



# The Coalition of Orange County Community Health Centers

Strategic Plan 2013 - 2016



## ORGANIZATIONAL MISSION

*The Coalition of Orange County Community Health Centers is a consortium of safety net providers and key partners creating quality healthcare for vulnerable, underserved communities.*

Since 1974, the Coalition of Orange County Community Health Centers (the "Coalition") has been working to ensure quality, affordable health care for low-income individuals in Orange County. The organization is a coalition of 26 community health centers operating more than 65 sites countywide and offering a diverse array of services to geographically and culturally diverse client populations. Community health centers are poised to play a key role in caring for the 140,000 individuals who are expected to be newly insured in Orange County in 2014. Most recently, the Coalition has been active in clinical quality initiatives and has worked closely with local partners to enhance system capacity in anticipation of full implementation of the Affordable Care Act (ACA).

The Coalition has an active and diverse Board of Directors, an experienced and trusted Chief Executive Officer and an efficient, talented and dedicated staff. Strategic decision-making in the next few years will enable the organization to leverage its strengths and relationships to build a long-term sustainable business model and add value to its membership.

## THE VISION

*Clinic members are competitive in the new ACA marketplace and can rely on The Coalition to represent their interests in the county.*

*The Coalition has a long-term financial sustainability plan that continues to support its mission.*

*There is access to quality health care for all in Orange County, regardless of insurance status.*



### STRATEGIC DIRECTIONS

The Coalition is committed to a three year strategic plan that emphasizes long-term sustainability and documented value-added to member organizations and the clients they serve. The strategic plan builds on the Coalition's history of success and clear mission. The following four themes form the basis of the Coalition's strategic goals and activities:



#### ■ **Community Engagement**

To increase access to care, the Coalition leads a collaborative of members to provide direct Outreach, Enrollment, Retention and Utilization (OERU) services to target communities. Coalition staff are Certified Enrollment Counselors under the new Covered California marketplace and assist individuals and families anywhere along the "Coverage to Care" spectrum: from assessing eligibility to enrolling in a plan to learning how to use coverage.

#### ■ **Technical Assistance**

The Coalition delivers technical assistance and consulting services for member health centers to improve clinical outcomes, operational efficiencies, and patient experience. Examples include support through the FQHC/look-alike application process; intensive workshops focused on best national practices in financial modeling, oversight, and practice management; Healthcare Effectiveness Data and Information Set (HEDIS) tracking and analysis; NCQA Patient-Centered Medical Home recognition and Electronic Medical Records (EMR) purchase, implementation, and training. In addition, the Coalition focuses heavily on Quality Improvement (QI) technical support.

#### ■ **Workforce Development**

Since 2009, the Coalition has served as Orange County's Area Health Education Center (AHEC), working with members and other clinics, community-based organizations, academic institutions, and K-12 schools to support students entering the health field, help existing professionals advance in their careers, and reach more low-income, underserved patients throughout Orange County. Recently, the Coalition integrated UC Irvine's Health Scholars Program, through which pre-med students from underrepresented backgrounds gain hands-on experience and exposure to the primary care field via rotations among a select group of health centers.

#### ■ **Advocacy**

The Coalition remains an active advocate for resources and opportunities for the Orange County safety net and campaigns for its members through meetings with local officials, participation in state and federal associations and committees, and direct engagement at Capitol Days in Sacramento and Washington D.C. in coordination with umbrella primary care or public health agencies.