Mora Valley Community Health Services, Inc.

2021 - 2022 Strategic Plan

MISSION STATEMENT:
The mission of Mora Valley Community Health Services, Inc. (MVCHS) is to provide excellent primary care (Medical, Dental, and Behavioral Health) and other services to Mora residents, while ensuring exceptional customer service.

VISION STATEMENT:
MVCHS envisions a happy and healthy community, where residents utilize MVCHS’ resources and are actively involved in their well-being.

MOTTO:
Les Deseamos Una Vida Buena y Sana. – We Wish You a Good and Wholesome Life.

SWOT Analysis:

<table>
<thead>
<tr>
<th>Strengths - Internal:</th>
<th>Weaknesses - Internal:</th>
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<tbody>
<tr>
<td>1. Quality Care</td>
<td>1. Recruitment</td>
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<td>2. Compassionate &amp; Caring Staff</td>
<td>2. Retention</td>
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<td>3. Patient Satisfaction</td>
<td>3. Communication &amp; Follow-Up</td>
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<td>5. Staff/Providers</td>
<td>5. Inefficient Technology Utilization</td>
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<td>6. 340B Pharmacy</td>
<td>6. Training</td>
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<td>7. Continued Stability &amp; Growth</td>
<td>7. Burn-out</td>
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<td>8. Comprehensive Services</td>
<td>8. Highly Specific Training &amp; Experience</td>
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<td>9. AAAHC Accreditation &amp; Patient Centered</td>
<td>in FQHC &amp; HRSA (Move to #1)</td>
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<td>Medical Home Recognition</td>
<td>9. Need for Team Building</td>
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<td>10. Accessibility</td>
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<td>11. Health Percentage Shortage Area (HPSA)</td>
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<td>Score Increase</td>
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<td>12. HRSA, DOH, AAA, &amp; ALTS Compliant</td>
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<td>13. Financial Solvency</td>
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<td>14. Quality Goals are Met and/or Exceeded</td>
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<td>15. Personnel Fringe &amp; Benefits Package</td>
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Opportunities – External
1. Growth (New and Expanded Programs)

Threats – External
1. COVID 19 and/or Other Pandemics
2. Loss of Funding
Goal #1: Sustain Operations and Expand Services
- Apply for New Grant Opportunities
- Maintain Reserves Equal to 3 Months of Operation and Increase Savings/Building Fund to $5M
- Increase Patients and Encounters and meet HRSA Projections
- Increase Patient Utilization at School Based Health Center (SBHC)
- Establish a Dental Clinic at SBHC
- Expand Dental to 5 days a week
- Expand Telemedicine Options
- Expand Psychiatric Care
- Expand Specialty Care
- Increase Awareness of Services and Resources in the Community – (Marketing Plan)
- Increase Collaborative Efforts with Organizations and Healthcare Specialists
- Expand & Enhance Clinical & Administrative Work Space

Goal #2: Enhance Training
- Maintain Training for COVID 19 Related Activities
- Enhance the Use of the Organization’s Monthly Training Calendar
- Enhance Use of MVCHS’ Intranet
- Enhance New Hire Orientation
- Enhance Emergency Operations Plan (EOP) Training
- Enhance Risk Management Training
- eClinical Works (eCW) Super User Training
- Enhance Policy and Procedures Training
• Inter-Agency Training and Collaboration
• Enhance Board Training
• Enhance MIP & Microix Training (Finance & HR)
• Enhance Annual Training
• Enhance Procurement & AP Training
• Enhance Team Building Among Management & Key Functional Groups

Goal #3: Policies and Procedures
• Update Personnel Handbook
• Establish a Fiscal Policies and Procedures Manual
• Establish a Caridad de San Antonio Agency Policies and Procedures Manual
• Enhance Emergency Operations Policies and Procedures
• Enhance Policy and Procedures Training
• Acknowledgement of Receipt and Understanding of Policies and Procedures Via Intranet Application

Goal #4: Recruitment/Retention
• Providers
  o Enhance Retirement Plan
  o New Mexico Health Resources (NMHR) Salary Survey Match; Maintain at Midpoint
  o Provide Housing Resources
  o Continue to Provide Education, Training, and Educational Assistance Opportunities to Increase Knowledge and Skills
  o Reduce Burn-Out
• Staff
  o Enhance Retirement Plan
  o Match Employee Compensation to Similar Sized Federally Qualified Health Centers (FQHC’s)
  o Enhance Opportunities for Employees
  o Continue to Provide Education, Training, and Educational Assistance Opportunities to Increase Knowledge and Skills
  o Reduce Burn-Out
• Board of Directors
  o Provide Continuing Education and Training to Increase Knowledge and Skills
  o Active Recruitment
  o Reduce Burn-Out

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