



Strategic Plan: 2024-2026



OCHS Mission & Profile

The mission of Outer Cape Health Services is to provide a full range of primary health care and supportive social services that promote the health and well-being of all who live in or visit the ten outermost towns on Cape Cod.

Founded in 1987 through the merger of Health Associates of Provincetown (established in 1972) and the AIM Medical Center in Wellfleet (established in 1966), Outer Cape Health Services has a long history of successful growth and expansion in pursuit of this mission. No patient is denied access to services due to an inability to pay.

OCHS now cares for more than 18,000 patients annually through its three locations and pharmacies. More than 175 clinical, ancillary and administrative FTEs support over 60,000 annual in-person and virtual patient visits.

Overview for OCHS

The Board of Directors of Outer Cape Health Services (OCHS), in collaboration with the Executive team and Staff, developed the attached strategic plan as a roadmap for 2024 – 2026.

The OCHS strategic plan defines strategies and metrics to accomplish the organization's goals encompassing three critical areas:

1. Patient Experience and Quality of Care
2. Workforce Experience and Employee Satisfaction
3. Community Engagement, Population Health and Health Equity

Strategic Plan: Our Areas of Focus

Three pillars of the OCHS strategic plan are all supported by sound financial stewardship.

Improve the Patient
Experience &
Quality of Care

Improve Workforce
Experience &
Employee
Satisfaction

Increase Impact on
our Communities:
Advance Population
Health & Health
Equity

Ensure Financial Stewardship

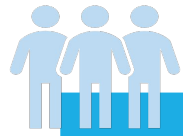
Our Vision for the Future

OCHS envisions a future in which patients, staff and our community partners all experience a shared sense of belonging that maximizes their human potential.



Patients

OCHS is the healthcare provider of choice for patients in our communities
OCHS patients experience successful clinical outcomes



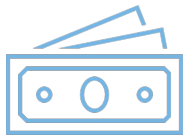
Employees

OCHS is the preferred place to work in our communities
OCHS employees feel supported, engaged and empowered



Community

OCHS provides equitable access to all for care
OCHS is collaboratively engaged with community partners



OCHS has the financial resources to support its current operations and invest in its future vision

Measuring Our Success

OCHS will identify specific metrics and outcomes by which to measure success in these 4 areas:

Patient Experience & Quality of Care	<ul style="list-style-type: none">▪ Patient access▪ Overall patient satisfaction and likelihood to refer▪ Clinical quality and outcomes
Workforce Experience & Employee Satisfaction	<ul style="list-style-type: none">▪ Employee satisfaction▪ Employee retention
Community Impact: Population Health & Health Equity	<ul style="list-style-type: none">▪ Resident and patient feedback across all patient demographics▪ Population health outcome measures across all patient demographics▪ Community stakeholders' assessments of OCHS' impact
Financial Stewardship	<ul style="list-style-type: none">▪ Operating budget▪ Philanthropy

Our Strategic Initiatives

While specific strategic initiatives will be determined by OCHS operational leadership, a number of key themes, priorities and areas of focus emerged from the strategic planning retreat:

Patient Experience & Quality of Care	<ul style="list-style-type: none">▪ Increase clinical capacity by building effective teams and improving retention▪ Pursue expansion of care delivery through innovative approaches
Workforce Experience & Employee Satisfaction	<ul style="list-style-type: none">▪ Improve leadership-employee engagement and communication▪ Decrease staff turnover; increase employee retention▪ Competitive benefits and compensation
Community Impact: Population Health & Health Equity	<ul style="list-style-type: none">▪ Investigate new/expanded clinical partnerships and equity programs▪ Increase engagement through direct engagement with community stakeholders
Financial Stewardship	<ul style="list-style-type: none">▪ Ongoing budget management▪ Expand major gift program