



Strategic Plan: 2013, 2014

Approved January 24, 2013

Mission Statement

It is the mission of the Dungeness Valley Health & Wellness Clinic to provide access to health care for the underserved in the community and to promote wellness.

Core Values

The core values of the Dungeness Valley Health & Wellness Clinic are:

Compassion
Respect
Integrity
Commitment

Health Care

To provide for the efficient and effective delivery of health care services necessary to fulfill the mission of the Clinic to the uninsured and under-insured in the Sequim-Dungeness Community.

A. Strategy: Review Clinic delivery systems to ensure effectiveness, efficiency and ability to meet needs.

1. **Goal** - Review and make changes as necessary to ensure there is no duplication in community-based services.
 - a. Responsibility: Executive Director, Clinic Director, Medical Director
 - b. Timing: Annually

B. Strategy: Maintain an awareness of developing health care issues affecting the community and be involved in creating solutions.

1. **Goal** – Continue participation in the Project Access Program.
 - a. Responsibility: Executive Director, Clinic Director, Medical Director
 - b. Timing: Ongoing
2. **Goal** – Continue to partner with existing community health care services.
 - a. Responsibility: Executive Director, Clinic Director, Medical Director
 - b. Timing: Ongoing

C. Strategy: Assess needs of patient population for effectiveness and delivery of services.

1. **Goal** – Address best method to meet dental emergencies of patients through access to inexpensive dental care.
 - a. Responsibility: Executive Director, Clinic Director, Medical Director
 - b. Timing: Annually
2. **Goal** - Address best method to meet behavioral/mental health needs of patients.
 - a. Responsibility: Executive Director, Clinic Director, Medical Director
 - b. Timing: Annually
3. **Goal** – Collaborate with community partners to maintain best service.
 - a. Responsibility: Executive Director, Clinic Director, Medical Director
 - b. Timing: Annually

Wellness Program

To provide for the circulation of wellness and disease prevention information to effectively support health care services delivered by the Clinic, and to promote health and wellness in the Sequim-Dungeness Community.

A. Strategy: Ensure appropriate wellness and disease prevention information is available onsite.

1. **Goal** – Coordinate with medical staff to ensure wellness and disease prevention information in support of clinic health care services is available to patients.
 - a. Responsibility: Executive Director, Wellness Director
 - b. Timing: Annually
2. **Goal** – Provide and maintain computer(s) for patient access to wellness and disease prevention information on the internet.
 - a. Responsibility: Executive Director, Wellness Director
 - b. Timing: Ongoing
3. **Goal** – Provide and maintain television CD/DVD player to present audio-visual wellness and disease prevention information for patients in waiting area(s).
 - a. Responsibility: Executive Director, Wellness Director
 - b. Timing: Ongoing

B. Strategy: Promote wellness and disease prevention as a community outreach.

1. **Goal** – Design, develop and present public forums that address mainline and integrative healthcare.
 - a. Responsibility: Executive Director, Wellness Director
 - b. Timing: Annually

Administration

To develop and provide those services necessary to support operation of the Clinic and its ability to fulfill every aspect of its mission.

A. Strategy: Review and update the Strategic Plan and its subordinate plans.

1. **Goal** – Assess the resources and needs of the Clinic and its ability to fulfill the mission.
 - a. Responsibility: Board of Directors, Executive Director
 - b. Timing: Annually

B. Strategy: Review and update all policies, procedures, licenses and insurance.

1. **Goal** – Review and update Clinic operational policies and procedures.
 - a. Responsibility: Executive Director, Clinic Director, Wellness Director
 - b. Timing: Annually
2. **Goal** – Review all Board policies, licensing and insurance.
 - a. Responsibility: Board of Directors, Executive Director
 - b. Timing: Annually

C. Strategy: Ensure technical ability to link to external databases.

1. **Goal** – Maintain on-site computer hardware for effective data entry and processing for patient records and donor/volunteer information..
 - a. Responsibility: Executive Director, IT Manager
 - b. Timing: Annually

Human Resources

To effectively staff and efficiently manage the employees, contractors and volunteers needed to fulfill the mission of the Clinic in the Sequim-Dungeness community.

A. Strategy: Review personnel needs in light of mission fulfillment.

1. **Goal** – Assess ability of Clinic to meet needs of the Sequim-Dungeness Community.
 - a. Responsibility: Board of Directors, Executive Director.
 - b. Timing: Annually
2. **Goal** - Review available personnel and plan to meet identified needs.
 - a. Responsibility: Board of Directors, Executive Director
 - b. Timing: Annually

B. Strategy: Review performance of key personnel, employees, contractors and volunteers.

1. **Goal** – Review performance of employees, volunteers and contractors.
 - a. Responsibility: Executive Director, Clinic Director, Wellness Director
 - b. Timing: Annually
2. **Goal** – Review performance of directors, including Executive Director.
 - a. Responsibility: Board of Directors and Executive Director, as appropriate.
 - b. Timing: Annually
3. **Goal** – Develop a booklet which defines commonly used acronyms and jargon to assist non-medical personnel in the performance of their assignments.
 - a. Responsibility: Clinic Director, Medical Director.
 - b. Timing: 2013

Financial Resource Development

To develop the donations, grant funds and sponsorships necessary for the Clinic to fulfill its mission to the Sequim-Dungeness Community.

A. Strategy: Ensure adequate income stream for Clinic to fulfill its mission.

1. **Goal** – Increase public awareness through more publicity.
 - a. Responsibility: Development and Community Relations Committees
 - b. Timing: Ongoing
2. **Goal** – Develop business sponsorship program for the Clinic.
 - a. Responsibility: Development Committee
 - b. Timing: One each in 2013 and 2014.
3. **Goal** – Increase revenue stream from existing Fun Walk fundraiser.
 - a. Responsibility: Development Committee, Fun Walk Committee
 - b. Timing: 2013
4. **Goal** – Develop program to increase donor base.
 - a. Responsibility: Development Committee
 - b. Timing: 2013
5. **Goal** - Develop capability to discover and exploit available grant funding resources.
 - a. Responsibility: Development Committee
 - b. Timing: 2013

B. Strategy: Maintain a formal Recognition Program to recognize donations of time and funds.

1. **Goal** – Recognize volunteers twice yearly.
 - a. Responsibility: Executive Director, Clinic Director, Wellness Director
 - b. Timing: Semi-annually
2. **Goal** – Recognize providers twice yearly.
 - a. Responsibility: Executive Director, Clinic Director
 - b. Timing: Semi-annually
3. **Goal** - Recognize major donors.
 - a. Responsibility: Development Committee
 - b. Timing: Annually

Financial Resource Management

To maintain the highest standards of financial management that will ensure the optimal use of our limited resources.

- A. Strategy:** Establish financial policies and controls to ensure the long-term viability of DVHWC.
 - 1. **Goal:** Maintain cash reserves equal to six months' operating expenses.
 - 2. **Goal:** Create and fund a Depreciation reserve for technology and office equipment upgrades and replacements.
 - 3. **Goal:** Increase percent of revenue derived from foundation Grants.
 - 4. **Goal:** Assess the feasibility of becoming a United Way member organization.
 - 5. **Goal:** Develop procedure for booking and tracking restricted funds

- B. Strategy:** Review and Revise, as needed, the financial policies and procedures annually.
 - 1. **Goal:** Develop Policy for building and using reserves.
 - 2. **Goal:** Develop Policy for distributing contributions, donations, and excess income (profit)
 - 3. **Goal:** Include depreciation as an operating expense.

- C. Strategy:** Provide management reports that facilitate the Board's ability to fulfill its fiduciary responsibilities.
 - 1. **Goal:** Simplify financial reports structure.
 - 2. **Goal:** Initiate a monthly financial report to the board.
 - 3. **Goal:** Transition to a "material exception " based decision process.