



2021 -2024 Strategic Plan

VISION:

A STRONG, VIBRANT COMMUNITY
THAT SUPPORTS ALL PEOPLE IN
ACHIEVING HEALTHY LIVES.

MISSION:

TO IMPROVE THE HEALTH
OF VULNERABLE INDIVIDUALS AND
FAMILIES BY BUILDING PARTNERSHIPS
AND STRENGTHENING SYSTEMS.

Board Approved September 10, 2020



primary care coalition

www.PrimaryCareCoalition.org

A Plan for Success

PCC will succeed in furthering our mission over the next three years by taking strategic steps to improve the health of the community we serve and to reduce inequity by:

- Strengthening our existing programs to improve their quality and ability to promote access, equity and care coordination.
- Seeking opportunities in related areas which expand PCCs focus and strengthen our ability to impact the social determinants of health, including those related to systemic racism.
- Maintaining and expanding our human and financial resources in ways that promotes PCC's ability to improve community health now and in the future.

Goal A

Enhance impact of PCC programs by increasing the availability and appropriate use of equitable, high-quality, accessible and affordable healthcare.



Goal B

Seek new or expansion opportunities to create, promote, and manage programs and systems that improve population health and reduce inequity.

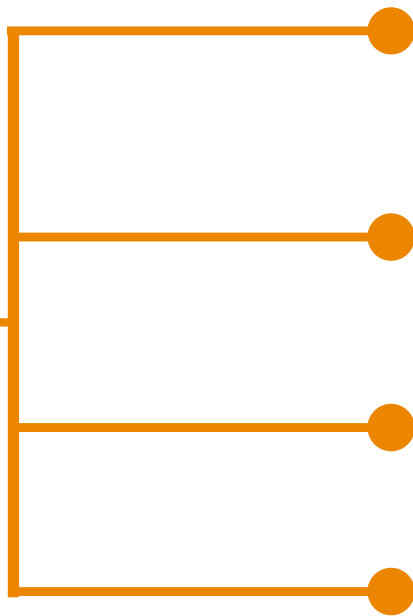
Goal C

Strengthen PCC's human and financial resources to expand our positive reputation and improve our reach and performance.



Goal A:

Enhance impact of PCC programs by increasing the availability and appropriate use of equitable, high-quality, accessible and affordable healthcare.

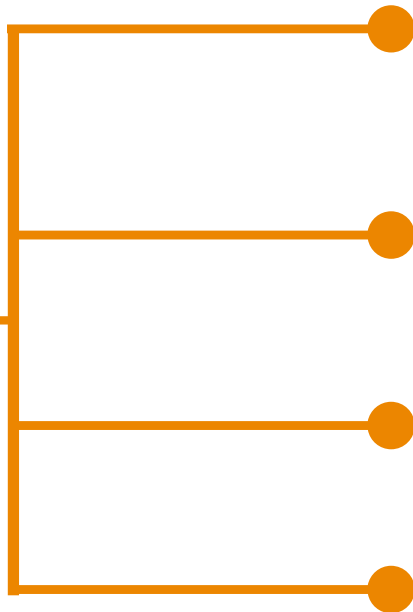


1. Improve access to care for program participants that is accessible in terms of affordability, time, location, language and cultural appropriateness by ensuring adequate networks for primary, specialty and sub-specialty care.
2. Establish patient education and care coordination as core services to empower patients to maximize their healthcare access and time with providers.
3. Expand availability of behavioral health care and medicine access services to patients of partnering clinics who are not enrolled in Montgomery Cares.
4. Establish measures that address equity, quality outcomes and client centered care for programs. Annually set targets and support providers and partners in meeting those targets.



Goal B:

Seek new or expansion opportunities to create, promote, and manage programs and systems that improve population health and reduce inequity.



1. Improve connections, coordination and referral pathways between health care providers and social services organizations that address social determinants of health.

2. Foster multi-hospital partnerships that enable hospitals to jointly invest in programs and initiatives that improve population health and community health outcomes.

3. Enhance PCC's ability to capture, aggregate, analyze, and report out data from multiple sources. Use data analysis to create opportunities to improve community health and reduce inequities.

4. Expand PCC's service to residents of another jurisdiction and/or additional sub-population.

Goal C:

Strengthen PCC's human and financial resources to expand our positive reputation and improve our reach and performance.



1. Build long range financial stability for the organization by:
 - a) Diversifying funding sources by adding at least one new revenue source.
 - b) Increasing financial reserves during each of the next three years.
 - c) Engaging the Board in fundraising activity to build philanthropic unrestricted revenue.
2. Retain, develop and grow staff creating a deep bench in all PCC core competencies (process/quality improvement, measures and data analytics, and program administration and operations) and develop succession plans for senior leadership roles.
3. Strengthen PCC's impact on public policy through its relationship with key governmental, philanthropic, and business partners to ensure our impact is known and our capabilities and offerings are well understood by potential partners.



Implementation Plan and Principles

This strategic plan will guide PCC's activities from its adoption through June 2024. The Board will actively monitor progress toward the stated goals through review and approval of an annual implementation plan—prepared by staff. Annually, the Board will review and update Strategic Goal critical elements as appropriate to changes in the environment in which PCC serves.

Annual implementation plans will include measurable targets for each of the critical elements and will incorporate the following principles as integral to all of PCC's work.

Systemic racism and injustices permeate the world in which we serve. We seek to recognize and change processes – including those within PCC - that contribute to inequitable outcomes for patients / clients / staff of different cultures and ethnicities.

PCC seeks to solve systems problem, recognizing every system is perfectly designed for the results it achieves. We also maintain programs that serve individual clients, as this is critical not only to meeting the current needs of residents in the community, but brings an understanding of lived experience to PCC.

We take a measurement and quality improvement approach to all we do. We shall develop measures of quality and outcome for all programs, set targets, and use data and quality improvement science to achieve results.

Future State



By June 2024, we envision achieving:

- A primary care network serving low income uninsured adults (under 250% FPL) that seek care in Montgomery County, whether or not they qualify for the Montgomery Cares program. Across the network, standards of access and quality will meet benchmarks; specialty care, behavioral health, medicine access, and care coordination for social services will be available at a level of service sufficient to meet demand.
- Expanded access to care for low income, uninsured children.
- Strong multi-hospital partnerships that access multiple funding streams to create and sustain a range of programs that improve community health outcomes.
- Our expertise and passion is serving additional sub-populations and/or adjoining jurisdictions.
- Deeper financial and management strength.
- Broader influence on programs and policies that affect the populations PCC serves.



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