Care Harbor has brought free medical, dental, vision and preventive care to thousands of uninsured and underserved individuals and families who have nowhere to turn for the healthcare they need. Those who need follow-up care are connected to medical homes. As our charity has grown in service and capacity, we have been guided by a strategic plan designed to increase our ability to engage community resources and volunteers, and respond to emerging needs in our changing healthcare environment.

**Mission:** To promote the health of underserved populations by creating new pathways to accessible, sustainable care.

**Goals:**
1. Define and communicate Care Harbor identity
2. Develop Care Harbor funding program
3. Build Care Harbor infrastructure
4. Expand program scalability/replicability
5. Expand Care Harbor capabilities
6. Develop research opportunities & partners

**Goals/Objectives:**

**Goal 1. Define and communicate Care Harbor identity/advantage**

*Objective 1.1: Develop clear, consistent internal messaging*
1.1.1 Prepare Care Harbor concept paper & standardized advantages/benefits
1.1.2 Develop standard messaging relating Care Harbor to healthcare reform
1.1.3 Develop media guidelines for Care Harbor spokespeople
1.1.4 Develop patient stories illustrating advantages/benefits

*Objective 1.2: Bring message to Care Harbor stakeholders*
1.2.1 Distribute Reports on Results to provider organizations
1.2.2 Distribute Reports on Results to community leaders
1.2.3 Revise, redesign and update web site
1.2.4 Develop social media program
1.2.5 Develop email newsletter program
1.2.6 Develop media outreach to adapt to available news hooks
1.2.7 Design & create comprehensive donor package
Goal 2. Develop Care Harbor funding program

Objective 2.1: Funding Los Angeles clinics
2.1.1 Reconnect with earlier L.A. funders
2.1.2 Reconnect with earlier in-kind donors
2.1.3 Reconnect with earlier provider partners

Objective 2.2: Sustainability grants
2.2.1 Review accounting systems & procedures
2.2.2 Prepare audited financials
2.2.3 Develop donor story (ROI, visibility, time frame, etc.)
2.2.4 Design & create comprehensive donor package
2.2.5 Develop sponsor recognition package

Objective 2.3: In-kind grants
2.3.1 Identify and solicit dental equipment/supply partners
2.3.2 Identify and solicit medical equipment/supply partners
2.3.3 Identify and solicit vision equipment/supply partners

Goal 3. Build Care Harbor infrastructure

Objective 3.1: Governance Board
3.1.1 Identify governance Board candidates
3.1.2 Elect Board members
3.1.3 Develop committee system for clinic departments
3.1.4 Appoint committee leads

Objective 3.2: Care Harbor staff
3.2.1 Job description and compensation: Director of Operations
3.2.2 Hire Director of Operations
3.2.3 Job description and compensation: Development Director
3.2.4 Hire Development Director
3.2.5 Job descriptions and compensation for additional staff
3.2.6 Set compensation (if necessary) and recruit for event Floor Managers

Goal 4: Expand reach/scalability

Objective 4.1: Standardize protocols & procedures
4.1.1 Develop training manuals
4.1.2 Develop operations manual
4.1.2 Develop clinic protocol manuals

Objective 4.2: Standardize clinic environment & branding
4.2.1 Develop clinic signage/environmental system
4.2.2 Develop graphic standards and digital files
**Objective 4.3: Develop cloud-based software systems**

4.3.1 Refine EHR system & reporting
4.3.2 Refine online volunteer registration & reporting
4.3.3 Establish searchable databank of all clinics

**Objective 4.4: Develop local clinic planning guides**

4.4.1 Develop clinic capacity/resource ratios
4.4.2 Develop clinic capacity/staffing requirements
4.4.3 Develop clinic capacity-scaled budget estimates

**Objective 4.5: Reduce dependence on critical resource partners**

4.5.1 Identify & solicit regional equipment partners
4.5.2 Plan purchase of schedule-critical equipment

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**Goal 5: Expand Care Harbor capabilities**

**Objective 5.1: Develop new on-site services**

5.1.1 Screening services
5.1.2 Prevention resources
5.1.3 Mental health
5.1.4 Social services
5.1.5 Specialty care initiatives
5.1.6 Homeless program

**Objective 5.2: Refine follow-up capabilities**

5.2.1 Build two-way partnerships with medical homes (CH specialty care)
5.2.2 Develop system for tracking patient compliance

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**Goal 6. Develop research opportunities and partners**

**Objective 6.1: Set research goals**

6.1.1 Make Care Harbor databank available to researchers
6.1.2 Identify new EHR data collection opportunities

**Objective 6.2: Identify and recruit research partners**

6.2.1 Schools
6.2.2 Government agencies