



Strategic Plan

2009 – 2011

Executive Summary



***A Message from the Ravenswood Family Health Center
Board of Directors to the Community***

The Board of Directors of Ravenswood Family Health Center is proud to present this strategic plan for 2009-2011 to our community. Now seven years old, our young health center has served more than 23,000 patients since we first opened our doors in 2001. We are committed to growing a viable and sustainable community-based organization that is ever responsive to the changing health care needs of the community. Ravenswood's success is inextricably connected to the support from our community, our dedicated, talented and caring staff and our generous partner organizations. We look forward to working with you, the community, as we move ahead to achieve our goals.

Our Mission and Vision

Ravenswood Family Health Center (RFHC) is the only federally funded nonprofit community health center in San Mateo County. RFHC provides services to individuals and families residing in the communities of East Palo Alto, Belle Haven, North Fair Oaks, East Redwood City and surrounding areas. RFHC has been designed to especially reach out to underserved and uninsured ethnic minority populations and low-income families.

MISSION STATEMENT

Ravenswood Family Health Center's mission is to improve the health status of the community we serve by providing high-quality, culturally competent primary and preventive health care to people of all ages regardless of ability to pay.

VISION STATEMENT

Every person in the communities served by the Ravenswood Family Health Center has access to a patient-centered medical home. The principles of placing quality first, focusing on the client, and recognizing our people as our most valuable asset guide our vision. We respect the worth of every individual and will treat patients, other customers, and each other as we wish to be treated.

Inspired by our mission, the Ravenswood Family Health Center Board of Directors and staff will:

- Optimize access to health care
- Respect the dignity of the people we serve
- Empower patients to value good health in their own lives and the lives of their family members
- Sustain financially viable operations
- Contribute to the economic development of the community
- Advocate for public and environmental health

PROGRAMS AND SERVICES

Ravenswood Family Health Center is a comprehensive program of care which includes adult and pediatric primary care, perinatal and OB/GYN services, behavioral health, infectious disease screenings, retinopathy screening, mobile mammography, laboratory, free and discounted pharmacy services. Starting in the fall of 2009, full service dental care will be available for all ages. RFHC also provides screening, case management, and health education for chronic diseases that emphasizes continuity of care, family strengths, and access to community resources.

PARTNER ORGANIZATIONS

Ravenswood Family Health Center is fortunate to have medical partners, government partners and community partners that work with the health center to expand its capacity, referral system and collaborative health awareness efforts. RFHC's partners include: The City of East Palo Alto, San Mateo County Health Services Agency and San Mateo Medical Center and Public Health Department, Lucile Packard Children's Hospital, Palo Alto Medical Foundation, Stanford Medical Schools Center of Excellence and Silicon Valley Community Foundation. Our partners are vitally important to RFHC's sustainability. Only with their participation can the health center accomplish its mission.

Strategies

Business Sustainability

- RFHC delivers cost effective care to the underserved through organizational productivity, balancing a sustainable payor mix, maximizing donor opportunities and engagement, and successfully conveying the reality of community needs.

Recruitment, Training and Retention of Staff

- RFHC has dedicated, highly trained and valued staff that are committed to the mission and have a high degree of satisfaction for the good work that they do. Potential candidates will see RFHC as a destination where they can have fulfilling and productive careers with advancement opportunities.

Governance

- The RFHC Board of Directors represents the community we serve and is informed, engaged, and works collaboratively with the health center's Executive Team to monitor and ensure that the mission is served.

Quality Improvement

- RFHC has a dynamic culture of quality that uses data-driven applications, information technology and evidence-based measures to improve processes and outcomes of care.

Building a Medical Home

- RFHC provides a medical home for our patients by providing an on-going relationship between our providers and patients, ensuring timely access to care, and collaborating with our health partners to create a comprehensive and coordinated system of care that focuses on rational use of resources for integrated models of care.

Capacity Expansion

- RFHC is expanding the capacity of our services and facilities to meet the ever increasing demand for health care from the medically underserved in our community.