



STRATEGIC PLAN

Executive Summary and
Recommendation

2020-2021

BACKGROUND

Since 1995, AxessPointe Community Health Centers has been committed to helping families in Summit and Portage counties maintain healthy lifestyles by providing an array of preventive health services. We believe that health is a human right, not a privilege, and our goal is to be recognized as a leader in the delivery of high-quality, integrated, family-oriented health care.

We have embraced new strategies and allocated resources in the areas of personnel, technology and engagement. In addition, we have a model that allows patients to receive medical, dental, pharmacy and behavioral health care under the same roof; it's the perfect one-stop shop.

In 2019, AxessPointe had a record-breaking year serving over 21,000 patients, totaling more than 66,000 visits and filling over 72,000 prescriptions. We've also added a personal hygiene closet to assist patients who may need shampoo, deodorant, toilet paper and laundry soap, to name a few items. The Food is Medicine Program was implemented in 2020 to provide nutrition education and healthy food items to patients with chronic diseases who qualify.

The following executive summary outlines our goals and strategies for the next two years. We're proud to share this blueprint with our community, and we are well positioned to implement this strategic plan while continuing to meet the needs of our patients.

Jack Evans

*Vice Chair, Board of Directors
Chair, Strategic Planning Committee*

Chris Richardson


CEO, AxessPointe



PLAN DEVELOPMENT

In September 2019, the Board of Directors and the leadership team met to discuss a plan for AxessPointe's future. During this meeting, priorities, strengths, weaknesses, opportunities and challenges were discussed in an effort to see how we can continue to move the organization forward.

In October 2019, a follow-up meeting was held to review the strengths, weaknesses, opportunities and challenges exercise. During this meeting, a two-year strategic plan was created. With the ongoing support of our Strategic Planning Committee and with input from board members, we have identified three areas of focus to improve the organization's future performance and effectiveness: *Growth, Quality Assurance and Fiscal Stability.*



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PRIORITY 1: GROWTH

AxessPointe's goal is to increase the number of unique patients that are served by 5%. To accomplish this, our approach will include three specific steps: increase the number of community collaborations, explore new services and evaluate site expansion. Each item is detailed below.

Increase the Number of Community Collaborations

Increasing our community collaborations starts with identifying three community partners that serve a similar population. The completion of a feasibility study and a presentation of this proposal will follow. Implementation of this step is planned for September 2020.

Explore New Services

Outgoing referral data was pulled from the last five years, prompting the exploration of new service lines. With the feasibility study completed in January 2020, the presentation of the proposal to the full Board of Directors will be in June 2020. Next, we will be securing grant funding and additional real estate to allow for expansion.

Evaluate Site Expansion

The first step is the development of a model that identifies minimal needs for a new access point opportunity. With the help of Lorie Kayler & Associates, we will conduct a study to determine the best location for a health center. After that we will create a business plan for grant submission and seek additional opportunities for funding a health center.

PRIORITY 2: QUALITY ASSURANCE

To keep true to our promise of quality assurance, we will assess and begin improvement on all Health Resources & Services Administration (HRSA) quality care measures. Our goal is to exceed the Ohio Association of Community Health Center's average standards for HRSA's Uniformed Data System Quality of Care Measurements.

To achieve this goal, we are going to focus on continuous quality improvement initiatives, including diabetes, hypertension and colorectal cancer screenings. Recently, we purchased AZARA, a data collection and reporting system, to foster real-time use of clinical data. As we move forward, our staff will be actively engaged in the continuous quality improvement process.



PRIORITY 3: FISCAL STABILITY

Our main goal to further the fiscal stability of AxessPointe is to increase total revenue by 7%. To meet this goal we will follow three steps: building a development environment, capturing all possible reimbursement and increasing payor mix.

Building a Development Environment

To build a development environment, we must continue networking and focusing on community awareness. Our 25th Anniversary Gala is our official launch for this initiative. We will then look into the practicability of fundraising and hiring development personnel necessary for this step.

Capturing All Possible Reimbursement

Capturing all possible reimbursement begins with focusing on collections per encounter and new revenue streams. After this all contracts will be negotiated to be more fiscally efficient. We will also explore all forms of Federally Qualified Health Center (FQHC) reimbursement opportunities such as Uber Health and billable nurse visits.

Increasing Payor Mix

We intend to retain more Medicaid patients who are transitioning to Medicare by implementing a "Welcome to Medicare" program, while increasing the population of these patients. We will also move to increase dual eligibility among our patient population.

OBJECTIVES & KEY RESULTS

Employees & Culture

As a company, we want to strengthen our relationship with our employees. After receiving employee satisfaction surveys we will examine the culture and training among employees. This will also allow us to implement a strategy to increase employee retention.

Patient Experience

Using Patient Satisfaction surveys for unique encounters, as well as semi-annual surveys, AxessPointe will be able to gain insight into the patient experience. This will also allow us to see how likely a patient is to recommend AxessPointe. Another method to learn about our patients' experience is by utilizing Google ratings. With the ability to communicate with raters, Google ratings give us a real-time look at our performance.

Clinical/Quality Measures

To ensure quality care, we must improve our clinical measures. This includes increasing comprehensive primary care metrics and provider productivity. For dental, we would like to increase the sealant rate for patients between the ages of six and nine. We would also like to meet the goal of primary care providers seeing 2.5 patients per hour, while dental should see 2.2 patients per hour.

Financial

To grow financially, we will be managing the net income variance. Our goal is to increase collections per encounter and improve efficiency for charge lag and claim lag.



AxessPointe

Community Health Centers

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