



Strategic Plan 2022-2025

Acknowledgements

We wish to express our heartfelt gratitude to all the people whose hard work, commitment and passion make Advantage Care a success every day. This plan is the result of that commitment and passion – our community gave us their time, their wisdom and their input to help us plan the future of our organization. While it is not possible to acknowledge every person, we wish to particularly thank the following:

- *The people we support and their families* – whose input and commitment to excellence inspires us every day.
- *Our dedicated medical and administrative staff* – whose passion for this work is front and center in everything they do.
- *Our board of directors* – for their leadership and stewardship of this organization
- *Mary Ellen Diver, Executive Director* – for supervising and coordinating the planning process and guiding this organization towards excellence every day
- *Penn Creative Strategy* – for facilitating our strategic planning process

Strategic Planning



Strategic planning is an important way to ensure that organizations take stock of their current state, respond to changes in the market, changes in the need for their services, and align their internal resources to achieve a set of common goals.

Advantage Care history started treating patients in 2005. Today, it is a diagnostic and treatment center certified under Article 28 of the Public Health Law. In 2011, Advantage Care was recognized as a Level-II Patient Centered Medical Home (PCMH). Months later, after implementing an Electronic Medical Record (EMR) system, the recognition level was upgraded to a Level-III, the highest possible recognition level. Advantage Care became an FQHC in July 2015.

Today, Advantage Care provides the highest quality comprehensive primary, dental, mental and behavioral health services to all people with a commitment to those who might otherwise be excluded from the health care system while remaining cost effective and efficient. The people served include, but are not limited to: children, adolescents and adults including those with I/DD; medically underserved populations; those who are uninsured; and undocumented immigrants.

The Planning Process



We developed this plan using a three-step process. First, we took a holistic organizational assessment and discussed the results and their implications for our planning process.

Then, we held a series of SWOT discussions (strengths, weaknesses, opportunities, and threats) with members of our community.

Finally, we gathered our board and staff members in a couple of strategic planning retreats – we carved out time together to build on our strengths, remediate our weaknesses, harness opportunities and mitigate threats. This plan offers important direction and structure for the next three years without restricting or limiting our thinking and actions. We will continually monitor our progress and refine our implementation to adapt to the evolving environment in which we advance our mission and support the missions of our partners.

Vision

(We Envision)

**Healthy communities with access
to inclusive, individualized
healthcare.**



Mission

(Our mission is)
To provide coordinated patient-centered healthcare with a commitment to those who are underserved.

Values



- **Coordination:** We value collaboration with you and those involved in your care.

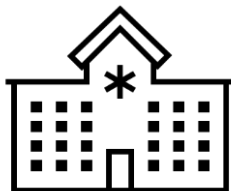


- **Access:** We believe in affordable, culturally competent healthcare for people of all abilities.



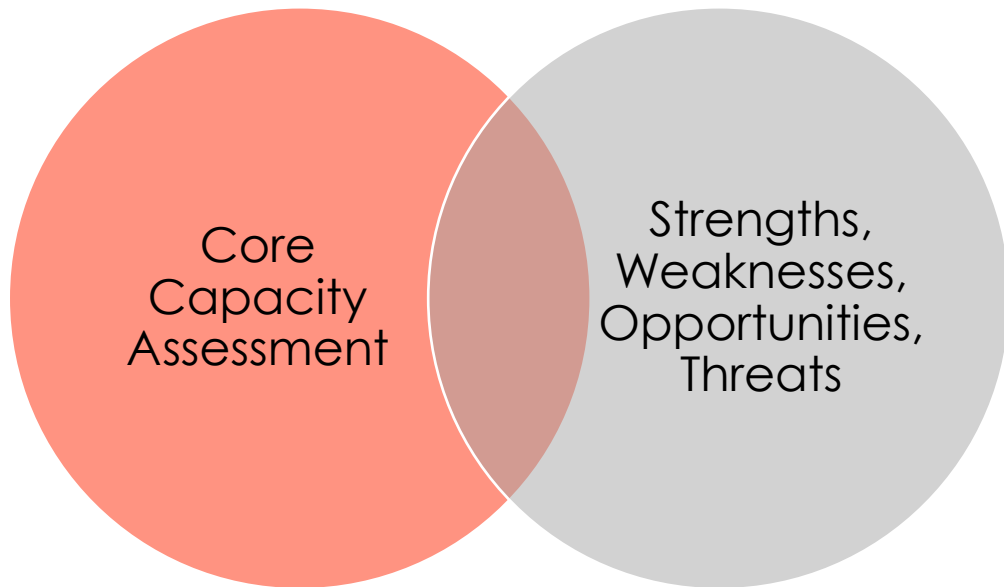
- **Compassion:** We care about your wellbeing.

- **Innovation:** We engage creative approaches to providing quality healthcare.



(Updated as of May 6th, 2022)

Background & Findings



Core Areas of Focus for the Plan

- Marketing & Outreach
- Fundraising
- Partnerships
- Service growth & reach
- Geographic territory
- Cybersecurity
- Staff succession planning / HR
- Board development

The Advantage Care Pillars



Strategic Plan Goals



Goal I: Strengthen external outreach to expand the reach of Advantage Care services



Goal II: Grow services and forge partnerships to meet community needs



Goal III: Invest in rigorous protection of client data and privacy



Goal IV: Build administrative capacity to support service growth

Goal I: Strengthen external outreach to expand the reach of Advantage Care services

Fundraising

Invest in fundraising expertise to help subsidize increasing healthcare costs, and defend against prospective elimination of 340B funding

Marketing

Prioritize marketing & outreach to raise brand awareness and highlight community-specific expertise, patient success stories, credentials and satisfaction

Goal II: Grow services and forge partnerships to meet community needs

Services

Leverage telehealth to grow services in key areas of practice and expand geographic service areas

Partnership

Seek affiliations to broaden services and strengthen referral networks

Goal III: Invest in rigorous protection of client data and privacy

Cybersecurity

Invest in cybersecurity and risk management to limit exposure to cyber-threats and protect digital information

Goal IV: Build administrative capacity to support service growth

HR Capacity

Acquire professional development and build HR capacity to support talent acquisition & retention

Succession planning

Engage in staff succession planning to develop staff and preserve institutional knowledge and expertise

Board Development

Develop board capacity through trainings in governance, fundraising and policy