



RIVERSIDE COMMUNITY HEALTH FOUNDATION

Strategic Action Plan Status Report

2003-2006

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STRATEGIC PLAN AREAS

The keys goals, strategies, and tactics approved by the Board at the Annual Retreat, March 2003, are summarized in the following tables by Strategic Plan Area as follows:

STRATEGIC PLAN AREAS

Board Development

Clinic Development

Program and Service Development

Grant Making

Administration and Finance

Fund Development

Marketing and Communications

STRATEGIES AND TACTICS

STRATEGIC PLAN AREA: BOARD DEVELOPMENT

GOALS: Continue to develop and enhance the Board's ability to lead and govern RCHF in the achievement of its mission.

A Strategy: Develop a new organizational structure responsive to the merger of RCHF and CHC.				
	Tactic/Activity	Time Frames	Status	Comments
1	Create a new Governance Committee and Community Health Advisory Committee	TBD	Completed	
2	Draft and approve new bylaws	May 31, 2003	Completed	
3	Develop annual goals for each Board committee	Nov. 2003	In-progress	Goal needs to be developed for each committee
4	Revise and develop job descriptions clearly articulating Board member roles and responsibilities	Nov. 2003	Completed	
B Strategy: Enhance Board member education and skills.				
	Tactic/Activity	Time Frames	Status	Comments
1	Encourage Board member attendance at one educational event per every 2 years	On-going	Organized and on-going	
2	Hold Quarterly Board special study sessions to further educate about special topics of interest	3Q 2003	Organized and on-going	

STRATEGIES AND TACTICS (CONT.)

STRATEGIC PLAN AREA: BOARD DEVELOPMENT CONTINUED

GOALS: Continue to develop and enhance the Board's ability to lead and govern RCHF in the achievement of its mission.

C Strategy: Recruit, select and train new board members.				
	Tactic/Activity	Time Frames	Status	Comments
1	Recruit prospective Board members to serve initially on committees (as non-Board members)	Nov. 2003	On-going	
2	Redesign the orientation program and package	3Q 2003	Completed	
3	Team new Board members with experienced members in a "buddy" arrangement	3Q 2003	On-going	
D Strategy: Conduct annual evaluations of Board performance.				
	Tactic/Activity	Time Frames	Status	Comments
1	Develop an annual performance tool to measure the achievement of organizational mission and goals	3Q 2003	Completed	
2	Develop an assessment tool for self-evaluation by Board members	3Q 2003	Completed	
3	Develop a tool to evaluate the achievement of committee goals	3Q 2003	Redundant	Committee goal would serve this purpose

STRATEGIES AND TACTICS (CONT.)

STRATEGIC PLAN AREA: CLINIC DEVELOPMENT

GOAL: Continue to develop and enhance the RCHF clinic system to provide services to the medically under served in the service area.

A Strategy: Increase the number of medical and dental patients seen at the Eastside Health Center to 20,000 medical visits and 5,400 dental visits per year.				
	Tactic/Activity	Time Frames	Status	Comments
1	Participate more actively in managing and evaluating Eastside Health Center operations in conjunction with CHS	2Q 2003	Change in direction	Strategic Plan being completed for CHSI accountability
2	Develop and implement a marketing and public relations plan to build public awareness, community support and utilization	2Q 2003	Completed	Specific Service marketing plan for each clinic needs to be developed
3	Secure Board membership on CHS	2Q 2003	No longer a goal	
B Strategy: Open a new medical/ dental clinic in Arlanza by December 2003 providing services for at least 20,000 medical patients and 5,400 dental patients on an annual basis by 2005.				
	Tactic/Activity	Time Frames	Status	Comments
1	Establish community forums to assess specific needs and programs	3Q 2003	Completed and on-going	
2	Evaluate vendors and negotiate contract for clinic management	2Q 2003	Clinic Management Contract to be renegotiated with CHSI	
3	Secure \$500,000+ in outside grant support	1Q 2004	On-going	\$600,000 secured by CHSI
4	Develop and implement a marketing and public relations plan to build awareness, community support and utilization	1Q 2004	In development	

STRATEGIES AND TACTICS (CONT.)

STRATEGIC PLAN AREA: CLINIC DEVELOPMENT CONTINUED

GOAL: Continue to develop and enhance the RCHF clinic system to provide services to the medically under served in the service area.

C Strategy: Increase the access and use of the Arlington Dental Clinic by opening the clinic five days per week and improving operational efficiency to serve 2,500 patients annually by 2004.				
	Tactic/Activity	Time Frames	Status	Comments
1	Develop an operations improvement plan and participate more actively in the management of the clinic	2Q 2003	CHSI to manage	Licensure and lease arrangement prohibit five day operation
2	Develop a marketing and public relations plan	2Q 2003	To be developed	
3	Secure additional outside grant funding	1Q 2004	To be developed	
D Strategy: Evaluate the community need and feasibility for medical and dental clinics in the Rubidoux, Corona, Arlington and Casa Blanca areas.				
	Tactic/Activity	Time Frames	Status	Comments
1	Determine service needs and gaps	4Q 2003	Accomplished	Dental Clinic planned for Rubidoux
2	Evaluate potential partners for facilities or service delivery	4Q 2003	Accomplished	CHSI and County
3	Determine financial requirements and feasibility	2Q 2004	In-progress	

STRATEGIES AND TACTICS (CONT.)

STRATEGIC PLAN AREA: PROGRAM AND SERVICE DEVELOPMENT

GOALS: Continue to development of current and new programs that support the priorities or RCHF in conjunction with the achievement of its mission.

A Strategy: Confirm service area needs and gaps and develop a prioritization of health and program initiatives.				
	Tactic/Activity	Time Frames	Status	Comments
1	Utilize outside experts and the Community Health Advisory Committee to assist the Board to prioritize health and program initiatives	Continuous	Completed	
2	Recommend prioritized needs to Trust Uses Committee for program development and funding consideration	Continuous	On-going	
B Strategy: Work with community and health leadership in order to identify ways to build the capacity of non-profit, governmental and private organizations to provide health care to the under served.				
	Tactic/Activity	Time Frames	Status	Comments
1	Develop a specific plan to provide for capacity building assistance	3Q 2003	Not done	Dropped as a priority
2	Continue to network with community based organizations, especially those closely linked with RCHF's mission including the school districts and schools, the County Health Department, etc.	Continuous	On-going	
3	Maintain and build community relationships and partnerships through participation in community meetings and forums	Continuous	On-going	

STRATEGIES AND TACTICS (CONT.)

STRATEGIC PLAN AREA: PROGRAM AND SERVICE DEVELOPMENT CONTINUED

GOAL: Continue the development of current and new programs that support the priorities of RCHF in conjunction with the achievement of its mission.

C Strategy: Expand the capacity or services of current key RCHF supported programs.				
	Tactic/Activity	Time Frames	Status	Comments
1	Continue to support core CHC provided and partnered services including Miles of Smiles, Health in Motion, and community education	Continuous	Accomplished and on-going	Evaluation of Health in Motion required
2	Continue to support the services of the Youth Service Center subject to periodic reevaluation	Continuous	Not a current priority	

STRATEGIES AND TACTICS (CONT.)

STRATEGIC PLAN AREA: GRANT MAKING

GOAL: Continue to develop a grant making process that enables RCHF to cost effectively achieve its mission.

A Strategy: Develop a new conceptual model for program selection and grant making that reflects the mission and values of RCHF.				
	Tactic/Activity	Time Frames	Status	Comments
1	Determine the advantages and disadvantages of the current model	1Q 2003	Completed	
2	Evaluate alternatives relative to RCHF values and goals	1Q 2003	Completed	
3	Recommend new model for acceptance to Board	2Q 2003	Completed	
B Strategy: Establish criteria to evaluate grant applications on a consistent and clear basis.				
	Tactic/Activity	Time Frames	Status	Comments
1	Develop formalized criteria to rank grant applicants	2Q 2003	Evaluation criteria to be re-examined	
2	Apply criteria to rank and prioritize each prospective new grant applicant	2Q 2003 and continuous	On-going	
C Strategy: Communicate the RCHF mission, vision, values and grant processes to prospective applicants.				
	Tactic/Activity	Time Frames	Status	Comments
1	Create collateral materials that explain grant processes and purposes	2Q 2003	Completed	
2	Post materials on the Web site	2Q 2003	Completed	
3	Hold periodic bidders conferences to explain processes	TBD	Change in direction	Hosted grantee event for relationship development

STRATEGIES AND TACTICS (CONT.)

STRATEGIC PLAN AREA: GRANT MAKING CONTINUED

GOAL: Continue to develop a grant making process that enables RCHF to cost effectively achieve its mission.

D Strategy: Determine and prioritize funding requirements for finance and fund development committee consideration, budget use, and goal setting.				
	Tactic/Activity	Time Frames	Status	Comments
1	Submit prioritized list of programmatic funding requirements to the finance and fund development committees on a periodic basis	TBD	On-going	

STRATEGIES AND TACTICS (CONT.)

STRATEGIC PLAN AREA: ADMINISTRATION AND FINANCE

GOAL: Continue to develop and maintain a cost effective and efficient organization that preserves and develops the ability of RCHF to achieve its mission.

A Strategy: Complete the strategic planning process.				
	Tactic/Activity	Time Frames	Status	Comments
1	Secure Board approval for the three year plan	1Q 2003	Completed	
2	Develop an annual operating plan	2Q 2003	Deleted	Redundant with Strategic Plan
B Strategy: Manage grants and other expenses to stay within budget.				
	Tactic/Activity	Time Frames	Status	Comments
1	Monitor expenses against combined budget	Continuous	On-going	
C Strategy: Develop a simple, yet clear, dash board measurement system to report quarterly on the attainment of key goals, such as patient visit volume, grant expenditures, expense ratios, etc.				
	Tactic/Activity	Time Frames	Status	Comments
1	Determine areas of greatest Board interest	2Q 2003	Completed	Included in different committee report

STRATEGIES AND TACTICS (CONT.)

STRATEGIC PLAN AREA: ADMINISTRATION AND FINANCE CONTINUED

GOAL: Continue to develop and maintain a cost effective and efficient organization that preserves and develops the ability of RCHF to achieve its mission.

D Strategy: Lower administrative overhead to below industry standards.				
	Tactic/Activity	Time Frames	Status	Comments
1	Develop benchmark comparisons of RCHF compared to other conversion foundations	May 31, 2003	Completed	Industry recommends maintaining a ratio less than 35%
2	Monitor and make efforts to reduce administrative costs to 25% or less of total expenses. Strive to make further improvements below 25% in successive years.	2004 and Continuous	Currently around 28%	
E Strategy: Evaluate the need for multiple investment managers.				
	Tactic/Activity	Time Frames	Status	Comments
1	Review performance and differences in investment strategy	2Q 2003	On-going	
F Strategy: Revise investment policies for combined RCHF and CHC.				
	Tactic/Activity	Time Frames	Status	Comments
1	Work with combined Board Committee	2Q 2003	Completed	
G Strategy: Develop a three year operating and capital budget.				
	Tactic/Activity	Time Frames	Status	Comments
1	Develop and monitor budget, have additional separate reporting of clinic construction costs	2Q 2003/2005	In-progress	

STRATEGIES AND TACTICS (CONT.)

STRATEGIC PLAN AREA: FUND DEVELOPMENT

GOAL: Develop an aggressive fund raising plan that supports the achievement of the mission and goals.

A Strategy: Set aggressive fund raising goals annually that are responsive to the program needs and goals.				
	Tactic/Activity	Time Frames	Status	Comments
1	Aggressively pursue grant opportunities and major gifts	Continuous	On-going	
2	Set goals for grant writing of at least \$500,000 annually	Annually	On-going (\$448,000 in commitments received in 2004)	
3	Set goals for fund raising of at least \$450,000 annually	Annually	On-going	New goal of \$2.5 million over three years
B Strategy: Enhance the involvement of the Board of Directors in fund raising.				
	Tactic/Activity	Time Frames	Status	Comments
1	Continue to educate the Board on the case for fund raising and involve committees in planning and goal setting	Continuous	On-going	
C Strategy: Maintain a level of fund raising expenses to funds raised of less than 35%.				
	Tactic/Activity	Time Frames	Status	Comments
1	Monitor and adjust to changes in expense or funds raised	Continuous		

STRATEGIES AND TACTICS (CONT.)

STRATEGIC PLAN AREA: FUND DEVELOPMENT CONTINUED

GOAL: Develop an aggressive fund raising plan that supports the achievement of the mission and goals.

D Strategy: Enhance fund raising efforts through new programs, infrastructure and targeted activities.				
	Tactic/Activity	Time Frames	Status	Comments
1	Enhance the recruitment and retention of entry level donors	Continuous	On-going	
2	Reintroduce the planned giving program	2Q 2003	Completed	
3	Evaluate staff fund raising roles and responsibilities and consider additional staff for grant writing or fund raising as justifiable by return on investment	Continuous	No additional staff planned	

STRATEGIES AND TACTICS (CONT.)

STRATEGIC PLAN AREA: MARKETING & COMMUNICATIONS

GOAL: Develop and communicate and image of RCHF that enhances the effectiveness of its funded and provided services and builds community wide support for its mission.

A Strategy: Create a consistent, professional image that communicates the mission of RCHF to patients, families, donors, grant makers, community leaders, partners and targeted qualified recipients.				
	Tactic/Activity	Time Frames	Status	Comments
1	<p>Develop a new logo, graphic standards and templates for RCHF's various collateral materials and communication vehicles</p> <p>Develop standards for use of the logo and RCHF by partner and office support items</p> <p>Develop new stationary, signage and office support items</p>	June 2003	Completed	
2	<p>Evaluate the frequency and use of current communication vehicles for effectiveness. Upgrade the quality consistent with new corporate identity program:</p> <ul style="list-style-type: none"> • Pulse • Check-Up • Community Health Update 	TBD	Completed	
3	Revise web site design and functionality	TBD	Completed	

STRATEGIES AND TACTICS (CONT.)

STRATEGIC PLAN AREA: MARKETING & COMMUNICATIONS CONTINUED

GOAL: Develop and communicate and image of RCHF that enhances the effectiveness of its funded and provided services and builds community wide support for its mission.

B Strategy: Use/develop communication vehicles to increase support for RCHF with current and prospective donor groups.				
	Tactic/Activity	Time Frames	Status	Comments
1	Evaluate current vehicles/develop new methods of communication Develop a brochure and annual report to communicate mission, programs and achievements of RCHF	TBD	In Progress	
C Strategy: Use/develop communication vehicles to promote the key messages of RCHF to various stakeholders				
	Tactic/Activity	Time Frames	Status	Comments
1	Develop a communication vehicle for qualified recipients (e.g. e-mail newsletter) providing information on the grant process, awards, accomplishments, events and issues Develop a communication vehicle (e.g. e-mail newsletter) for community leaders regarding health issues and RCHF's role Develop a communications vehicle to inform employers about the programs that may be available to their eligible employees and their families	TBD	Partially accomplished Marketing/ Communications Plan needs to be re-evaluated	

STRATEGIES AND TACTICS (CONT.)

STRATEGIC PLAN AREA: MARKETING & COMMUNICATIONS CONTINUED

GOAL: Develop and communicate and image of RCHF that enhances the effectiveness of its funded and provided services and builds community wide support for its mission.

D Strategy: Build the recognition and image of key clinical services to targeted populations.				
	Tactic/Activity	Time Frames	Status	Comments
1	Develop communication vehicles for clinic service line supported by RCHF that provide information and promote appropriate utilization to targeted populations (e.g. Miles of Smiles, Eastside Clinic, Arlanza Clinic, Health-In-Motion, etc.)	TBD	To be developed	
2	Encourage/require funded partners to develop and support a shared marketing plan in conjunction with RCHF that portrays the role of RCHF appropriately	TBD	To be developed	
3	Develop a public relations plan to increase the visibility and utilization of key programs and initiatives supported by RCHF	TBD	To be developed	