

September 30, 2023
Revised February 28, 2025

2024-2025 Strategic Plan

Hoosier Health Roadmap



INDIANA HEALTH CENTERS

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IHC's Mission

To provide high-quality, affordable, patient-centered care to underserved areas of Indiana.

IHC's Vision

To be THE medical home of choice for patients, create an empowering work environment for staff, and develop strong, collaborative relationships with stakeholders in all service areas.

Mission, Vision, & Values



Strategic Pillars

Strategic Pillars are the foundation that supports all goal setting at IHC. These four pillars are the overarching ideas that pull our goals together in a focused and understandable manner. We use these pillars coupled with SMART goalsetting to document and track our progress and celebrate our success as we move toward better healthcare for all Indiana patients.

2024-2025 Strategic Pillars & SMART Goals



SPECIFIC

- State what you'll do
- Use action words



MEASURABLE

- Provide a way to evaluate
- Use metrics or data targets



ACHIEVABLE

- Within your scope
- Possible to accomplish; is attainable



RELEVANT

- Makes sense within company function
- Improves the business in some way



TIME-BOUND

- State when you'll get it done
- Be specific on date or timeframe

2024-2025 Strategic Pillars



PATIENT EXPERIENCE, CLINICAL EXCELLENCE & QUALITY

Ensure the highest quality service and best clinical outcomes by providing patients with the right care and education, at the right time, in the right place, with integrity, honesty, and compassion for an empowered patient experience.



LEADERSHIP, COMMUNITY HEALTH, & GROWTH

Lead the journey to effective care and better health outcomes by creating just spaces and expanding healthcare access so our patients' and community's comprehensive health needs are fully met.



WORKFORCE: TALENT & TEAMS

Serve as the employer of choice by supporting and investing in our workforce, recruiting the best talent, and fostering robust teamwork.



FISCAL RESILIENCE, OPTIMIZATION, & PERFORMANCE

Ensure Indiana Health Centers, Inc. enables the continuance and expansion of our vision and mission through fiscal responsibility. Optimize our systems to ensure accessibility, reliability, appropriateness, effectiveness, standardization, and resilience.

2024-2025 Patient Experience, Clinical Excellence, & Quality

Ensure the highest quality service and best clinical outcomes by providing patients the right care and education, at the right time, in the right place, with integrity, honesty, and compassion for an empowered patient experience.

Objectives

Key Indicators of Success

**Achieve
40,000 unique
patients**

- Increase the number of new patients seen by at least 5% from the previous year's achievement each year (2024 and 2025)
- Re-engage at least 20% of the patients on the re-engagement list each year beginning in 3rd Quarter each year (2024 and 2025)
- Increase dental utilization by 5% for 2024 and 2025
- Decrease No-Show rate to 15% overall by beginning of 2024
- Decrease No-Show rate to 12% by the end of 2025

**Improve
patient
experience**

- Pilot a centralized call center by beginning of 2024 and, if successful, implement organization-wide by end of 2025
 - Answer 85% of in-bound calls live by end of 2024
 - Answer 90% of in-bound calls live by end of 2025
- By the beginning of 2025, enhance IHC's delivery of women's health care by creating access to first-trimester prenatal care and developing strong partnerships with physicians who provide ongoing prenatal care and labor and delivery services.
- Collectively IHC's WIC sites will increase their caseload by 4% by the end of 2025. IHC will play a vital role in referrals and partnering to do outreach in each community.

**Improve
CQMs at
least 5%**

- Identify 3-5 measures for clinical quality improvement each year from UDS, HEDIS, STARS, and other value-based performance indicators
- Improve the performance on the designated CQMs by 5% or more each year
- Negotiate 2 - 3 shared savings/pay for performance contracts with payors by end of 2025 for value based care

2024-2025 Leadership, Community Health, & Growth

Lead the journey to effective care and better health outcomes by creating just spaces and expanding healthcare access so our patients' and community's comprehensive health needs are fully met.

Objectives

Key Indicators of Success

Strengthen & fully integrate Behavioral Health

- Hire or contract with Psychiatrist by beginning of 2024
- Hire a Behavioral Health Director (LCSW) by beginning of 2024
- Ensure each Health Center has a dedicated LCSW by end of 2025
- Establish an MOUD program at each Health Center by beginning of 2025
- Explore partnerships with CCBHC to establish stronger BH model (Ongoing)
- Implement Trauma Informed Care

Lead innovation for the community

- Open the new IHC Marion Health Center by August 2024
- Complete the IHC Bedford renovations by April 2024
- Leverage grants to promote innovation at IHC
- Develop the Teaching Health Center Program in partnership with Marian University by end of 2025
- Partner with each hospital system where IHC patients are utilizing in-patient or ED for transitions of care by 2025 and sharing eCW for scheduling patient appointments

Expand access to health care in underserved counties

- Promote and enhance video telehealth while increasing utilization 10% by beginning of 2024 and 20% by end of 2025, including BH
- Partner with other social organizations - food pantries, housing support, and employment services - to enhance whole person care in each community served by IHC by 2024.
- Rebuild IHC CIC with a refreshed and standardized charter, purpose, and goals to support community engagement by the end of 2024

2024-2025 Workforce: Talent & Teams

Serve as the employer of choice by supporting and investing in our workforce, recruiting the best talent, and fostering robust teamwork.

Objectives

Key Indicators of Success

Staff Education & Community Awareness

- Educate all IHC staff on cultural awareness (annual 2024 and 2025)
- Nurture and build innovative solutions and partnerships to improve community health
- Advancing career pathways for the professional development of the health centers workforce (ongoing)

Staff Engagement

- Achieve 75% overall in the Employee Engagement Index for 2024 survey and 78% for 2025 survey
- Achieve 75% participation on the Employee Engagement Survey each year (2024 and 2025)

Communication Strategy

- Hold an organization townhall meeting each month (ongoing)
- Host quarterly All-Provider meetings (ongoing)
- Implement a Regional All-Employee Business Meeting annually, beginning in fall 2024.

28% or less overall employee turnover

- Identify three action items from the annual employee survey to develop improvement plans (2024, 2025)
- Hold an exit interview for all employees leaving IHC while analyzing for trends or areas of improvement (ongoing)
- Facilitate skip level meetings for employees by the end of 2024 to improve retention

2024-2025 Fiscal Resilience, Optimization, & Performance Improvement

Ensure Indiana Health Centers, Inc. enables the continuance and expansion of our vision and mission through fiscal responsibility. Optimize our systems to ensure accessibility, reliability, appropriateness, effectiveness, standardization, and resilience.

Objectives

Key Indicators of Success

Meet or exceed the annual budget

- Contribute \$500K to the bottom line each fiscal year
- Develop clear communication for providers on quarterly performance for ICP (ongoing)
- Prepare for Value Based reimbursement by contracting with payors for shared savings, pay for performance, and quality incentives by 2025. Execute 2 - 3 value based contracts by the end of 2025.

Continue stewardship of 340B

- Remain audit and compliance ready while conducting quarterly analysis - no significant fines or corrective action (ongoing)
- Prepare to bring pharmacy-in house by end of 2024
- Launch a central pharmacy location by end of 2025

Ongoing internal audits on recurring processing transactions

- Pass all audits without significant findings, fees, or corrective action by 2025
- Explore all systems optimizations to create a paperless organization by end of 2025
- Project IHC Clean Up. Develop a paper retention policy by 2024, destroy paper as appropriate by 2024 then implement an OCR system to store all paper electronically.

2024-2025 Fiscal Resilience, Optimization, & Performance Improvement

Objectives

Update Technology with focus on cyber security

Key Indicators of Success

- Conduct risk assessment annually and mitigate critical and high-vulnerability results for 2024 and 2025
- Execute quarterly vulnerability scans and mitigate high risk findings
- Integrate newly installed Proofpoint firewalls into security monitoring by end of 2024
- Evaluate managed detection response (MDR) vendor - Q1 2024
- Assess overall security environment and develop security plan - Q2 2024 and Q2 2025

eCW upgrades and deployment

- Get current on all eCW upgrades, including version 12, by the beginning of 2024
- Complete eCW optimization by mid year 2024

Add and educate on remote patient monitoring functionality

- Implement technology for remote monitoring for hypertension by 2024
- Implement technology for continuous glucose monitoring by 2025

Implement a Project Management office

- Enhance Project Management Office by the beginning of 2024
- Ensure each project has an ELT sponsor, charter, milestones, and goals with expected outcomes by beginning of 2024
- Identify and implement software to support PMO by end of 2024

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