



Alexandria Neighborhood Health Services, Inc. (ANHSI) Strategic Plan

ANHSI's Mission

To provide accessible, coordinated, community based primary health care, including behavioral health and oral health, to people in Alexandria and surrounding communities.

ANHSI's Vision

Everyone in our community has access to comprehensive and affordable health services resulting in a healthier population and improved quality of life.

ANHSI'S VALUES

Excellence. We perform our responsibilities every day to the very best of our ability, and we work consistently to solve problems, maximize resources and improve our performance, so we will become the very best community health center in the country.

Integrity. In everything we do, including all our relationships, business practices and fiduciary responsibilities, we are honest, selfless, and driven to do what is right.

Respect. We treat our clients, members of the community and each other with respect, appreciating the value that is inherent in every individual, recognizing that our differences are a source of strength, and understanding that we all share the common purpose of improving lives through the delivery of quality health care.

Teamwork. We know that our clients are served far better when we work together as a team rather than as individuals. We therefore strive to cooperate with one another, to be open and candid in our relationships, and to combine our efforts in a way that maximizes the value they bring to clients.

ALEXANDRIA NEIGHBORHOOD HEALTH SERVICES, INC. (ANHSI)

GOALS AND ACTIONS FY 2011-2013

Goal # 1: Financial Stability and Sustainability: ANHSI is a financially sound organization with fiscal policies and reliable income streams that ensure financial stability and sustainability.

1. By February 28, 2011 ANHSI will increase and diversify its revenue streams by obtaining two new foundation supporters, increasing Medicaid patients by 10 percent and Medicare by 12 percent and increasing commercially insured patients by 2 percent.
2. By November 1, 2010 ANHSI providers, under direction of the Medical Director, will meet or exceed patient encounter productivity standards as described in the fiscal year budgets.
3. By December 31, 2010, ANHSI will increase fundraising capacity by adding a second 0.5 FTE Development Associate.
4. By November 1, 2010 ANHSI will reconstitute and strengthen the Finance Committee to perform duties as specified in ANHSI bylaws.
5. By November 1, 2010 ANHSI management will assure that all new program opportunities are fully funded.

GOAL # 2: ENHANCED POSITIVE BRAND: ANHSI is a well known health care entity in the larger Alexandria, Arlington and Fairfax communities and is considered a leading safety net health care provider. Our reputation in Alexandria and neighboring communities is positive and information about our organization and services we provide is accurate, up to date and easily accessible.

1. By December 31, 2010, the Communications and Development Committee is established and fully operational.
2. By December 31, 2010 ANHSI will obtain outside expertise in branding and marketing to assist with completing tasks as outlined in strategic plan.
3. By December 31, 2012, ANHSI will obtain accreditation by an appropriate outside agency.

GOAL # 3: STRATEGIC PARTNERSHIPS: ANHSI has strong relationships with a variety of key partners, including funders; local governments; the Alexandria, Arlington and Fairfax Health Departments; Inova Alexandria Hospital and the Inova Health System; other safety net providers; city, state and elected officials; and corporate and individual contributors. ANHSI continues to develop and expand its public and private partnerships with the Alexandria School System and Alexandria, Arlington and Fairfax counties, and other selected public and private groups where mutual benefit is possible.

1. By November 30, 2010, ANHSI will engage in discussions with ACPS and Arlington and Fairfax Counties about collaborative opportunities.
2. By December 31, 2010, ANHSI will formalize an expanded relationship/partnership with Alexandria Health Department.
3. By June 30, 2011, ANHSI will create a formal relationship with the INOVA Health System.

GOAL # 4: Facilities & Space: ANHSI has the facilities, space and human resources it needs to accomplish its mission.

1. By December 31, 2011, ANHSI has made arrangements to be fully operational and adequately staffed in new space to meet the health care needs of its current and projected client base.
2. By December 31, 2011, as information becomes available, the BOD and key staff leaders will seek out information and remain informed of the potential impact of Health Care Reform on patient composition, payer mix, partnerships, federal funding and take full advantage of resulting federal and other resources to meet new requirements and demands.
3. By November 30, 2010 and on an ongoing basis, ANHSI will explore potential new access points and other expansion initiatives supported by health care reform.

GOAL # 5 GOVERNANCE AND LEADERSHIP: ANHSI is a well governed and managed community based health services organization with a governance structure that meets its needs and an educated Board of Directors aware of and fulfilling their responsibilities. ANHSI enjoys a management structure with administrative and clinical staff leadership with capacity to achieve the strategic plan.

1. By June 30, 2011, the Bylaws and committee structure are reviewed and recommendations are made for improvements based on current realities and requirements; ex-officio board membership relationships are defined and reviewed; a community physician is recruited for membership on the Board; the ED job description is revised and updated to reflect current requirements.

2. By January 1, 2011, a Board Orientation process is fully implemented.
3. By March 30, 2011, the BOD will undertake a self evaluation in search of improvements and efficiencies.
4. By April 30, 2011, examine senior management staffing structure to ensure that needed capacities are in place to meet strategic plan goals.

GOAL # 6: ACCESS TO QUALITY HEALTH CARE: ANHSI provides access to quality, comprehensive primary health care, including behavioral and oral health, for populations who need a medical home.

1. By December 31, 2010, ANSHI staff will assure quality and comprehensiveness of care for all patients through quality assurance activities and staff education and training.
2. By June 30, 2011 ANHSI will better integrate mental health services into primary care practice and enhance collaboration between behavioral health and primary care practitioners.
3. By February 28, 2011, ANHSI will assure meaningful use of information technology that contributes to improved quality of care, utilizing the most cost effective and clinically useful systems, managed by ANHSI Network Administrator.
4. By December 31, 2010, ANHSI will increase access to health care for low-income and uninsured individuals and those without a medical home.
5. By December 31, 2010, Lean management principles are used in the front office resulting in increased efficiency of patient flow and increased provider productivity.