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HEALTH CENTERS

# MPCA Strategic Plan 2021 - 2023

# Mission

To support health center excellence in the delivery of equitable care.

# Vision

Equitable and Just Healthcare For All

# Driving Principles

**Advocate**- MPCA champions health and social policies that support health centers and the patients and communities they serve.

**Collaborate**- MPCA brings together member organizations to encourage peer sharing and learning and supports relationships between health centers and a diverse set of partners to further integration and common objectives.

**Improve**- MPCA supports health centers in the continuous pursuit of high-quality, patient-centered services, the advancement of value-based care, and organizational excellence.

# *Strategic Goals*

- Diversity, Equity and Inclusion
- Payment Reform
- Patient-Centered Care & Transformation
- Health Center Excellence
- Workforce
- Technology & Information Exchange
- Member Services & Support
- Collaborative Relationships & Advocacy



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**Strategic Goal  
Diversity, Equity  
& Inclusion**

# *Diversity, Equity and Inclusion*

- **Foster an inclusive work environment within MPCA.**
  - Commit to developing an understanding of shared power as a model for MPCA, staff and members. (Letting go of traditional frames of power and leading and allowing members of a group to have power and influence within the group and the leadership, mission and goals of the group.)
  - Develop an internal diversity, equity, and inclusion (DEI) committee made up of diverse employees including leadership. The committee will lead efforts to improve work culture and review MPCA policies, procedures, and systems using an equity framework to identify and implement changes in Association practices.
  - Develop proficiency in core concepts around health equity, implicit bias and Diversity, Equity, and Inclusion (DEI) through multiple learning experiences and dialogue. Staff will demonstrate knowledge of and action on these principles by intentionally addressing health equity, implicit bias, and or DEI in their work.
- **Implement a plan to recruit and retain a more diverse MPCA workforce and vendor partners.**
  - Assess current hiring practices and implement process changes and improvement that align with the principles of DEI.
  - Identify and post or share job opportunities through five new avenues to reach and recruit diverse leaders and staff.
  - Increase the number of employees of color by at least three staff members (through attrition or the creation of new positions).
  - Assess current vendors/suppliers and implement a plan to increase the number of vendors/suppliers owned and operated by an individual or group that is part of a traditionally underrepresented or underserved group.

# *Diversity, Equity and Inclusion*

- **Together (MPCA and its members) explore centering racial equity and the ways it can improve relationships, assist in creating a shared vision, and improve clinical care.**
  - Seek supplemental resources to expand the scope of health equity and DEI activity and increase member support resources.
  - Offer learning and dialogue opportunities for member organizations and their staff focused on racial equity, health equity, and DEI.
  - Facilitate peer connections across member organizations and provide support for health centers engaging in DEI activity within their organizations including DEI committee work and other strategies.



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# Strategic Goal Payment Reform

# Payment Reform

- **Work collaboratively with MDHHS and ensure strong health engagement in the development and implementation of an Alternative Payment Methodology (APM) for Federally Qualified Health Centers (FQHCs) in the Medicaid program which moves away from a reliance on volume-based payment toward a population-based payment model.**
- **Facilitate health center assessment, learning, leadership engagement, and strategic thinking to support health center specific planning for success in Medicaid APM implementation** including understanding financial and revenue cycle impacts, model of care changes, and workforce effects.
- **Partner with and support Michigan Community Health Network (MCHN) efforts to implement population-based payment (primary care capitation) arrangements with Medicaid health plans that are complementary to the Medicaid APM implementation.**

# Payment Reform

- Explore a **Medicare Shared Savings Program Accountable Care Organization opportunity** for health centers which aligns Medicare payment reform efforts and care delivery impacts to the greatest extent possible with approaches used for Michigan's Medicaid program, both in the context of the Medicaid APM and MCHN value-based contracting.
- Work with MDHHS and Medicaid health plans to **address the negative health center revenue impact caused by the lack of payment for services rendered while health center providers are completing plan credentialing and contracting processes**. In addition, work to address related gaps in payment for health center services as a result of challenges associated with health plan member empanelment.
- Support health centers in effectively **responding and adapting to payment model and/or payer contracting changes which occur as a result of state behavioral health payer integration** efforts with a focus on improving access to behavioral health services provided outside of health centers, bolstering coordination with behavioral health providers, and streamlining administrative and payment processes.



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# Strategic Goal Patient-Centered Care & Transformation

# *Patient-Centered Care and Transformation*

- **Operationalize clinical best practices for patient-centered care** that result in improved clinical and utilization performance in value-based agreements, including partnering with MCHN to support health centers in meeting network participation expectations and offering programs and services which support health center performance improvement processes.
  - Care Management / Care Coordination / Transitions of Care
  - Strengthen Community Linkages to address social drivers of health (SDOH)
  - Chronic Disease Management
- **Support the health centers in incorporating value transformation** as an integral part of a robust quality improvement plan.
- **Support health centers in implementation of population health management activities** through utilization of tools and technology (Luma, LOB, Azara, Data Analytics, Telehealth, Virtual Care)
- **Actively support and collaborate with the Michigan Community Health Network (MCHN) and the Michigan Quality Improvement Network (MQIN)** to promote health center transition to value-based care models and with the utilization of technology to improve patient outcomes and reduce staff burden.

# *Patient-Centered Care and Transformation*

- **Facilitate health center assessment, learning, leadership engagement, and strategic thinking to support integrated care practices** that include primary care, behavioral health and oral health services.
- **Complete an analysis of maternal and child mortality and morbidity rates in Michigan health centers** and engage a diverse workgroup to develop a strategy to address them.



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# Strategic Goal Health Center Excellence

# Health Center Excellence

- **Access and Engagement in Care-** Support the provision of health center enabling services (patient outreach and engagement, enrollment support, community health worker and peer services, interpretation, transportation etc.) and the development and professional growth of enabling services staff to reach and assist patients and community members in engaging in care.
- **Comprehensive Services-** Assist health centers in the development of, seeking funding for and implementation of programs that support care teams in the improvement of health outcomes for specific patient populations (e.g. pregnant women, people living with HIV, individuals experiencing homelessness, LGBTQ patients, individuals experiencing substance use disorder etc.).
- **Emergency Preparedness-** Solidify the foundation established during the COVID-19 pandemic to position health centers as critical players in state and national emergency preparedness, response and recovery efforts, in addition to supporting internal health center preparedness planning, exercises and compliance with applicable regulation.
- **Financial Sustainability-** Support strong health center revenue cycle and financial management to ensure fiscal resilience and sustainability through training, resource provision, analysis and benchmarking services, facilitated peer learning, and persistent issue advocacy with Medicaid and Medicare payers.
  - Develop and offer to health centers a contractual service which analyzes and provides actionable interpretation of Medicaid encounter data to support health center Medicaid reconciliation and settlement processes.

# Health Center Excellence

- **Governance and Management-** Provide learning and professional development opportunities for health center managers to develop and hone leadership skills. Support health center governing boards in accessing training and resources to support their critical role in oversight, strategic direction, and culture.
- **Patient Experience-** Guide health centers in the implementation of thoughtfully developed mechanisms to garner patient input into and feedback regarding health center services to ensure services are respectful of and responsive to patients' preferences, culture, language, needs and values.
- **Development-** Shepherd communities seeking out health center services and support existing health center organizations in extending healthcare services and/or adding new services to improve access to healthcare in communities statewide.



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# Strategic Goal Workforce

# Workforce

- **Support each health center in developing workforce action plans** that provide strategic action steps for meeting future workforce demands for care delivery and quality performance, propel operational excellence and strengthen succession planning among leadership and core clinical and operational management roles.
- **Identify care team structures that support new models of care.** Develop and deliver training and technical assistance that provides a “road map” to transition from current to optimal care team structures. Provide resources for updating job descriptions, updating messaging and language/text for job postings and outward facing recruitment materials, upskilling training opportunities, and re-balancing provider/support team ratios. This includes defining new or emerging care teams and operational roles.
- **Strengthen and diversify health education and training partnerships,** particularly with behavioral health and oral health professions, and programs that support a more significant representation of minorities, particularly people of color, in health professions. Leverage available resources through MI DOCS and other workforce funds to expand training placements and professional pipelines within health centers. Identify and build relationships with training or recruitment partners to develop the workforce for new or emerging roles.

# Workforce

- **Develop network capacity and opportunities to proactively cultivate the workforce specifically needed by community health centers.** Expand on-the-job workforce development opportunities through apprentices, internships, and practicums for critical clinical (Care Managers, CHW, MA, Dental Assistants) and operational (Billing, Finance, and Operational Leadership) roles. Identify and provide linkages to upskilling training opportunities for incumbent staff and develop strategies to train for other emerging professions (Dental Therapists).
- **Elevate the profile of health centers as desirable employers by providing training, technical assistance, and resources to support sustainable, equitable, and competitive compensation packages to attract and retain talent.**
  - Overhaul the annual MPCA compensation and benefits survey process and data report to account for livable wage standards and competitive wage scale data. Provide training to health centers regarding appropriate base compensation structures and processes.
  - Support health centers in enhancing benefit offerings (for example, childcare assistance, transportation, tuition assistance, and loan repayment) to attract and retain employees, particularly those from historically disadvantaged or underrepresented communities.
  - Develop incentive pay structures that reinforce team performance in supporting organizational, clinical quality, and value-based objectives.



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# Strategic Goal Technology & Information Exchange

# Technology and Information Exchange

- **VirtualCHC**
  - **Launch a new name and brand identity for VirtualCHC** at MPCA's Annual Conference and through subsequent communications and health center interactions. Continue to meet customer needs here in Michigan, but work to expand services to health centers, and eventually other non-profits, across the country under the new name and identity.
  - **Right size technology infrastructure to meet evolving services demands**, including leveraging trusted vendors services to create better, more nimble offerings for customers.
- **Information Exchange**
  - Work collaboratively with MiHIN to **ensure health centers are aware of, have access to, and are supported in using all applicable exchange services** to enable and streamline clinical information exchange.
  - **Educate members on recently enacted information blocking expectations** to ensure health centers are in compliance with applicable federal rules.
- **Security / Risk Management**
  - **Deliver solutions to members that help build more secure, process-driven health centers.**
  - **Leverage relationships with vendors to bring health centers discounted services and educational sessions related to managing information security and associated risks.**



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# Strategic Goal Member Services & Support

# *Member Services and Support*

- **Continue to strengthen regional engagement in MPCA's governance structure** to ensure the Association remains deeply member-driven.
- **Rejuvenate MPCA's website** to improve functionality, interactivity, understanding of MPCA services/supports, and provide a more consistent mechanism for sharing resources with members. Continue robust social media engagement.
- **Advance MPCA's coordinated in-person and virtual events planning process** to culminate in a beginning of year major events calendar to improve predictability for members. In addition, implement updated, consistent event logistics procedures, safety procedures, pricing framework, continuing education, and knowledge/skills application focused evaluation.
- **Adopt streamlined events management technology** to reduce costs and improve member and staff user experience.

# *Member Services and Support*

- **Improve MPCA's email communications methodology** to reduce redundancy and allow greater member control of email preferences.
- **Implement a learning management system** which provides asynchronous learning options including professional and continue education across a variety of subject areas.
- **Pursue group purchasing arrangements that offer services health centers need** at competitive rates for members as well as offsetting costs to members for MPCA services and supports.



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**Strategic Goal  
Collaborative Relationships  
& Advocacy**

# *Collaborative Relationship and Advocacy*

- **Develop and maintain a policy platform supported by MPCA's Health Policy Committee** with clear, relevant, and timely policy objectives to be pursued through multiple coordinated strategies and advocacy approaches including an annual legislative forum, the health center legislative caucus, strategic contributions, and more.
- **Strengthen and maintain collaborative relationships** with State legislative and regulatory policymakers to support MPCA and health center engagement during health and social policy-making processes and ensure the perspectives of health centers and patients served are consistently heard.
- **Work together with NACHC and other national partners** to support the development and enactment of policy and advocacy strategies to influence Congressional and federal agency policy-making relevant to health centers and patients served.
- **Collaborate with other state primary care associations and similarly situated organizations** to harness policy best practices and promising approaches to inform MPCA and Michigan health centers' policy efforts.

# *Collaborative Relationship and Advocacy*

- **Support health centers through training and technical assistance in the development and operation of strong internal grassroots advocacy programs**, particularly focusing on cultivating a strong advocacy leader in each center, informing health center staff and board members on key policy topics, and engaging them in tangible steps they can take as advocates.
- **Maintain and grow productive relationships with organizational and thought leader partners**, as well as participation in key boards, committees, and other similar engagements, to facilitate strong health center representation and support the pursuit of joint efforts when they can advance common objectives.