



# **LCDP STRATEGIC PLAN: AUGUST 2016-2021**



# OVERVIEW

La Clínica del Pueblo (LCDP) recognizes that we are living in a period of tremendous changes in LCDP's external environment. The changes in the health care system set in motion by the Affordable Care Act (ACA) are changing the financial assumptions, viability and sets of relationships among actors throughout the region. At the same time, the locations and needs of the Latino immigrant community in the DC metro area are shifting. More people are living in the suburbs outside of the District of Columbia. There is an increasingly larger community comprised of a younger and older population. Many have fled from violence in countries of origin. Likewise, a larger segment of the community is ineligible for health benefits in the short to medium term.

LCDP has been serving the Latino immigrant community for over 30 years, producing both enviable health outcomes and a model of care that is valued by its community members. LCDP is entering a new phase of its development, expanding in 2016 from one main clinical and one community-based site in our historic neighborhood of origin in Mount Pleasant / Columbia Heights, to three community-based, two clinical, and one school based site spanning the District of Columbia and Prince George's County, the county with the fastest growing Latino immigrant population in the region. Recognizing the unique circumstances in which La Clinica finds itself as a result of both internal and external changes, we have pursued the development of a new strategic planning process, using two approaches to set our course for the future:

- On one hand, we see the need to undergird all of our efforts with shared clarity of purpose, values, and strategic approach. This will keep LCDP centered on its most fundamental sense of who it is and how it operates in the world, particularly as we expand our services and sites throughout the region. Our vision, mission, values, and fundamental approach below reflect this work.
- On the other hand, given the unpredictability of the health system changes and LCDP's relative size in the ecosystem, we are not seeking a rigid set of goals and objectives for the next 3-5 years. Instead we are focusing on a set of core strategic directions to explore, each with indicators of success, and have identified the first sets of activities to pursue as we believe they will best advance those strategic directions. Our strategic directions, investments, criteria for success, and areas of short term focus below reflect this work.

As a final piece of our strategic roadmap for the future, we will pull all of these pieces together into implementation plans, which will consider the organizational culture, staffing, communications/marketing, fundraising, finance and operations systems that are needed to support all our efforts.

# MISSION

# VISION

# VALUES

La Clinica del Pueblo’s mission was affirmed by Board, staff, and patients during our strategic thinking process. Our vision and values have been updated, and we have articulated our fundamental philosophical approach. Together this section represents our shared sense of who we are and how we operate in the world.



## MISSION

To build a healthy Latino community through culturally appropriate health services, focusing on those most in need.



## VISION

We envision a diverse, inclusive, healthy, safe, and happy community, free from violence and discrimination, where individuals have access to health care and are well-informed and empowered to care for themselves and their families. Continually advocating for healthcare as a human right, we envision our community united and organized to end health inequities based on immigration status, language, gender, sexual identity, and race.



## VALUES

We, La Clínica del Pueblo, as a part of the community we serve, believe in and are guided by the following values:

### HEALTH EQUITY

We believe that health care is a human right. We bring special focus on immigrant health equity based on our history and the ongoing disparities faced by immigrants in our area.

### QUALITY CARE

We welcome all in a compassionate, culturally sensitive manner. We seek to expand access to health care and to provide the best possible professional care for our patients in a holistic, sustainable, cost-effective manner.

### PERSEVERANCE

We are strong, hardworking, and dedicated to working with patients as long as it takes to meet their needs.

### COMMUNITY

We strive to empower and embody the community around us by staying true to our grassroots as a Latino service organization that commits to improve the health of all.

### ENTHUSIASM

We celebrate our community and culture. We seek to bring joy, care, generosity, and positivity to even the most challenging situations.

### COLLABORATION

We are stronger by working together in an integrated model, by extending our reach through meaningful alliances, and by partnering with our patients to share responsibility in their health.

# FUNDAMENTAL APPROACH

DRAMATICALLY IMPROVES HEALTH OUTCOMES

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# STRATEGIC DIRECTIONS, INVESTMENTS, AND RATIONALE

As a result of a detailed analysis of the current health care and community environment and the key trends which we are able to recognize within these, LCDP has identified five strategic directions required to strengthen our position and ensure the viability of our fundamental approach. These five directions: **high quality, high performance; innovation and entrepreneurship; strategic partnerships; research and data; and advocacy**, are interrelated and build upon each other. The following pages describe the overall investments and rationale for each proposed direction.







## HIGH QUALITY, HIGH PERFORMANCE



## INNOVATION AND ENTREPRENEURSHIP

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### LCDP INVESTMENTS

LCDP will continue to provide high quality services across services and sites, and continuously seek to improve them. We will make needed investments in our workforce, infrastructure and leadership to perform and be recognized as a highly functioning, mission-focused organization.

### RATIONALE

- By providing high quality services, we serve our mission and our community, and our reputation as a high quality, high value organization supports our other strategic directions and makes us a provider of choice.
- By investing in our organization's staff and infrastructure, we create the conditions that ensure continuous quality results.

### LCDP INVESTMENTS

LCDP will improve services and increase revenue streams by intentionally cultivating innovation and entrepreneurship in our programs and services. We will develop income generating endeavors within new or current service lines that are aligned with our purpose and values.

### RATIONALE

- By creating new revenue streams, we will mitigate the potential instability in our funding environment.
- By integrating innovation and entrepreneurship, we will broaden the impact of LCDP's work and establish our niche in our environment.





# STRATEGIC PARTNERSHIPS



# RESEARCH AND DATA

## LCDP INVESTMENTS

LCDP will build strategic, accountable and structured partnerships/alliances within and outside the health sector. We will focus our efforts first on clinically integrated networks, managed care organizations, hospitals, medical/legal partnerships, and schools

## RATIONALE

- By establishing formal partnerships with key partners in the health system, we will address quality and costs for patients across the health care system, and strengthen our financial position.
- By establishing partnerships outside the health sector, we will address the social determinants of health of most significance to our community.

## LCDP INVESTMENTS

LCDP will develop research and data collection capabilities and partnerships to demonstrate the impact of our services. We will invest in areas that enable us to generate data required under value-based payment reform, while furthering our broader ability to tell our story.

## RATIONALE

- By improving our ability to generate information about quality and costs, we strengthen our position within a payment system that highlights value.
- By developing meaningful academic and research partnerships to evaluate our model and pose key areas of inquiry, we strengthen our work in all other strategic directions.





## ADVOCACY

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### LCDP INVESTMENTS

LCDP will advocate for policies and regulations that improve health outcomes for the Latino community and create more equitable health care. We will develop a focused advocacy agenda that addresses health equity for immigrants and payment systems that acknowledge and compensate our costs.

### RATIONALE

- By engaging in health advocacy, we will raise our institutional profile, strengthen our financial position as we broaden the insurance mix of our population of focus, and improve the lives of our patients and community.
- By advocating for policies that fairly compensate immigrant-serving healthcare providers, we will ensure a strong provider network is in place to serve our community.





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[www.lcdp.org](http://www.lcdp.org)

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