.

Staff input informed the strategy development process by way of a staff survey and staff representation on the Approach team. Likewise, external stakeholders were interviewed during the testing and refinement phase to ensure no stone was unturned.

Staff Survey

101

Total Respondents



Interviews

10

External Stakeholders

Holyoke Medical Center
 Mercy Medical Center
 Community Care Cooperative
 Caring Health Center Springfield
 Hilltown Community Health Center
 Enlace de Familias
 Behavioral Health Network
 Health Center Network
 Holyoke Public Schools
 Holyoke Board of Health

Stakeholder Engagement Findings

Holyoke Health Center is a trusted and established organization, a true pillar of the Holyoke community.

What is something HHC does really well?

External Interviews

Key themes:

- HHC provides quality care and has a patient-centered focus
- HHC prioritizes patient accessibility and community engagement
- HHC offers diverse and comprehensive services
- HHC has strong leadership
- HHC values and understands the cultural needs of the community

"We make every attempt to provide care to every patient seeking care."

Staff Survey

Staff identified the following top 3 strengths:

- Patient Care and Services
- Staff and their Compassion
- Community Engagement and Services

"We are here for the people of our city."

"[HHC] is there to create health care access in a healthcare desert. Their main goal is to make health care accessible."

Stakeholder Engagement Findings

Holyoke Health Center needs to continue to focus on increasing staff retention and becoming a best place to work while at the same time meeting the needs of the community.

What do you think is HHC's biggest challenge?

External Interviews

Key themes:

- HHC, like many other health care centers, struggles with workforce recruitment and retention
- HHC is committed to its patients who often have complex cases and/or need assistance with managing care
 - Staff are often pulled in multiple directions
- Holyoke is an area of high need, with complex community challenges present
- The demand for mental health services in Holyoke is high
- There is an opportunity for HHC to strengthen its internal and external communication

"I feel that due to the number of patients that I am seeing that I am fighting an uphill battle to provide the care that they need without them getting lost in the system."

Staff Survey

Staff identified the following top 3 challenges:

- Fostering staff morale and retention
- Strengthening communications and operations
- Consistent funding

"Establishing workflow and clear communication between Administration, clerical, and clinical staff. If this were to be accomplished, we could serve our patients without unnecessary mistakes along with having a better understanding of what our co workers do in other roles."

Stakeholder Engagement Findings

Holyoke Health Center is situated to increase behavioral health services and increase collaborative efforts in order to meet the evolving needs of the community.

In what areas do you think HHC has untapped potential?

External Interviews

Key themes:

- There is a high need in the area for behavioral health and substance use services
- HHC could be doing more to strengthen workforce recruitment and retention
- HHC offers many services - ensuring patients are receiving the best combination of services would be beneficial
- HHC has the opportunity to increase collaboration and community outreach
- HHC should continue to address healthcare gaps and increase access to patient services

Staff Survey

Staff identified the following top 3 areas of untapped potential:

- Expanding Patient Services, Access and Locations
- Staff Retention, Professional Development, and Employee Compensation
- Community Engagement and Impact

"Our biggest opportunity is to embrace the passion and commitment of our staff and use that to help foster joy in the workplace and develop a culture of engaged leadership in all areas and across all roles."

"The opportunity to grow and collaborate with different organizations to provide our services."

Stakeholder Engagement Findings

Holyoke Health Center is an innovative organization. There exist opportunities to amplify innovation in the coming years in areas related to mobile health services, community engagement, and more.

External Interviews

What opportunities exist for Holyoke to be innovative?

Key themes:

- HHC is well positioned to continue to strengthen use of technology, integrated medical records and communication with community based organizations
- HHC can increase its impact with strategic collaboration and partnerships
- HHC should consider expanding its services to community
- HHC should continue to examine and address social determinants of health
- HHC should continue to engage in and strengthen its culturally safe practices
- HHC should consider increased opportunities for engagement and feedback

“Think about how we’re engaging the community...create something that is genuine, meaningful, and maximizes engagement.”



Stakeholder Engagement Findings

The ecosystem Holyoke Health Center exists within is continually changing.

External Interviews

In thinking of the current climate, what should Holyoke be preparing for to remain strong and sustainable in the future?

Holyoke Health Center needs to remain aware of, and identify it's role in the following in order to thrive in the future:

- Political and Funding Challenges
- Climate Change and Resilience
- Social Determinants of Health and Equity
- Mental Health and Behavioral Health
- Adapting Service Delivery Models
- Community Engagement and Collaboration
- Maintaining Focus on Core Values and Patient Needs

"I just can't stress enough how important mental health is... challenges that mental health brings into the classroom and school community. What I'm experiencing right now is something like we've never seen before."

"There will be a need for more patients receiving services in an outpatient setting. How do services align with remote and mobile delivery?"

Top Questions Identified & Addressed

Considerations that surfaced throughout the process.

There are several big questions that emerged during this process, but the following set of questions were the most often mentioned by internal and external constituents and were determined to be the most relevant given HHC's current position in the sector.

Programmatic

- Need for increasing behavioral health services
- Need for exploring mobile and virtual health options
- Need to engage with new arrivals to Holyoke

Operational

- Leadership team over-burdened with meetings
- Communication and roles need to be strengthened
- Onboarding patients needs to be strengthened

Organizational

- Need to ensure financial sustainability
- Need to develop org-wide planning sessions
- Need to assess physical use of utilized and un-utilized spaces



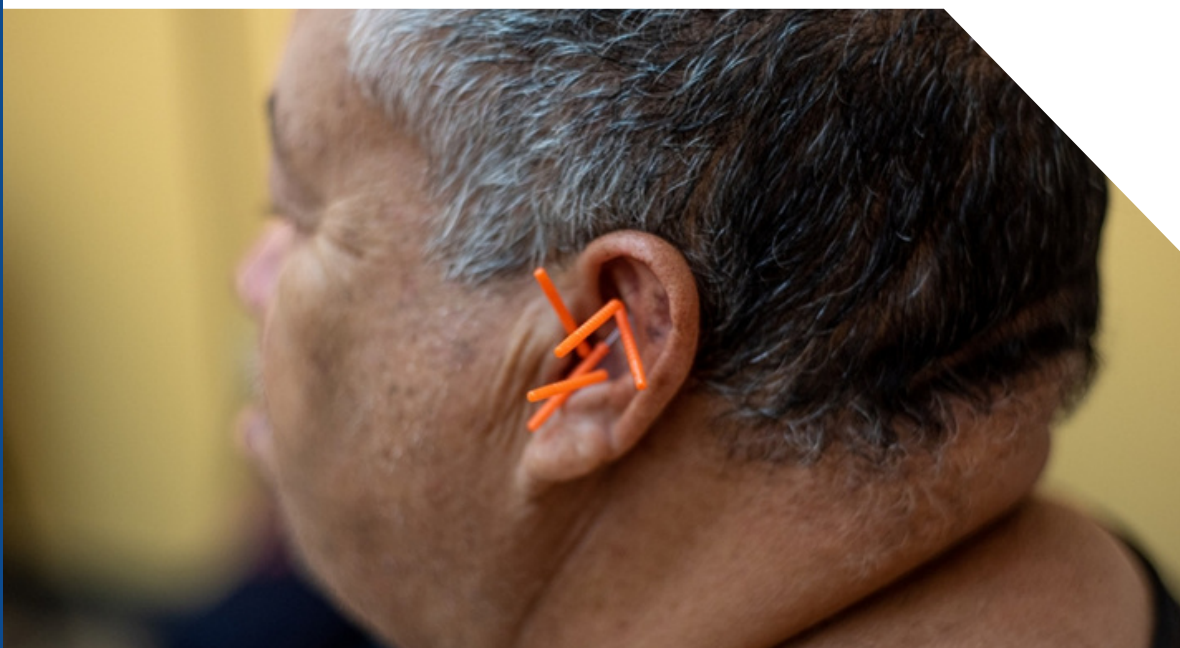
Section 6:

Closing Thoughts, Board Roles & Next Steps

How will HHC and its stakeholders benefit from this strategy?

The board, Approach team, staff, and community all played a role in developing Holyoke Health Center's strategy, which has resulted in a well-rounded, informed plan to guide the organization in the coming years. Importantly, Holyoke Health Center has made the decision to spend the near term strengthening its internal infrastructure. By focusing on leadership and staff development, and strengthening systems and processes, the organization will set a strong foundation for ongoing growth.

Holyoke Health Center plays a vital role in the community. It is a trusted and reliable organization with passionate staff and engaged patients. The strategy outlined in this document will continue to strengthen the organization so it can meet the evolving needs of the community in an ever-changing health landscape, while maintaining financial sustainability.



Board Roles

What role will board members play in supporting strategy advancement?

Holyoke Health Center's board provides strategic and fiduciary oversight to the organization and will be called upon to support HHC leadership with strategy implementation. This guidance may take the form of strategic advice, sharing subject matter expertise, participation in the finance committee and decision making around investment policy and plan for reserves, identifying and uplifting the needs of the community, supporting the identification of potential collaborative opportunities, sharing the evidence base to support innovation efforts, and more.

Holyoke Health Center leadership and staff are grateful for the role that the board plays to advance its mission and sees them as Strategy Ambassadors, who will foster a supportive environment within which HHC can achieve strategic success.



Next Steps

Our work continues.

Holyoke Health Center is committed to implementing the organizational strategy as early as January of 2024. Within each strategic priority, a variety of tactics have been developed, and owners have been assigned to each tactic. The leadership team is working on developing a timeline associated with tactics, to ensure adequate capacity and foster successful strategy implementation. A strategy dashboard has also been created to help tactic owners measure success towards achieving strategic priorities.

Holyoke Health Center's leadership team will continue to operationalize the strategy among its teams. Each department will play a unique role in advancing HHC's strategy. By developing this organizational strategy, Holyoke Health Center is positioned to work towards organization-wide goals to foster a sense of unity and teamwork in meeting the health needs of the community.

As new opportunities are presented, Holyoke Health Center's leadership will utilize the strategy screen to make strategically-informed decisions. Using this screen, and revisiting the many learnings of this process will allow HHC leadership to pivot as needed.

Holyoke Health Center's leadership, with substantial input from its board, community and staff, believe that this organizational strategy is the best way to advance its mission at this current time and are eager to engage in implementation.



Section 6:

Appendix

- A** [Executive Summary_\(English\)](#)
- B** [Executive Summary_\(Spanish\)](#)
- C** [Snapshot of HHC's Strategic Framework](#)
- D** [Operating Model](#)



Executive Summary

We're building a self-sustaining future.

Over the course of several months in late 2023, Holyoke Health Center engaged in a strategy development process. Staff, leadership, board, and external stakeholders all played a role in providing input into the strategy. Holyoke Health Center is confident that this strategy is the best way to advance its mission in the next 3-5 years and eager to implement this strategy in January of 2024.

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Values

Equitable, Community-centered, Compassionate and Dignified Care, and Established

By advancing the four strategic priorities outlined above, Holyoke Health Center will strengthen the foundation on which the organization can continue to grow, increase its presence in the community, support staff, increase accessibility, and continue to meet the evolving needs of the community it serves.

Resumen ejecutivo

Estamos construyendo un futuro autosostenible.

A lo largo de varios meses a finales de 2023, Holyoke Health Center participó en un proceso de desarrollo estratégico. El personal, el liderazgo, la junta directiva y las partes interesadas externas participaron en la elaboración de la estrategia. La organización confía en que esta estrategia es la mejor manera de avanzar en su misión en los próximos 3 a 5 años y está emocionada de implementarla en enero de 2024.

Visión

Atención médica de calidad compasiva y centrada en la comunidad para todos

Misión

Brindar atención médica integral de calidad a nuestras comunidades.

Declaración de estrategia

En los próximos cinco años, Holyoke Health Center se centrará en aumentar: la efectividad organizacional, las oportunidades de colaboración y el acceso de los pacientes.

Prioridad 1

Optimizar los sistemas y aumentar el acceso de los pacientes

Prioridad 2

Garantizar la sostenibilidad financiera

Prioridad 3

Apoyar el desarrollo de la fuerza laboral y el liderazgo

Prioridad 4

Aumentar la colaboración

Valores

Atención equitativa, centrada en la comunidad, compasiva y digna, y establecida

Al avanzar en las cuatro prioridades estratégicas descritas anteriormente, Holyoke Health Center fortalecerá la base sobre la cual la organización podrá continuar creciendo, aumentar su presencia en la comunidad, apoyar al personal, aumentar la accesibilidad y continuar satisfaciendo las necesidades cambiantes de la comunidad a la que sirve.

Snapshot of HHC's Strategic Framework

Vision

Compassionate, community-centered quality healthcare
for all

Mission

To provide quality comprehensive healthcare for our
communities

Strategy Statement

In the next five years, Holyoke Health Center will focus on increasing:
organizational effectiveness, collaborative opportunities, and patient access.

Priority 1

Optimize Systems &
Increase Patient Access

Priority 2

Ensure Financial Sustainability

Priority 3

Support Development of
Workforce & Leadership

Priority 4

Increase
Collaboration

Values

Equitable, Community-centered, Compassionate and Dignified
Care, and Established

Operating Model

Defined with the participation of HHC's board and leaders, the operating model helps clarify approach to mission advancement.

Geographical Footprint

- Holyoke, MA
- Chicopee, MA
- Westfield, MA

Funding Sources

- Foundation grants: 1%
- Government funding: 21%
- Earned income: 76%
- Other: 2%

Patients

- 19,144 Patients annually
- 101,500 Patient visits annually
- 65.9% of Patients identify as Hispanic/Latino
- 91.8% of Patients on state/federal funded insurance
- 43.7% of Patients are best served in a language other than English

Programs & Services

- Primary Care Adult & Pediatrics
- Care Management
- Center for Recovery & Support
- Behavioral Health
- Academic Opportunities
- Pharmacy (Onsite/ Full service)
- Adult and Pediatric Dentistry
- Vision
- Insurance Enrollment
- Translation Services
- Over 370 employees, more than 60% whom are bilingual



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