



2026 - 2028 Strategic Plan



Executive Summary

The Coachella Valley Volunteers in Medicine's 2026–2028 Strategic Plan outlines a mission-driven approach to expanding access to free, high-quality healthcare for uninsured and underinsured residents of the Coachella Valley and Greater Morongo Basin. Grounded in values that prioritize patients, equity, and compassionate care, the plan focuses on strengthening care delivery, increasing community outreach and awareness, improving financial sustainability, and building a strong workforce of staff and volunteers. It also emphasizes better measurement and communication of impact through outcomes, storytelling, and transparency. By integrating stronger service delivery, outreach, financial stewardship, and impact communication, the organization is well positioned to improve health outcomes and strengthen the well-being of the communities it serves.



2026 – 2028 Strategic Plan

- The current Strategic Plan was developed by the Board of Directors and key leadership in January of 2026, following a review of the 2023 – 2025 Strategic Plan.
- Staff and board committees develop annual objectives relating to the board-identified goals in the Plan and work towards them throughout the year.
- Annual objectives are reviewed by the Board at least annually.

**The mission of Volunteers in Medicine
is to provide *free* healthcare services
to low-income persons living in the Coachella
Valley and Greater Morongo Basin who have
no health insurance or who are underinsured.**



Our Value Statements

- Patients come first.
- We are a safe place.
- Healthcare is a human right.
- Staff and volunteers are appreciated.



2026 Goals and Objectives

1. Provide quality, professional healthcare and related services services to qualified patients in a culturally competent manner.
 - a. Develop a process for contacting inactive or "lost" patients -
 - i. Missed follow-up and/or regular appointments
 - ii. Missed labs, imaging, specialist referrals
 - iii. Missed referral
 - b. Provide post-visit instruction to highlight patient responsibilities and importance of follow through for all provider ordered services – labs, imaging services, prescription fill/refill -- and community referrals and/or follow-up medical visit.

2026 Goals and Objectives

1. Provide quality, professional healthcare and related services services to qualified patients is a culturally competent manner. (Continued)
 - c. Identify branding opportunities for medical outreach activities (i.e. "Taco Tuesday"/"Bro Clinic"/Mammo Mondays)
 - d. Identify and prepare outcome metrics for key services to better demonstrate impact to funders and the community.
 - d.

2026 Goals and Objectives

2. Promote programs and services in the community.

- Continue outreach, especially in the eastern Coachella Valley, through community health and resource fairs utilizing existing staff in "growth" opportunities.
- Increase event outreach by 20% through media partnerships, event promotion, and digital campaigns
- Plan one community event for women's wellness and invite community members and vendors.
- Continue advertising campaign to increase service awareness among patients, and for awareness of volunteer opportunities and needs.
- Continual refinement and development of marketing activities with obtained metrics and known results.

2026 Goals and Objectives

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

- Key leadership are mindful of operational inefficiencies and collaboratively revise procedures and systems to reduce costs while maintaining quality care.
- Grow *net* revenue from fundraising events by a minimum of 20%
- Send Letters of Interest to a minimum of 20 new foundations and use the opportunity to increase awareness of CVVIM with continued follow-up, regardless of LOI outcome
- Plan for annual donor recognition.

2026 Goals and Objectives

4. Ensure paid and volunteer staffing needs are adequate to meet current and future program needs.

- Develop a specialized volunteer training for outreach volunteers -
 - Recruit and train volunteers to effectively communicate clinic programs and services in a professional and engaging manner
- Increase volunteer retention through increased communications, feedback opportunities, and creative recognition.
- Increase volunteer use in Palm Spring for front and back office.
- Creatively manage staff to attend outreach opportunities and promote CVVIM.
- Continue targeted medical provider recruitment for FM, IM and identified specialties for both internal and external needs.

2026 – 2028 Goals and Objectives

5. Show our impact throughout the community.

- Capture and publish at least 12 patient, volunteer, or donor stories to show outcomes and community trust.
- Staff and volunteers will encourage and promote patient stories to show patient and community impact.
- Notify funding foundations from the prior program year of availability of the Form 990 and Financial Audit; include notice to donors and other community supporters through the quarterly newsletter.
- Distribute the 2025 Community Impact Report to foundations, donors and key community members.

Coachella Valley Volunteers in Medicine
is committed to ensuring equitable access
to free, high-quality primary and preventive healthcare
for uninsured, low-income adult residents
of the Coachella Valley and greater Morongo Basin,
thereby improving individual health outcomes and
strengthening the overall health and well-being
of the community.

