



Approved Strategic Plan

2019 – 2022

***A Message from the
Ravenswood Family Health Network
Board of Directors to the Community***

The Board of Directors of Ravenswood Family Health Network is proud to present our strategic plan for 2019-2022 to our community. At eighteen years old, our health center has served more than 50,000 patients since we first opened our doors in 2001. We are committed to growing a viable and sustainable community-based organization that is ever responsive to the changing health care needs of the community. Ravenswood's success is inextricably connected to the support from our community, our dedicated, talented and caring staff, and our generous partner organizations and funders. We look forward to working with you as we move ahead to achieve our goals.

WHO WE ARE

Ravenswood Family Health Network (RFHN) is a federally qualified nonprofit community health center located in south San Mateo County. RFHN provides services to individuals and families residing in the communities of East Palo Alto, Belle Haven, North Fair Oaks, Redwood City, Palo Alto, Mountain View, Sunnyvale and surrounding environs. RFHN has been designed to especially reach out to underserved and uninsured ethnic minority populations and low-income families.

MISSION STATEMENT

Our mission is to improve the health of the community by providing culturally sensitive, integrated primary and preventative health care to all, regardless of ability to pay or immigration status, and collaborating with community partners to address the social determinants of health.

VISION STATEMENT

Our vision is that our patients will become educated, engaged and empowered to actively manage their health and become advocates for healthy living within their family and community, inspiring others to value good health as true wealth.

Inspired by our mission, the Ravenswood Family Health Network Board of Directors and staff will:

- Optimize access to health care
- Respect the dignity of the people we serve
- Motivate and educate patients to become active in their health in their own lives and the lives of their family members
- Sustain financially viable operations
- Contribute to the economic development of the community
- Advocate for public and environmental health

PROGRAMS AND SERVICES

Ravenswood Family Health Network provides a comprehensive scope of health care services including primary pediatric and adult care, dentistry, women's health, integrated behavioral health, optometry, pharmacy, mammography, ultrasound, x-ray, laboratory services, health education and prevention, and health plan enrollment.

PARTNER ORGANIZATIONS

Ravenswood Family Health Network is fortunate to have health care, government, foundation, and community partners that work with the health center to expand its capacity development efforts. RFHN's partners include and are not limited to: The City of East Palo Alto; San Mateo County Health Services Agency and San Mateo Medical Center and Public Health Department; First 5 San Mateo County; Lucile Packard Children's Hospital; Stanford Healthcare; Stanford University School of Medicine; Palo Alto Medical Foundation; Sequoia Healthcare District; Kaiser Permanente; Silicon Valley Community Foundation; Tipping Point; the Grove Foundation; the Sobrato Family Foundation and many other wonderful Foundations and Corporations. Our partners are vitally important to our sustainability. Only with their participation can we accomplish our mission.

Priority 1: Motivated and High Performing Workforce

Strategies:

1. **Executive Team.** Solidify and Support a Strong and Accountable Executive Leadership Team
2. **Leadership Development.** Mentor Workforce to Plan, Organize, Lead and Control their Work
3. **Essential Staffing.** Achieve and retain Full Essential Staffing including Pipeline Strategies to Support Continuous Recruitment
4. **Staff Wellness and Experience.** Partner with Staff to Promote Wellness and Satisfaction

Priority 2: Timely Access, Great Patient Service

Strategies:

1. **Efficient Systems.** Improve Access and Maximize Productivity in Medical and Dental Services
2. **Standardize Practices.** Create, Reinforce and Maintain Standardized Care Systems and Processes towards Implementing Value Based Care in Every Clinical Department
3. **Patient Satisfaction.** Improve the Patient Experience through Standardized Customer Service Practices

Priority 3: Financial Strength

Strategies:

1. **Rate-Setting.** Maximize PPS Rates for All RFHN Sites
2. **Revenue Maximization.** Achieve Productivity Targets and Explore Other Business Revenue Streams/Opportunities
3. **Managed Care.** Minimize and Mitigate Financial Challenges presented by the Expansion of Managed Care Reimbursement
4. **Maintain HRSA Funding:** Achieve HRSA regulations and grant related conditions for all programs and services in Scope of Project

Priority 4: Population Health Management

Strategies:

1. **EHR Transition.** Complete a successful EHR Transition to EPIC
2. **Complex Patient Management.** Develop and Implement Clear Processes and Protocols to Provide Panel Management for Complex Patients
3. **Value Based Care:** Evolve Team Care Practices to increasingly include Alternative Touches

Priority 5: Strategic Growth

Strategies:

1. **Dental Service Growth.** Grow Dental Services in Response to Community Need
2. **Adding New Services:** Explore Other Revenue Streams and triggering events (new services) that will increase PPS reimbursement

Priority 6: Governance

Strategies:

1. **Board Training and Mentorship.** Expand recurring training and new membership mentorship to ensure an informed and engaged Board of Directors
2. **Accountability.** Increase Board accountability for attendance and participation on the Board of Directors
3. **New Member Recruitment.** Effectively recruit new members to achieve the desired number of members and diversity of skills and backgrounds
4. **Advocacy and Patient Voice.** Increase the Board role as community advocates and representatives, and expose them to more patient stories