

OPCA 2020 Strategic Plan

5 Year Milestone (1 YR Complete):

By 2024, OPCA Community Health Centers (CHCs) are indispensable leaders and innovators in comprehensive and equitable primary care in Oregon with data proving our value.

Membership:

By 2024 OPCA Membership and Network strategies and structures are clear and aligned.

2020 Membership Objective:

OPCA and Network strategies and structures are integrated and coordinated as we stand up a new OPCA Network in order to achieve optimum efficiency and effectiveness.

Key Performance Indicators (KPIs) for Membership - By 2021:

- 1) OPCA Board approves recommendations to adjust OPCA's organizational structure, governance and membership model to improve and maximize the efficacy and influence of the collective network of CHCs. This will include ensuring all OPCA Board Committees have adopted new committee charters to clarify and maximize decision making, alignment, transparency and member engagement and satisfaction.
- 2) OPCA and the Network (clinically integrated network) will coordinate and integrate programs and convenings to optimize resources, minimize duplication and improve member satisfaction.
- 3) Develop a CCO Strategy to lay the foundation for a CCO engagement and value proposition in coordination and consultation with OPCA members.

Policy:

By 2024, OPCA is sought after by key stakeholders, partners and decision makers, legislators, state agencies, and coalitions, positioning CHCs as critical providers and experts in primary care and health equity.

2020 Policy Objective:

Amplify the value of Community Health Centers through shared messaging, relationship building, and education in key stakeholder meetings and community forums.

Key Performance Indicators (KPIs) for Policy - By 2021:

- 4) OPCA will provide training and technical assistance which supports members in creating a culture of advocacy at their health centers, including becoming an Advocacy Center of Excellence (ACE) health center through NACHC. T/TA will support the implementation of the core principles and components of a culture of advocacy to ensure members ability to maintain a sustained culture of advocacy.
- 5) OPCA will develop, broaden, and deepen relationships with OHA leadership and key staff to ensure health center value is recognized through collaborative decision making, opportunities for influence, and increased value and support of key programs benefiting health centers such as APCM, PCPCH and CCO 2.0.
- 6) OPCA will identify and grow opportunities for OPCA and health center promotion through an increased media presence (including social media) and public forums on a local, state, and national levels to highlight and showcase success in quality, value, equity, care transformation and integration.

Data:

By 2024, OPCA will have access to robust quality, cost, access and equity data that is representative of 75% of patients served, and at least 60% of CHCs that demonstrates the value of CHCs in health system transformation to key local and national stakeholders.

2020 Data Objective:

OPCA and member health centers will finalize strategy and alignment behind a set of cost, quality, access, and equity metrics, and OPCA will begin collecting this data from health centers and/or key community partners.

Key Performance Indicators (KPIs) for Data - By 2021:

- 7) OPCA will have access to data from 50% of Oregon health centers (16) showing the proportion of pts at their health center that they are screening for SDH.
- 8) OPCA has a scorecard of quality, cost, access and equity data and a plan to share and utilize the scorecard in 2020 OPCA forums.
 - 8.5) Health Centers and OPCA collectively design a strategy to acquire data from members and other sources to populate our scorecard measures and advance the demonstration of health center value.

Transformation:

By 2024 OPCA will engage 95% of CHCs in technical assistance and training that promotes patient-centered, comprehensive services that improve patient experience and establish CHCs as leaders in care model transformation in Oregon.

2020 Transformation Objective:

OPCA will develop and deliver T/TA that promotes patient-centered, comprehensive services, shaped by health center priorities and needs, to impact the clinical and operational factors critical to success under CCO 2.0 and the movement towards value-based payment and care delivery.

Key Performance Indicators (KPIs) Transformation - By 2021:

- 9) OPCA will conduct a member needs assessment of health center workforce needs and priorities. Included will be a baseline assessment of the number of health centers that have a "comprehensive" workforce plan.
- 10) OPCA will strengthen the provision of person centered oral health care by increasing access to oral health in primary care. (UDS, oral exams)
- 11) OPCA and health centers will select a membership-wide value-based care readiness assessment measurement strategy that is effective and actionable for shaping both OPCA support and health center readiness improvement efforts.
- 12) By 2021, OPCA will develop a roadmap for integrating reporting and improvement on population-based health equity data (e.g. clinic-reported SDH screening rates and results, and UDS race/ethnicity data) into Transformation and Quality programs to address health disparities and promote care model and payment transformation.

Organizational:

By 2024, 80% of OPCA staff and board members report an internal operating structure that supports achieving external goals efficiently and effectively.

Key Performance Indicators (KPIs) for Organizational - By 2021:

- 13)OPCA has a defined financial sustainability plan.
- 14)OPCA has conducted an internal self-assessment and has conducted an equity audit with an outside evaluator.
 - 14.5) OPCA has an internal equity work plan.
- 15)OPCA has developed a strategic communications plan.