



CVVIM  
Strategic Plan  
2020 - 2022

Planning today, to care tomorrow.

# Executive Summary

The Strategic Plan for Coachella Volunteers in Medicine is a **dynamic** document to guide and direct work projects of the organization for the next three years (2020 – 2022).

The focus of the plan is to consider types of services, location of those services, how they are carried out, and to raise funds to secure the financial base. The plan includes specific goals with **timeframes** and **responsible persons**.

The demand for CVVIM services will continue to grow and expand in the foreseeable future. The unique healthcare services provided will continue to meet the need for those patients who have limited resources, insurance and access to quality healthcare.

# Key Points

- **Dynamic** – “characterized by constant change, activity or progress”
- **Timeframes** –
  - The plan covers a three-year period: January 2020 through December 2022
  - **Goals** of the plan may change over the period but are intended to be broad and general in nature, and therefore will likely remain the same. The BoD establishes the goals and reviews them annually.
  - **Objectives** are determined by staff for a one-year period and presented to the Board at onset and reported on annually for the period of the plan.
  - **Activities** are developed by staff to meet the identified objectives.
- **Responsible person(s)** are those with assigned responsibility for developing and carrying out the activities to meet the objective. They may be one or more staff persons, key volunteers or committees.



## CVVIM Vision Statement

*CVVIM is the highest quality healthcare provider in the Coachella Valley, offering a medical home to residents in need who are low-income and have no insurance or who are underinsured.*

# CVVIM Values

- **Patients come first.**
  - Culturally competent care
  - Professional and respectful care
- **We are a safe place.**
  - Everyone is welcome.
  - Confidentiality is supreme.
- **Healthcare is a human right.**
- **Staff and Volunteers are appreciated.**
  - Recognition is a daily activity
  - Fair pay (staff)
  - Comfortable and safe working environment



# Mission Statement

The Mission of Coachella Valley Volunteers in Medicine is to provide **free healthcare services to low-income** individuals who have **no health insurance** or who are **underinsured**.

## Strategic Plan Goals

- **Goal # 1:** Provide quality, professional healthcare and related services to qualified patients in a culturally competent manner.
- **Goal # 2:** Promote CVVIM programs and services in the community.
- **Goal # 3:** Ensure a revenue stream to meet current and future needs.
- **Goal # 4:** Ensure paid and volunteer staffing needs are adequate to meet current and planned program needs.





# Operations Plan

- The objectives and related activities are identified and developed by staff and key volunteers, and directly relate to the Strategic Plan Goals as set by the Board of Directors.
- Operations Plan is set for a one-year period.
  - Staff review and report on the Plan regularly throughout the period.
  - Committees may be involved in activities.
  - Outcomes are reported to the Board annually.
  - Objectives may be met, carried over (with reason) to the subsequent year, or abandoned (with reason) from the Plan.
- The Operations Plan is the primary *dynamic* component of the Strategic Plan.

**Goal 1:** Provide quality, professional healthcare and related services to eligible patients in a culturally competent manner.

1. Patients will express satisfaction with services received.
2. Patients will have input into new program/service development.
3. Research opportunities for expanded service delivery in the central and west Valley.
4. Monitor inclusion of social assessment needs into the intake/eligibility process and provide continual revision for optimal outcomes.
5. Improve patient continuity of care.

Goal 2:  
Promote  
awareness of  
CVVIM  
programs and  
services in the  
community.

1. Increase awareness of CVVIM among elected officials.
2. Promote CVVIM to potential patients.
3. Finalize and initiate outdoor advertising campaign.

Goal 3: Ensure  
a revenue  
stream to  
meet current  
and future  
needs.

1. Develop a reserve funding plan for building repair and maintenance.
2. Develop a plan to regularly contribute to general reserve fund.
3. Secure funding for PT Development position (acquisition, solicitation, major gifts, annual campaign, grant activities).
4. Increase number of donors.
5. Implement on site recognition of donors.

Goal 4: Ensure  
paid and  
volunteer staff  
are adequate to  
meet current  
and planned  
program needs.

1. Survey volunteers for satisfaction (licensed, unlicensed, SM, clerical/admin).
2. Recruit licensed volunteers.
3. Prepare an operations manual for increased awareness of standard policy and procedure.
4. Support paid and volunteer staff.

# Next steps . . .

- Staff will develop operational plans/activities from their perspectives of greatest and most achievable needs.
- Complete list of all activities with responsible staff/committees and completion dates will be presented to Board of Directors for information at December's Board meeting.
- Staff will work on activities throughout 2020
- Staff will develop new activities for 2021 in the fall of 2020
- Presentation to the Board of Directors in early 2021
  - Update on 2020 activities
  - Presentation of 2021 identified activities