



STRATEGIC PLANNING

March 27, 2019

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AGENDA

March 27, 2019

12:00 – 12:15pm	Lunch	
12:15 – 12:30pm	Belma Andric	Introduction
12:30 – 12:45pm	Belma Andric	Mission, Strategic Imperatives, Pillars of Success
12:45 – 1:00pm	Belma Andric	UDS Summary 2018
1:00 – 3:00pm	Belma Andric	Primary Care Clinics Strategic Initiatives
3:00 – 3:15pm	Everyone	Questions

MISSION

To provide compassionate, comprehensive health services to all Palm Beach County residents, through collaboration and partnership, in a culturally sensitive environment.

STRATEGIC IMPERATIVES

FIND OUR “TRUE NORTH”

Our role as the health care **safety net** is our primary driver when determining our direction in the community

ENHANCE EFFICIENCIES

Improve **efficiency** and **effectiveness** of operations

QUALITY AND VALUE IS REMEMBERED LONG AFTER THE PRICE IS FORGOTTEN

Mission first in the most cost effective and resourceful manner

PILLARS OF SUCCESS

No building can be held up by only one post, one pillar. It takes a number of supports to make an institution sound. Likewise, it takes a number of goals to achieve a healthy organization. Every District strategy should fall under one of the four pillars and line up with our strategic imperatives in order to maintain a balanced scorecard.

Quality and Patient Safety To provide quality, patient centered health care that can be defined and measured. To enforce and invest in a pervasive culture of safety with zero preventable errors.

People To be the employer of choice. To develop and support a culturally diverse, competent, motivated and service oriented workforce. To recruit and retain highly competent providers to meet patient needs.

Cost To maximize taxpayer investment while advancing the mission and vision. To offer unquestionable value to payers and consumers.

Community Leader To lead Palm Beach County in improving health status and access to care through community coordination and collaboration. To protect and advance the county's health care safety net.

UDS SUMMARY

2018

Patients

Annual unique patients increased by 5.8% from 2017 to 2018; 2,418 more patients

44,501

Unique Patients Served



MEDICAL



DENTAL



MENTAL HEALTH/SA



WOMEN'S HEALTH

SERVING PALM BEACH COUNTY, FLORIDA

8 Primary Care Clinics
4 Dental Clinics
1 Mobile Clinic



18 MD's/DO's; 2 Psychiatrists
14 ARNP's
9 Dentists; 4 Hygienists
9 LCSW's/LMHC's

ALMOST 7 OUT OF 10 PATIENTS ARE UNINSURED



7 OUT OF 10 PATIENTS LIVE AT OR BELOW THE FEDERAL POVERTY LINE



2 OUT OF 10 PATIENTS DO NOT HAVE STABLE HOUSING AND REPORTED THAT THEY WERE EXPERIENCING HOMELESSNESS



PATIENTS SERVED BY GENDER (AT BIRTH); 37.9% MALE, 57.7% FEMALE, <1% TRANSGENDER



41% OF PATIENTS IDENTIFIED AS AFRICAN AMERICAN/BLACK, 53% IDENTIFIED AS WHITE, WITH THE REMAINING 6% IDENTIFYING AS ANOTHER RACE.



ETHNICITY: 34% OF PATIENTS IDENTIFIED AS HISPANIC/LATINO, 64% IDENTIFIED AS NON-HISPANIC/LATINO, AND 2% WERE UNREPORTED



8% (3,394) PATIENTS IDENTIFIED AS AGRICULTURAL WORKERS
57% (1,935) IDENTIFIED AS MIGRATORY AND 43% (1,459) AS SEASONAL

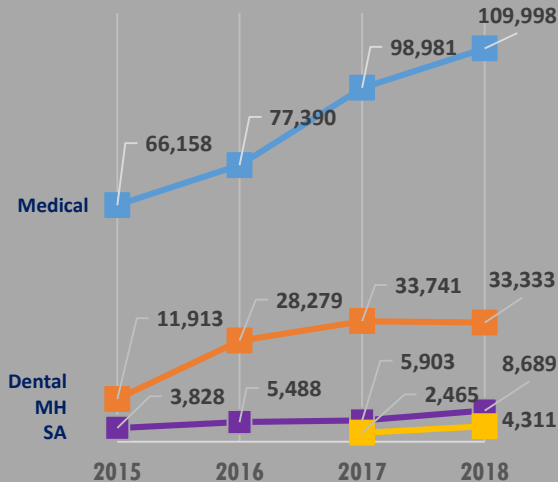


Visits

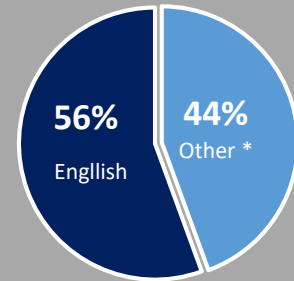
11% Increase

156,331

Visits across all service lines

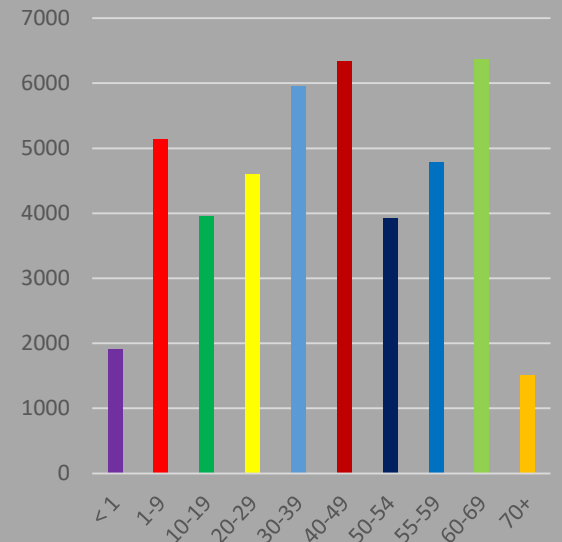


44% OF CLIENTS WERE BEST SERVED IN A LANGUAGE OTHER THAN ENGLISH



* OF OUR PATIENT POPULATION, 12% SPEAK CREOLE AND 25% SPEAK SPANISH

PATIENT AGE — UNIQUE PATIENTS



PILLAR 1 – QUALITY OF PATIENT CARE: To provide quality, patient-centered health care that can be defined and measured

Performance Goal: Improve Patient Satisfaction and Patient Grievance processes		2019	2020
TACTIC: Change the culture from reactive to proactive in addressing patient experience		A	M J J A S O N D J F M A
Patient Satisfaction Survey's monthly and present to the Board quarterly			
Standardize and streamline Patient onboarding process, including New Patient Package and Clinic Tours			
Implement SnapComm initiatives clinic-wide			
Develop "Walk-in your shoes" evaluation and feedback from patients			

PILLAR 2 – PATIENT SAFETY: To enforce and invest in a pervasive culture of safety with zero preventable errors

Performance Goal: Closing the Referral Loop		2019	2020
TACTIC: Standardize and Implement new Referral Loop process		A	M J J A S O N D J F M A
Develop and train on the updated Referral Institute			
Standardize CCP Referral Authorization Process and information flow			
Performance Goal: Ongoing evaluation of security		2019	2020
TACTIC: Evaluate existing vendor relationships		A	M J J A S O N D J F M A
Develop formal onboarding and evaluation process with contracted security company			

PILLAR 3 – PEOPLE: To develop and support a culturally diverse, competent, motivated and service oriented workforce, to recruit and retain highly competent team-members

Performance Goal: Team-member Development		2019	2020
TACTIC: Evaluate and train team-members		A	M J J A S O N D J F M A
Developing Patient Experience and Outreach positions and program			
TACTIC: Promote team-based care culture		A	M J J A S O N D J F M A
Create shared space in all clinic locations			
Performance Goal: Cultivate an empathetic workforce that is motivated and service oriented		2019	2020
TACTIC: Help employees succeed		A	M J J A S O N D J F M A
Develop mechanism to regularly share team-member recognition from comment boxes			
Implement Standards of Conduct			
TACTIC: Maximization of team-member's potential		A	M J J A S O N D J F M A
Develop a career ladder to encourage professional development and increase team-member longevity			
Analyze team-member turnover dashboard and present to Quality Council quarterly			
Prioritize FM Resident Provider and Health Service Corp recruitment and retention			
Work with FAU to develop Nurse Practitioner Primary Care Practicum			

PILLAR 4 – COST: To maximize taxpayer investment while advancing the mission and vision. To offer unquestionable value to payers and consumers

Performance Goal: Reduce cost per patient and improve clinic efficiency		2019	2020
TACTIC: Identify effective strategies to reduce the cost per patient		A	M J J A S O N D J F M A
Cost-benefit analysis (e.g. evening hours)			
Align workforce and financial management characteristics monitoring similar to high-performing health center benchmarks (operating margin, days-cash-on-hand, days-in-net-patient-receivables, operating expense per patient, productivity metrics, support staff/FTE)			
Performance Goal: To reduce our dependency on overall subsidies, improve sustainability		2019	2020
TACTIC: Maximize Revenue Potential		A	M J J A S O N D J F M A
Meet with Revenue Cycle monthly to review reports and identify areas to maximize revenues			

PILLAR 5 – COMMUNITY LEADER: To lead Palm Beach County in improving health status and access to care through community coordination and collaboration

Performance Goal: Maximize existing access to care		2019	2020
TACTIC: Obtain and Evaluate Trends in patient access and define needs		A	M J J A S O N D J F M A
Work closely with community partners: City of WPB, Lord's Place and County Departments to maximize utilization of the Mobile Clinic			
Measure homeless population utilization of Behavioral Health Services to address health disparities			
Performance Goal: Capital Expenditure Needs Planning		2019	2020
Tactic: Obtain New Access Point (NAP) funding		A	M J J A S O N D J F M A
Address health disparities by providing prenatal care to women suffering from Substance Use Disorders			
Performance Goal: Improve efficiencies in service delivery		2019	2020
TACTIC: Create service-line hubs for Pediatrics		A	M J J A S O N D J F M A
Replace Pediatricians with Family Medicine Providers in low-utilization clinic locations			
Complete Pediatric hubs in high-utilization clinic locations and offer comprehensive services			
Expand Project Dulce to Lantana Clinic			
TACTIC: IT/EHR Improvements		A	M J J A S O N D J F M A
Create Information Technology (IT) clinic equipment replacement plans			
Clinics to be a part of solution for an agency-wide Health Information Exchange (HIE) goals			

Operations

PILLAR 1 – QUALITY OF PATIENT CARE: *To provide quality, patient-centered health care that can be defined and measured*

measured		2019												2020																							
Performance Goal: Improve Quality and Utilization metrics																																					
TACTIC: Identify quality and productivity metrics for frontline														A	M	J	J	A	S	O	N	D		J		F	M	A									
	Define frontline quality and productivity metrics																																				
	Frontline chart audit to be presented at monthly Quality Council																																				
	Measure patient cycle time, no show rates and next 3rd available by clinic and report to the Board																																				
Performance Goal: Establish consistency across all clinics														2019												2020											
TACTIC: Streamline and standardize operational workflows														A	M	J	J	A	S	O	N	D		J		F	M	A									
	Implement electronic check-in and data gathering																																				
	Develop clinic flow in shared space environment to maximize patient throughput																																				
	Standardize templates, operating hours and lunch schedules across clinics																																				
TACTIC: Evaluate and train staff																																					
	Re-evaluate and standardize Lead frontline. Lead medical assistants, etc.																																				

PILLAR 2 – PATIENT SAFETY: To enforce and invest in a pervasive culture of safety with zero preventable errors

Performance Goal: Ensure easy scheduling of appointments	2019						2020						
TACTIC: Reduce Call Center wait times and dropped calls	A	M	J	J	A	S	O	N	D	J	F	M	A
Streamline phone trees for centralized scheduling													
Monitor answer rates, wait times and dropped calls													
Performance Goal: Ensure continuity of care	2019						2020						
TACTIC: Follow-up on No-Show's	A	M	J	J	A	S	O	N	D	J	F	M	A
Ensure daily no-show and recall lists are being reconciled appropriately													
TACTIC: Develop formal Provider absence and off boarding procedure	A	M	J	J	A	S	O	N	D	J	F	M	A
Monitor patient hand-off's, completion of documentation and continuity of care													
Performance Goal: Infection Control	2019						2020						
TACTIC: Standardize Infection Control Procedures	A	M	J	J	A	S	O	N	D	J	F	M	A
Ensure consistency across clinics and ensure use of Hand-Sanitizer dispensers													

PILLAR 3 – PEOPLE: To develop and support a culturally diverse, competent, motivated and service oriented workforce, to recruit and retain highly competent team-members

Performance Goal: Team-member Development		2019												2020											
TACTIC: Help employees succeed		A	M	J	J	A	S	O	N	D	J	F	M	A											
Develop and implement frontline team-member training to increase their confidence in providing patients with information regarding new District Cares coverage, Sliding Fee Scale, Nominal Fees, etc.																									

PILLAR 4 – COST: *To maximize taxpayer investment while advancing the mission and vision. To offer unquestionable value to payers and consumers*

Performance Goal: Reduce cost per patient and improve clinic efficiency						2019		2020												
TACTIC: Identify effective strategies to reduce the cost per patient							A		M	J	J	A	S	O	N	D	J	F	M	A
Constantly monitor staff-to-Provider ratio and report on periodic basis to the Board																				
Report patient point-of-service collections to the Board																				
Performance Goal: To reduce our dependency on overall subsidies, improve sustainability						2019		2020												
TACTIC: Cost Containment							A		M	J	J	A	S	O	N	D	J	F	M	A
Practice Managers to monitor their individual clinic budgets more closely than before by creating purchase requisitions, verifying invoices, etc.																				
Practice Managers to utilize new centralized ordering process (including dental)																				

PILLAR 5 – COMMUNITY LEADER: To lead Palm Beach County in improving health status and access to care through community coordination and collaboration

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PILLAR 1 – QUALITY OF PATIENT CARE: To provide quality, patient-centered health care that can be defined and measured

Performance Goal: Improve Quality metrics	2019	2020
Tactic: Benchmarking ourselves against HRSA National Quality Leaders	A M J J A S O N D J F M A	
HRSA Setting accountability around individualized Provider goals (especially in Cervical Cancer Screening)		
HRSA Re-establish good practices for Colon Cancer Screening (point of care reporting)		
Setting HealthyPeople 2020 goals		
Implement and train on Screening, Brief Intervention, and Referral to Treatment (SBIRT) screening in adult population at every visit (consider AUDIT/CAGE-AID and DAST)		
HRSA TACTIC: Focus on Chronic Disease Management: Diabetes and Hypertension	A M J J A S O N D J F M A	
Reinforce use of Population Management tools		
Redefine roles of Patient Navigators versus Nurses in Chronic Disease Management		
Avhana Implementation		

PILLAR 2 – PATIENT SAFETY: To enforce and invest in a pervasive culture of safety with zero preventable errors

Performance Goal: Improve Test Result Management	2019	2020
TACTIC: Report 48-hour metrics by Provider on a consistent basis	A M J J A S O N D J F M A	
Re-introduce Test Result Management to be reported monthly to Quality Council		
TACTIC: Closing the Referral Loop	A M J J A S O N D J F M A	
Defining Provider's roles and metrics in closing the referral loop		
Performance Goal: Reducing Discomfort with Behavioral Health	2019	2020
TACTIC: Fully integrated Behavioral Health into Primary Care	A M J J A S O N D J F M A	
HRSA All positive result Behavioral Health Screenings to be seen by Behavioral Specialist on the same day		
Performance Goal: Implement Annual Skills Assessments	2019	2020
TACTIC: Ensure all Clinical skills are assessed annually	A M J J A S O N D J F M A	
Conduct testing of defined skills per Clinical role/Department annually		

PILLAR 3 – PEOPLE: To develop and support a culturally diverse, competent, motivated and service oriented workforce, to recruit and retain highly competent team-members

Performance Goal: Team-member Development	2019	2020
TACTIC: Help employees succeed	A M J J A S O N D J F M A	
Re-introduce building the Care Teams consisting of Provider, Patient and Patient Navigator and the use of "treatment plans"		

PILLAR 4 – COST: To maximize taxpayer investment while advancing the mission and vision. To offer unquestionable value to payers and consumers

Performance Goal: Reduce cost per patient and improve clinic efficiency	2019	2020
TACTIC: Identify effective strategies to reduce the cost per patient	A M J J A S O N D J F M A	
Establish primary care Providers as gatekeepers for District Cares uninsured patient fund		
Maximize HEDIS value-based reimbursements by implementing templates specific to the measures (e.g. diabetes, hypertension)		
Standardize Quest Lab ordering by Providers and provide ongoing feedback to Providers on orders		

PILLAR 5 – COMMUNITY LEADER: To lead Palm Beach County in improving health status and access to care through community coordination and collaboration

Performance Goal: Maximize existing access to care	2019	2020
TACTIC: Evaluate Provider Productivity	A M J J A S O N D J F M A	
Create and Monitor Patient Panels per Provider		

PILLAR 1 – QUALITY OF PATIENT CARE: To provide quality, patient-centered health care that can be defined and measured

Setting accountability around individualized Provider goals (especially in Childhood Immunizations and HPV rates)	
Implement and train on Screening, Brief Intervention, and Referral to Treatment (SBIRT) screening in pediatric population at every visit (consider CRAFFT)	

Performance Goal: Reducing Discomfort with Behavioral Health	2019	2020
TACTIC: Implement Age-Appropriate Behavioral Health Screening and Treatment	A M J J A S O N D J F M A	
Fully integrated Behavioral Health into Primary Care in Pediatric Hubs		
All positive result Behavioral Health Screenings to be seen by Behavioral Specialist on the same day		
Performance Goal: Implement Annual Skills Assessments	2019	2020
TACTIC: Ensure all Clinical skills are assessed annually	A M J J A S O N D J F M A	
Conduct testing of defined skills per Clinical role/Department annually		

PILLAR 3 – PEOPLE: To develop and support a culturally diverse, competent, motivated and service oriented workforce, to recruit and retain highly competent team-members

Performance Goal: Team-member Development	2019	2020
TACTIC: Help employees succeed	A M J J A S O N D J F M A	
Increase Pediatrician confidence in mental health treatment and working in an integrated Behavioral Health setting		

PILLAR 4 – COST: To maximize taxpayer investment while advancing the mission and vision. To offer unquestionable value to payers and consumers

Providing comprehensive care (pediatric care, behavioral health care, dental care is cost beneficial)	
Standardize Quest Lab ordering by Providers and provide ongoing feedback to Providers on orders	
Monitor the number of newborns that continue their Well-Child visits until age three	

PILLAR 5 – COMMUNITY LEADER: To lead Palm Beach County in improving health status and access to care through community coordination and collaboration

Performance Goal: MDI Integration in Pediatric Hubs	2019	2020
TACTIC: Fully integrate Dental Screenings Prevention for all age groups	A M J J A S O N D J F M A	
Dental Hygienists incorporated in all Pediatric Well-Child visits		

Dental

PILLAR 1 – QUALITY OF PATIENT CARE: To provide quality, patient-centered health care that can be defined and measured

Performance Goal: Improve Quality metrics	2019	2020
TACTIC: Achieving HRSA goals	A M J J A S O N D J F M A	
Setting accountability around individualized Provider goals (assessment of caries risk, sealants)		
Improve Chronic Disease Management through Diabetes Pilot in West Palm Beach		

PILLAR 2 – PATIENT SAFETY: To enforce and invest in a pervasive culture of safety with zero preventable errors

Performance Goal: Provide Continuum of Care from Pediatric to Dental Clinic	2019	2020
TACTIC: Ensure all patients referred from Pediatric Clinic MDI program are seen on the same day	A M J J A S O N D J F M A	
Develop culture of Dental/Pediatric Integration		
Develop the data collection tools to closely monitor MDI numbers and overall pediatric, medical and dental (Venn diagram)		

Performance Goal: Infection Control	2019	2020
TACTIC: Standardize Infection Control Procedures	A M J J A S O N D J F M A	
Implement Infection Control Plan and training		
Conduct monthly audits of Infection Control and report to Quality Council		

Performance Goal: Implement Annual Skills Assessments	2019	2020
TACTIC: Ensure all Clinical skills are assessed annually	A M J J A S O N D J F M A	
Conduct testing of defined skills per Clinical role/Department annually		

PILLAR 3 – PEOPLE: To develop and support a culturally diverse, competent, motivated and service oriented workforce, to recruit and retain highly competent team-members

Performance Goal: Team-member Development	2019	2020
TACTIC: Help people succeed	A M J J A S O N D J F M A	
Increase General Dentists confidence in treating Pediatric population		

PILLAR 4 – COST: To maximize taxpayer investment while advancing the mission and vision. To offer unquestionable value to payers and consumers

Performance Goal: Reduce cost per patient and improve clinic efficiency	2019	2020
TACTIC: Identify effective strategies to reduce the cost per patient	A M J J A S O N D J F M A	
Providing comprehensive care (integrated dental care is cost beneficial)		
TACTIC: ER Diversion Program for Belle Glade	A M J J A S O N D J F M A	
Develop warm-hand-off with ER team at Lakeside Medical Center		

PILLAR 5 – COMMUNITY LEADER: To lead Palm Beach County in improving health status and access to care through community coordination and collaboration

Performance Goal: MDI Integration in Pediatric Hubs	2019	2020
TACTIC: Fully integrate Dental Screenings Prevention for all age groups	A M J J A S O N D J F M A	
Dental Hygienists incorporated in all Pediatric Well-Child visits		
Increase percentage of overlap in medical and dental patients from 15% to 30%		

PILLAR 1 – QUALITY OF PATIENT CARE: To provide quality, patient-centered health care that can be defined and measured

Performance Goal: Improve Quality metrics	2019	2020
TACTIC: Monitor BAM outcomes and adjust program accordingly	A M J J A S O N D J F M A	
Have easily accessible BAM indicators by Behavioral Health Specialist		
TACTIC: Monitor Behavioral Health Integration in Primary Care Setting	A M J J A S O N D J F M A	
Setting accountability around individualized Behavioral Health Specialist WHO goals (especially positive Depression Screenings seen the same day of service)		
Develop the data collection tools to closely monitor Mobile Clinic and MAT program overlap (Venn diagram)		

Performance Goal: Providing Appropriate Psychiatric Health Services	2019	2020
TACTIC: Monitor Agency-wide Psychiatric Referrals	A M J J A S O N D J F M A	
Maximize use of Telemedicine for patients in need of Psychiatric Services		
Performance Goal: Reducing Discomfort with Behavioral Health Integration	2019	2020
TACTIC: Fully integrated Behavioral Health into Primary Care	A M J J A S O N D J F M A	
All positive result Behavioral Health Screenings to be seen by Behavioral Specialist on the same day		
Performance Goal: Implement Annual Skills Assessments	2019	2020
TACTIC: Ensure all Clinical skills are assessed annually	A M J J A S O N D J F M A	
Conduct testing of defined skills per Clinical role/Department annually		

PILLAR 3 – PEOPLE: To develop and support a culturally diverse, competent, motivated and service oriented workforce, to recruit and retain highly competent team-members

Performance Goal: Team-member Development	2019	2020
TACTIC: Help employees succeed	A M J J A S O N D J F M A	
Increasing level of comfort among Behavioral Health Specialists to address urgent needs from WHO's		

PILLAR 4 – COST: To maximize taxpayer investment while advancing the mission and vision. To offer unquestionable value to payers and consumers

Performance Goal: Reduce cost per patient and improve clinic efficiency	2019	2020
TACTIC: Identify effective strategies to reduce the cost per patient	A M J J A S O N D J F M A	
Establish primary care Providers as gatekeepers for District Cares uninsured patient fund in need of Mental Health Services		
Providing comprehensive care (integrated behavioral health care is cost beneficial)		

PILLAR 5 – COMMUNITY LEADER: To lead Palm Beach County in improving health status and access to care through community coordination and collaboration

Performance Goal: Position Mangonia Park Clinic as Community Leader in treating patients with Substance Use Disorders on an Outpatient basis	2019	2020
TACTIC: Provide Leadership in accepting referrals from Addiction Stabilization Center	A M J J A S O N D J F M A	
Move MAT Clinic from Lantana to JFK North campus		
Start a women's health/MAT integrated clinic and plan to start perinatal psychiatry integrated clinic (pending receipt of NAP grant)		

PILLAR 1 – QUALITY OF PATIENT CARE: To provide quality, patient-centered health care that can be defined and measured

Performance Goal: Improve Quality metrics	2019	2020
TACTIC: Benchmarking ourselves against HRSA National Quality Leaders	A M J J A S O N D J F M A	
Setting accountability around individualized Provider goals and data entry (especially regarding entry in to care, delivery and birth weight)		
HRSA Re-establish good practices for Colon Cancer Screening (point of care reporting)		

PILLAR 2 – PATIENT SAFETY: To enforce and invest in a pervasive culture of safety with zero preventable errors

Performance Goal: Improve Test Result Management	2019	2020
TACTIC: Report 48-hour metrics by Provider on a consistent basis	A M J J A S O N D J F M A	
Re-introduce Test Result Management to be reported monthly to Quality Council		
TACTIC: Closing the Referral Loop	A M J J A S O N D J F M A	
Defining Provider's roles and metrics in closing the referral loop		
Ensure contracts and processes for Ultrasounds are in place with new CCP/MCP program		
Performance Goal: Infection Control	2019	2020
TACTIC: Standardize Infection Control Procedures	A M J J A S O N D J F M A	
Implement Infection Control Plan and training		
Conduct monthly audits of Infection Control and report to Quality Council		
Performance Goal: Reducing Discomfort with Behavioral Health	2019	2020
TACTIC: Fully integrated Behavioral Health into Primary Care	A M J J A S O N D J F M A	
HRSA All positive result Behavioral Health Screenings to be seen by Behavioral Specialist on the same day		
Performance Goal: Implement Annual Skills Assessments	2019	2020
TACTIC: Ensure all Clinical skills are assessed annually	A M J J A S O N D J F M A	
Conduct testing of defined skills per Clinical role/Department annually		

PILLAR 3 – PEOPLE: To develop and support a culturally diverse, competent, motivated and service oriented workforce, to recruit and retain highly competent team-members

Performance Goal: Team-member Development	2019	2020
TACTIC: Help employees succeed	A M J J A S O N D J F M A	
Cross-training of Clinical staff		

PILLAR 4 – COST: To maximize taxpayer investment while advancing the mission and vision. To offer unquestionable value to payers and consumers

Performance Goal: Reduce cost per patient and improve clinic efficiency	2019	2020
TACTIC: Identify effective strategies to reduce the cost per patient	A M J J A S O N D J F M A	
Define the patient population and type of OB/GYN services to be provided in HCD Clinics in light of MCP changes		
Standardize Quest Lab ordering by Providers and provide ongoing feedback to Providers on orders		

PILLAR 5 – COMMUNITY LEADER: To lead Palm Beach County in improving health status and access to care through community coordination and collaboration

Performance Goal: Maximize existing access to care	2019	2020
TACTIC: Evaluate HCD vs. DOH role in Prenatal Care in the indigent care landscape for the County	A M J J A S O N D J F M A	
Eliminating MCP coverage effects on HCD services to be evaluated		

PILLAR 1 – QUALITY OF PATIENT CARE: To provide quality, patient-centered health care that can be defined and measured

Performance Goal: Improve Quality metrics	2019	2020
TACTIC: Benchmarking ourselves against HRSA National Quality Leaders	A M J J A S O N D J F M A	
HRSA Re-establish good practices around individualized reporting of Colon Cancer Screening (point of care reporting for MAs)		
Implement and train on Screening, Brief Intervention, and Referral to Treatment (SBIRT) screening in adult and pediatric population at every visit (consider AUDIT/CAGE-AID, CRAFFT and DAST)		

PILLAR 2 – PATIENT SAFETY: To enforce and invest in a pervasive culture of safety with zero preventable errors

Performance Goal: Improve Test Result Management	2019	2020
TACTIC: Improving Critical Labs Management by RNs	A M J J A S O N D J F M A	
Critical Test Result Management currently to be re-created based on new reference lab processes		
Ensure easy access for Nurses to be reach with Critical Lab results		
Chart Auditor to review Critical Labs Log on regular basis and report to Quality Council		
TACTIC: Improving Triage Process	A M J J A S O N D J F M A	
Reconciling Walk-In registration list against triage patients seen and report to Quality Council		
Revise triage procedure to reflect implemented changes		
Achieve consistency in routing, scheduling and documenting of Walk-In patients		
Performance Goal: Reducing Discomfort with Behavioral Health	2019	2020
TACTIC: Fully integrated Behavioral Health into Primary Care	A M J J A S O N D J F M A	
HRSA All positive result Behavioral Health Screenings to complete Warm-Hand-Off from MA to Behavioral Specialist on the same day		
Performance Goal: Infection Control	2019	2020
TACTIC: Develop Infection Control Program	A M J J A S O N D J F M A	
Implement Infection Control Plan and Engagedly training		
Update and implement TB Protocol		
Conduct monthly audits of Infection Control and report to Quality Council		
Performance Goal: Revise Occurrence follow up workflow	2019	2020
TACTIC: Clinic Risk Manager to maximize RiskQual utilization	A M J J A S O N D J F M A	
Update and implement Risk/Quality Cycle of processing occurrences		
Improve follow up and action plans for identified occurrence's		
Ensure appropriate follow-up on Workloads and closure of events		
HRSA Identification of trends		
Performance Goal: Implement Annual Skills Assessments	2019	2020
TACTIC: Ensure all Clinical skills are assessed annually	A M J J A S O N D J F M A	
Conduct testing of defined skills per Clinical role/Department annually		
Annual Crisis Prevention Institute (CPI) training		
Annual Immunization training		

PILLAR 3 – PEOPLE: To develop and support a culturally diverse, competent, motivated and service oriented workforce, to recruit and retain highly competent team-members

Performance Goal: Team-member Development	2019	2020
TACTIC: Help employees succeed	A M J J A S O N D J F M A	
Re-introduce building the Care Teams consisting of Provider, Patient and Patient Navigator and the use of "treatment plans"		
Transition role of Patient Navigators to Licensed LPN/RN		
Cross-training of Clinical staff		

PILLAR 4 – COST: To maximize taxpayer investment while advancing the mission and vision. To offer unquestionable value to payers and consumers

Performance Goal: Reduce cost per patient and improve clinic efficiency	2019	2020
TACTIC: Cost Containment	A M J J A S O N D J F M A	
Standardize storage supplies and space across all clinics		

PILLAR 5 – COMMUNITY LEADER: To lead Palm Beach County in improving health status and access to care through community coordination and collaboration

Performance Goal: Maximize existing access to care	2019	2020
TACTIC: Evaluate Hospital Follow-up's to maximize access	A M J J A S O N D J F M A	
Develop and monitor trends in Hospital Follow-up		
TACTIC: ER Diversion Program for Belle Glade	A M J J A S O N D J F M A	
Develop warm-hand-off with ER team at Lakeside Medical Center		

