

# Samuel U. Rodgers Health Center 2024-2026 Strategic Plan Summary

**Strategic Initiative 1: Quality** Sustain and enhance a culture of quality that supports a high value, accountability, and performance-driven organization.

## **Goal 1.1 Strengthen Knowledge & Implementation**

Strengthening our knowledge, understanding and implementation of clinical quality measures and value-based care to prepare for the ongoing changes in health care related to quality KPIs.

### Tactics:

- Value based care preparations (Focus on health of patient for VBC – sicker patients need more resources).
- Strategy to get post-partum patients to return after delivery.

### KPI:

- Increase number of care gaps closed. Baseline 2023. Sources of care gaps primarily come from Uniform Data System (UDS) such as preventive screenings (e.g., cancer screenings, vaccinations).

## **Goal 1.2 Continuous Performance Improvement Process**

Maintain the Continuous Performance Improvement process to ensure and track the delivery of successful KPIs and program quality for those we serve.

### Tactics:

- Staff to share lessons learned from CME and CE.
- Implement an approach to measure the application of learning.
  - Through the peer review process, Provider Staff are trained to specifically seek evidence-based care decision making.
  - Peer review requirements:
    - Conducted by licensed professionals.
    - Conducted on a quarterly basis.

### KPI:

- Meet or exceed 75% of UDS quality benchmarks annually – Based upon national UDS Average via clinical area focused performance improvement plans.

## **Strategic Initiative 2: Health Center Experience**

Strengthen the health center experience through the delivery of integrated services to meet the individual needs of our patients.  
(Patient Centered Medical Home)

### **Goal 2.1 Expand Delivery of PCHM Model**

Expand delivery of the PCHM model to continue improving the health KPIs of our patients, which includes monitoring chronic disease management (e.g., blood pressure control in hypertensive patients, HbA1c levels in diabetic patients) which is crucial for understanding the impact of care on patient health outcomes as well as adherence to evidence-based protocols, like administering vaccines and preventive screenings.

Tactics:

- Increase internal referrals by staff.

KPI:

- Increase patients using services in more than one area by 5% in 2025 (Baseline 31% from Annual 2023 UDS Measure).

**Goal 2.2 Patient/Family Experience**

Continue to invest in creating a patient/family experience that provides easy access to care the patient wants or needs in a culturally competent and welcoming manner.

Tactics:

- Leverage technology/ implementation of preregistration utilization to improve patient experience utilizing the patient engagement platform (LUMA).

KPI:

- The percentage of patients who rate their satisfaction with their overall medical care improves by 5% by end of 2026 (2023 Baseline=85%).
- When transportation issues are identified, staff provide referrals to Social Determinants of Health services, helping to close service gaps. Establish baseline 2024.
- After Pediatric Wing Opens – Update KPI - using % of patients reporting getting an appointment when they want it.

**Strategic Initiative 3: Marketing, Communications & Advocacy**

Promote the Sam Rodgers mission to provide high quality, compassionate and affordable healthcare.

**Goal 3.1: Marketing & Communications**

Increase community awareness of Sam Rodgers services and mission.

Tactics:

- Update all PR/marketing to include quality story/rankings - Include HRSA badge on Sam Rodgers materials (LinkedIn, email signatures, etc.).

KPI:

- Social Media Engagement targets establish 2024 baseline and increase by end of 2025: Facebook: 2-5% engagement (likes, comments, shares); Instagram: 3-8% engagement; LinkedIn: 1-3% engagement.
- Update KPI as use of Luma matures - ask new patients how they heard about SURHC?

**Goal 3.2: Community Outreach & Engagement**

Continue to be intentional in our community outreach activities, ensuring they align well with our strategies and mission.

Tactics:

- Board elevator pitch and leverage board member networks (professional and personal).
- Strategically focuses on outreach team engagement with the communities that make up our patient population.

KPI:

- Number of partnerships/collaborations increase (Baseline in 2024 then, set metrics for increase).

**Goal 3.3: Advocacy**

Advocate for our patients and the social and health issues that affect them and for our health center priorities and mission.

Tactics:

- Advocacy at the local level and to community stakeholders outside the healthcare system and apart from local, state and federal government resources.

KPI:

- The amount of funding secured for the targeted patient-centered initiative through advocacy efforts.

**Strategic Initiative 4: Organizational Excellence**

Ensure Sam Rodgers has structures and processes that leverage innovative best practices to foster an engaged staff and board and strengthen our operational and financial health.

**Goal 4.1: Staff**

Recruit, develop and retain diverse staff who are committed to the mission and values of our organization and have the skills and abilities needed to advance it.

Tactics:

- The health center will continue to encourage staff to participate in ongoing activities illustrating workplace culture.
  - Annual training, all staff meetings, health center week and explore other ideas like an open house or providing cultural competency training to students.

KPI:

- Ninety-five percent of staff complete cultural competency training.

**Goal 4.2: Health Center Operations**

Ensure Sam Rodgers is well-positioned to support the health and well-being of our patients and the efficiency and effectiveness of our staff through safe and welcoming facilities, resilient technology, competent coordination and focused management of compliance and risk.

Tactics:

- Utilize technology to enhance the efficiency of staff. By integrating with NextGen EHR, LUMA helps healthcare practices streamline workflows, improve patient engagement, and create a more efficient care environment. Utilize NextGen Ambient Assist which helps healthcare providers save time, increase accuracy, and focus more on patient care by automating the often-time-consuming process of clinical documentation.

KPIs:

- Percentage of PCRs (front desk staff) Actively Using LUMA - Calculation: (Number of PCRs using LUMA regularly / Total number of PCRs) × 100. Target: 85% adoption by June 30, 2025.

**Goal 4.3: Clinical Operations**

Ensure Sam Rodgers provides the best innovative practices in staff models to support the health and well-being of our patients, minimize risk, and support the efficiency and effectiveness of our staff.

## Tactics:

- Competency metrics for clinical staff.

## KPIs:

- The percentage of clinical staff who meet Adherence to Clinical Guidelines related to administering blood pressure is 85%.

**Goal 4.4: Patient Revenue**

Maximize and expand earned revenue.

## Tactics:

- Conduct real-time eligibility verification for Medicaid and benefits checks before claims are submitted to ensure accurate patient information and coverage details.

## KPI:

- Pre-Claim Validation: Conduct real-time eligibility Medicaid verification and benefits checks before claims are submitted to ensure accurate patient information and coverage details. Based upon audits of each patient care representative is 85% accurate.

**Goal 4.5: Fund Development**

Develop and sustain relationships with stakeholders to secure philanthropic support to advance the mission.

## Tactics:

- Expand fund development/ donor funds.
- Expand our reach beyond our local area, seeking support from funders outside our traditional geographic region.

## KPI:

- Foundation giving increases by 3-5% annually (2023 Baseline=\$417,316 excluding Capital Campaign)

**Goal 4.6: Grants**

Maximize grant funding from state and federal sources to support the mission.

## Tactics:

- Expand government funding from state and federal sources.

## KPI:

- Grant Funding Growth Rate: increase in grant funding secured year-over-year 3-5% annually.

#### Goal 4.7: Board Development

Recruit, develop and retain diverse actively engaged board members who represent the community Sam Rodgers serves are enthusiastic about the mission, committed to effective governance, and help ensure Sam Rodgers has the resources and relationships needed to advance its work.

##### KPIs:

- Board members attend at least 75% of all board meetings – Quarterly Strategic Plan Review.
- At least 51% of board members are SURHC patients.
- 100% of board members serve on at least one committee.
- 100% of board members make a personal financial contribution to Sam Rodgers commensurate or significant according to their circumstances. (added board expectation).
- 100% of board members participate in at least two unique events annually--fundraisers, community events, etc. (Current board expectation).
- 100% of board members rate their experience on the board as 4.0 or higher on a 5-point scale – per the Question “The Board has been effective during the last twelve (12) months.”
- Board retention rate between 75% and 85% annually.

#### Samuel U. Rodgers - Parking Lot

- Residency programs to attract/retain workforce committed to mission and expanding opportunities (i.e., like NP Residency Program). Increase relationship with KCU med students to increase physician workforce opportunities + UMKC + KU + local residency programs. ***Pediatric Wing operations and staffing are key to opening more space throughout Sam Rodgers to take the next step with this.***
- Pilot project for telehealth for medication change follow ups or other specific appointment types for established chronic disease patients. This gives the benefit of increased TH while targeting the service to patients who may not come to the clinic for a 3–4-week follow-up after a med change.
- Expand services to meet evolving needs of the community (i.e., substance abuse).
- Consider an annual event/gala.

#### Samuel U. Rodgers - Board Education

- Board education on presentations performed by staff at local, state, and national levels.
- Board education on overall quality principles like how QI/QA already exists to set goals and use PDSA to improve outcomes and how standardization of processes is linked to improved quality to assure mutual understanding and ensure that the long-term Quality work is beyond standard QI/QA.
- Board Education related to Cost Report and understanding/clarify that new pediatric wing has no facility cost on cost report. Chris will clarify how this is done Grants are backed out of expenses in the Cost Report (i.e. If a grant is received from a foundation for medical direct care, a fixed asset such as a x-ray piece of equipment, and/or a building, there is no allowable depreciation cost).