

SOUTHERN NEVADA
Community
HEALTH CENTER



STRATEGIC PLAN
2022-2023



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EXECUTIVE SUMMARY

This Strategic Plan presents the Southern Nevada Community Health Center's (SNCHC) priorities for the next two years, along with a description of how goals and activities were identified and how progress in implementing these will be measured.

The plan is based on a composite assessment of SNCHC's mission, vision and values; strengths, weaknesses, opportunities and threats; and community health needs and identified in the Southern Nevada Health Districts' Community Health Assessment and Improvement Plan.

The following goals were identified for 2022-2023:

Goal One:	Increase the Number of Unique Patients Served
Goal Two:	Develop the Workforce
Goal Three:	Improve Quality of Care
Goal Four:	Attain Financial Stability
Goal Five:	Add New Services

For each goal specific activities were identified.

Implementation of this plan will be monitored and documented in annual reports. SNCHC will update this plan as needed.

INTRODUCTION

The Southern Nevada Community Health Center (SNCHC) is a Federally Qualified Health Center (FQHC), a not-for-profit 501(c)3 health care organization. The main location of SNCHC is located within the Southern Nevada Health District (SNHD) at 280 South Decatur Blvd. in Las Vegas, Nevada. SNCHC serves the entire Southern Nevada community, providing services, primarily to underserved populations.

MISSION

The mission of the SNCHC is to serve residents of the 89107-zip code in addition to Clark County residents from other underserved areas with appropriate and comprehensive outpatient health and wellness, emphasizing prevention and education in a culturally respectful environment.

VISION

It is the Southern Nevada Community Health Center's vision to contribute to the development of healthy communities in which health disparities are diminished and there is access to health care for all.

VALUES

- Delivering quality care with dignity, equality, sensitivity, professionalism, and respect.
- Maintaining high ethical and professional standards.
- Being a culturally competent organization.
- Practicing continuous quality improvement.
- Operating cost effectively and efficiently.
- Providing a work environment conducive to positive attitudes, personal satisfaction, and growth.
- Incorporating leadership principles at every level of the Community Health Center.

PRIMARY CARE

Primary and preventive care services for children and adults including annual physicals, well-child check-ups, and sick visits for minor illnesses. Medical management is also provided for individuals with chronic medical conditions.

FAMILY PLANNING

Patients who need birth control or who want to plan and space their pregnancies may do so in an affordable way at SNCHC. Confidential services are offered, and parental permission is not required.

HIV/AIDS CARE SERVICES

The goal of the Ryan White Program (RW) Care Services is to provide patient-centered services to individuals living with HIV, link them to needed health care services and ensure they remain in care.

BEHAVIORAL HEALTH

Mental health includes our emotional and social well-being. It affects how we think, feel and act. It also helps determine how we handle stress, relate to others and make healthy choices. SNCHC offers one-on-one counseling services to improve a patient's overall quality of life.

MOBILE UNITS

SNCHC providers and health educators utilize our mobile units to bring health care services and education directly to underserved communities.

TELEHEALTH

As part of SNCHC commitment to protecting patients and providing access to health care, Telehealth services are available. A Telehealth visit can be performed over the telephone or through video using a computer, tablet or smart cellular phone.

PATIENT DEMOGRAPHICS

- 2021 Patients by Race and Ethnicity:

Race	Total
Asian	279
Native Hawaiian	28
Other Pacific Islander	79
Black/African American	989
American Indian/Alaska Native	43
White	2997
More than one Race	131
Ethnicity	Total
Hispanic	1241

- 2021 Patients by Age:

Age	Total
0-19	969
20-29	1899
30-39	2144
40-49	1259
50-59	495
60-69	218
70-79	55
80+	11

- 2021 Patients by Age and Sex:

Age	Male	Female	Unknown
0-19	341	627	1
20-29	451	1448	0
30-39	542	1601	1
40-49	313	944	2
50-59	208	287	0
60-69	105	111	2
70-79	22	33	0
80+	2	9	0
Total:	1984	5060	6

STRATEGIC PLANNING

SNCHC will establish a strategic planning workgroup to review the mission, vision and value statements and track progress towards meeting the goals and activities, along with providing updates to SNCHC board and leadership.

The SNCHC strategic planning workgroup will (i) develop the process of setting goals and regularly checking progress towards achieving those goals, (ii) define activities that ensure the strategic goals are consistently met in an effective and efficient manner, and (iii) ensure achievement of the overall goals by continuously engaging in the following activities:

- Identify and prioritize desired results.
- Set standards for assessing how well results are achieved.
- Track and measuring progress.
- Ongoing exchanging of feedback.
- Periodically review progress.
- Reinforce activities that achieve results.
- Intervene to improve progress, when needed.

SWOT ANALYSIS

A SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) (SWOT Analysis) was conducted as a basis to inform the development of this plan. Results follow.

Strengths

- Engaged leadership
- Engaged Board
- Current locations

Weaknesses

- Staff training/engagement
- Service gaps
- Clinical space

Opportunities

- New locations
- Improvement of performance measures
- Marketing

Threats

- Staff reduction (turnover, burnout)
- Resistance to change
- Funding

STRATEGIC GOALS AND ACTIVITIES

The workgroup established the following five goals and associated activities for the period 2022-2023.

Goal One: Increase the Number of Unique Patients Served

1. Increase Telehealth Utilization by:
 - a. Increasing knowledge and understanding of Telehealth among patients and providers.
 - b. Increasing the number of Telehealth appointments.
 - c. Deploying different Telehealth options.
2. Increase Access to Care by:
 - a. Expanding hours of operations.
 - b. Creating additional clinics.
 - c. Recruiting additional providers.
3. Create Branding
 - a. Developing and implementing a marketing campaign.
 - b. Partner with community-based organizations.

Goal Two: Develop the Workforce

1. Staffing Models
 - a. Establish appropriate provider to staff ratio.
 - b. Create team-based care model.
2. Staff Engagement and Satisfaction
 - a. Establish daily huddles.
 - b. Establish monthly one-on-one/rounding meetings.
 - c. Develop a Bi-Annual and/or Annual Satisfaction Survey
3. Implement Training Program
 - a. Identify needs of staff.
 - b. Create a staff development training calendar.

Goal Three: Improve Performance

1. Enhance Technology Support
 - a. Implement eClinicalWorks (eCW) workflows.
 - b. Develop an eCW reference guide.
 - c. Provide on-site eCW training.
2. Achieve Patient Satisfaction Survey Scores
 - a. Increase completed surveys.
 - b. Identify satisfaction survey in different platform.
 - c. Increase the percentage of patients that rate service as excellent and/or good.
3. Improve Service Delivery Model
 - a. Develop pre-visit planning workflow.
 - b. Implement pre-visit quality dashboard.

Goal Four: Attain Financial Stability

1. Increase Overall Grant-Based Revenue (non-COVID)
 - a. Identify additional funding opportunities (non-COVID).
2. Increase Program Revenue
 - a. Increase number of payer contracts.
 - b. Improve patient access to care.
 - c. Improve eligibility, referrals and conversion.
3. Review Revenue Cycle Improvements
 - a. Review collections, bad debt, account receivable, claim denials/resubmission.
 - b. Enhance education for all staff on coding and billing.

Goal Five: Add Clinic Services

1. Expanding Behavioral Health
 - a. Develop new space for behavioral health services.
 - b. Recruitment for behavioral health providers.
2. Reintroducing Dental Services
 - a. Establish new space for dental services (East Las Vegas).
 - b. Develop a staffing plan.
 - c. Partner with UNLV School of Dental Medicine.
3. Survey Patient Needs
 - a. Develop needs survey for established patients.