

Adaptive Strategic Framework

This planning framework consists of four linked components: Mission Identity, Strategy Screen, Priorities & Goals, and Measures



Mission Identity

Mission Identity defines the organization and the work we do and provides a consistent and aligned framework to ground decision making.

Vision	WeCareJax envisions a community where everyone has equitable access to quality healthcare.
Mission	WeCareJax advances and coordinates community-wide compassionate specialty care for the uninsured.
Programs & Services	<ul style="list-style-type: none"> • Recruiting volunteer & donated healthcare services • Managing appointments and care transitions upon referral for patients to access specialty healthcare providers at no cost to the patient • Connecting patients to individualized supportive services for improved health outcomes • Supporting the work of free and charitable clinics in Duval County by managing common resources for their patients and effective processes • Supporting JaxCareConnect
For	Uninsured adults with income at or below 200% of FPL and who live in Duval County
Partners	Specialty care providers, hospital systems, clinics, and other social service agencies
Values	<p>We believe in:</p> <ul style="list-style-type: none"> • The value and equity of people of all races, genders, orientations, socioeconomic status, abilities, and citizenship status • Patient-centered care and continuity of care • Compassion and healing • Accountability for our work and measuring its impact • Collaboration and coordinated services with strong respect for our partners
Competitive advantages	<ul style="list-style-type: none"> • Network perspective • Welcome all providers and health systems • Collaborative rather than competitive focus • Working within the State of Florida volunteer provider framework of sovereign immunity (Florida Statute 766 1115)
Funding	A balanced mix of corporate, foundation and government grants, individual and organizational donors, and fund-raising activities

- ❖ **Vision & Mission combined statement:** WeCareJax seeks equitable access to quality healthcare by advancing and coordinating community-wide compassionate specialty care for the uninsured.

Strategy Screen

These questions can be used to consistently question any new initiative, program or service that WeCareJax is considering. This is not a simple check list where all questions must be answered in a particular way. Instead, this framework provides a basis for critical discussion.

- Does this initiative help realize our vision? Is it consistent with our identity statement?
- Is this initiative supportive of the long-term healing / recovery process for patients?
- Is this initiative provided in a patient-centric manner?
- Does this initiative provide increased flexibility in how patients receive care? (e.g., telehealth or another alternative)
- Does this initiative fill a gap for the patients that we serve that no one else can fill?
- Does this initiative align with how our partners work? Would it require significant changes in partner processes or in how we interact with partners? Does it have any negative impact on our relationship to partners?
- Is this initiative collaborative with service provided by partner(s)?
- Do we have the skill / capability to do this initiative well? Can we deliver it with existing staff? If staff expansion is required, will the new role align with our overall staffing?
- What are space requirements & limitations? Can we deliver this initiative within existing space? Do we have control over the physical space? What are the long-term space requirements and commitments that they require?
- Does this initiative help us diversify funding? How long is funding reasonably expected to be available?
- Can we reasonably expect to cover the increased cost of a new initiative?
- Will the expected patient benefits justify the cost and time of this initiative?
- Is this service limited to Duval County?

Strategic Priorities & Goals

These priorities and goals have been agreed upon through a planning process, but implementation is subject to timing and the strategy screen questions.

Short Term Strategic Priorities (2020-2023)

Improve processes

- Optimize referral processes and reporting
- Develop patient outcomes measures that include the full cycle of care
- Convene and coordinate safety net providers

Build organizational capacity

- Expand capacity to serve higher numbers in need
- Build the board to include broader & strategic representation

- Add an Education & Engagement Coordinator who will work with partners to clarify processes and roles, as well as optimize and expand the volunteer provider base
- Build capacity for additional volunteer management in the qualification and connection process, including the development of a plan for recruitment and training
- Review the role of the Medical Director to reflect current operations and needs
- Review / update By Laws
- Consider 2021 facilities options

Build financial sustainability

- Build a fund development plan addressing the revenue mix
- Consistently seek a more diversified revenue mix
- Designate healthy reserve levels (with some operating flexibility)
- Improve marketing & brand awareness

Explore replication of the Health & Wellness program

- Explore post-Covid hospitalization support
- Resume at the Beaches and add one additional location by 2023 – pending appropriateness
- Enhance beaches delivery model
- Consider rebranding and renaming the program

Participate in and support the foundation of JaxCareConnect

- Help the collaborative get off the ground with universal qualifications
- Start to build trust & relationships to take the work deeper
- Benchmark other communities where collaboratives have been successful
- Keep a focus on system openness & collective measures
- Support fundraising for the set-up and pilot phase of JaxCareConnect
- Ingrain a service focus of learning from patients

Possible Longer-term Strategic Priorities (After 2023)

- Bring additional focus to addressing social determinants of health with the patients we serve
- Consider further replicating the Health & Wellness program in additional areas of the county
- Strengthen the collaboration within Jax Care Connect
- Consider expansion into neighboring counties

Measures

People Served and Services Provided

Total number of patients referred

Referral to Specialists

- # patients with an appointment within fiscal year (unduplicated, measures people)
- # referrals (duplicated, measures services)
- % Served (# appointments/# referrals) within time period.

Health & Wellness

- # H&W hospital referred patients (unduplicated, measures people)
- # H&W hospital referred patients, who are not fully enrolled (unduplicated, measures only assessed people)
- # H&W appointments (hospital, all follow up appointments & chronic care patients) (duplicated, measures services)

Percentage of patient services completed

Referral to Specialists

- % complete = # appointments closed / # appointments
- Need to build a baseline and understand it before setting goals

Health & Wellness

- % H&W hospital referred & enrolled patients (unduplicated) that go into primary care within 60 days.

Average number of days to first appointment

Referral to Specialists

- % of specialty referrals with appointments within 15 days, 30 days & more than 30 days

Health & Wellness

- % of hospital referred & enrolled patients to first primary care appointments within 15 days, 30 days & more than 30 days

Quality / Satisfaction survey measure for patients, clinics, and providers

Quarterly patient survey

Annual clinic & provide survey

Operational

Number of Months of Operating Reserves

Annual Staff satisfaction survey