



Pueblo  
Community  
Health Center



# Strategic Plan 2020-2022



*Providing primary health care to those in need since 1983*

# Executive Summary

On behalf of the Board of Directors and all of our staff, I am pleased to share our strategic plan with you for 2020-2022.

PCHC sets its goals (“Key Strategic Areas”) for a two year horizon. Health care is rapidly changing and checking our future assumptions and adapting our plans frequently seems to make good sense. The plan represents areas of focus where we believe our mission will be well-served if we can achieve organizational improvement.

On the front cover I am proud to be standing with employees who have served PCHC for 30 years or more (I reached my 20th anniversary in 2019). It symbolizes why PCHC is successful: we attract and retain people who function at the top of their professions, and have a heart for serving others and the community. On the last page, our east side expansion plan is summarized. It positions PCHC to serve for the next 30 years, and represents how we invest our resources into our non-profit mission.

The purpose of a strategic plan is to get better and keep up with the times. In a health care organization, the people who serve in it ultimately determine whether patients will continue to trust PCHC to be their health care home. I want PCHC to be admired for living up to its mission and creating trusting relationships with patients who are in need. We think this strategic plan aims us in that direction.

Thank you for your interest in what we do.



Donald Moore  
Chief Executive Officer

## SWOT Analysis

<b>Strengths</b>	<ul style="list-style-type: none"> <li>• Quality care/service</li> <li>• Mission-driven, caring staff</li> <li>• Financial position</li> <li>• Expanding access</li> </ul>	<ul style="list-style-type: none"> <li>• Quality facilities</li> <li>• Commitment to improvement</li> <li>• Leadership</li> <li>• Community reputation and image</li> </ul>
<b>Weaknesses</b>	<ul style="list-style-type: none"> <li>• Challenges with growth</li> <li>• Financially sustainable staffing</li> </ul>	<ul style="list-style-type: none"> <li>• Culture change and development</li> </ul>
<b>Opportunities</b>	<ul style="list-style-type: none"> <li>• Expanding services</li> <li>• Payment reform</li> <li>• Training and developing staff</li> </ul>	<ul style="list-style-type: none"> <li>• Community partnerships</li> <li>• Updating organizational systems</li> </ul>
<b>Threats</b>	<ul style="list-style-type: none"> <li>• Shifting reimbursement models</li> <li>• Supply of quality staff</li> <li>• Operating cost relative to revenue</li> </ul>	<ul style="list-style-type: none"> <li>• Regulation changes/uncertainty</li> <li>• Economic slow down</li> </ul>

# Strategic Plan 2020-2022

## Key Strategic Areas (KSA)

The Board of Directors approved the following KSAs, Intent Statements, and Measures at its January 2020 meeting. They will provide focus for achieving our mission, improving performance, and aligning priorities and resources/budgets.

### KSA 1 – Care Model

**Intent:** PCHC must deliver “patient-centered,” efficient care/services that result in access and quality outcomes for the population served.

### KSA 2 – Workforce

**Intent:** PCHC must attract, develop, and retain service-driven employees.

### KSA 3 – Organizational Viability

**Intent:** PCHC must manage its resources to meet current needs while planning for the future.

### KSA 4 – Service Culture

**Intent:** PCHC must earn patients’ trust and be their advocates. Core Values must motivate how we serve patients and each other. Our service culture must attract and retain the best employees.

## KSA Measures

### Care Model

- % patients who see PCP/Team
- % patients empaneled with Care Team
- Unduplicated patients served prior 12 months
- Cancer Screening
  - Colon
  - Cervical
  - Breast

### Workforce

- Turnover rate
- Retention rate

### Service Culture

- Patient satisfaction
- Employee engagement

### Organizational Viability

- Financial ratio targets
- Capital investments

# East Side Expansion



Measure	Park Hill Clinic (current)	New Clinic (at capacity)
Patients served (unduplicated)	6,600	24,000
Square footage	14,000	64,000
Date open	2003	2021
Total staff	54	162
Medical providers	8	24
Behavioral health providers	4	7
Dental providers	0	3