



## Strategic Plan 2022-2024



“We will inspire our staff with stellar engagement, leading to superior patient experience and health outcomes.”







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## THE LEGACY, COMMUNITY AND PEOPLE

### THE LEGACY

**Henry J. Austin Health Center (HJAHC)** is a **Federally Qualified Health Center**, the hub of which is in Trenton, New Jersey. Established in 1969 as Trenton's Neighborhood Health Center, HJAHC was incorporated in 1986 as a private, non-profit 501(c)(3) entity, named after Dr. Henry J. Austin. Dr. Austin was born in 1888 in Tallahassee, Florida, arriving in Princeton at a young age. After graduating from Howard University Medical School in 1918, and completing his internship at Freeman's Hospital, now Howard University Hospital in Washington, D.C. Dr. Austin, an African American, moved to Trenton to practice medicine because Jim Crow laws prohibited working in his hometown of Princeton. In keeping with Dr. Austin's pledge to provide high quality health care to those that need it most, Henry J. Austin Health Center has been committed to providing the best care possible for the last five decades.



### THE COMMUNITY

**While our community has noteworthy strengths it also has significant challenges to overcome.** HJAHC's service area is concentrated in the city of Trenton, with a population of over 82,000. Sectors reflecting strong need in the cities of Lawrence and Hightstown are also included in our service area. In Trenton, 31% of residents live below 200% of the Federal Poverty Level. Demographic data shows that 29% of Trenton residents are non-Hispanic White, 36% are Latinx, and 51% are Black. Health disparities indicators show clear need in urban Trenton when compared to the more suburban areas of Mercer County.

**Our community experiences significant trauma.** In 2016, more than 40% of children (less than 18 years) statewide had experienced one or more Adverse Childhood Experiences (ACEs), and more than 18% of children had experienced at least two. Among the state's youngest children (under five years of age), 33% had experienced one or more ACEs. As children in families living in poverty are particularly vulnerable to ACEs due to food insecurity, housing instability, and other financial stressors, we know that our community members have higher rates of ACEs. These in turn can lead to long-term disparities in health outcomes.

**The good news for our city and surrounding community,** is that HJAHC along with our local hospitals, city, state, and county health departments and numerous innovative partnerships through the Trenton Health Team have significant community strength. With robust services for individuals experiencing homelessness, and a network of community-based organizations that collaborate to address the social determinants of health this network is a shining example of how individual stakeholders can come together to improve the care for all those we collectively serve in our city and the surrounding county.



## THE BOARD, LEADERSHIP, AND STAFF

**HJAHC's board members** represent legal affairs, local government, financial, pharmaceutical, education, and social service industries. They embody the racial, ethnic, and economic community served. No member derives more than 10% of income from the health industry. Of the nine HJAHC member board, seven are African American, one is Latinx, and eight are patient stakeholders. A board member who has experienced homelessness and its challenges is a key advisor in HJAHC's Healthcare for the Homeless programming.

**HJAHC's key leadership and direct care staff** reflect racial and gender diversity, creating a responsive care environment. Senior Management is composed of a Chief Executive Officer, Chief Medical Officer, Chief Financial Officer, Chief Operations Officer, and Chief Development and Communications Officer. HJAHC's Directors are representative of the patient populations and cultures served being African, African American, Haitian, Asian, and Latinx. As with the patients served 50% of HJAHC's senior leadership are women.

**Many of HJAHC's staff also come from and live in our service area.**

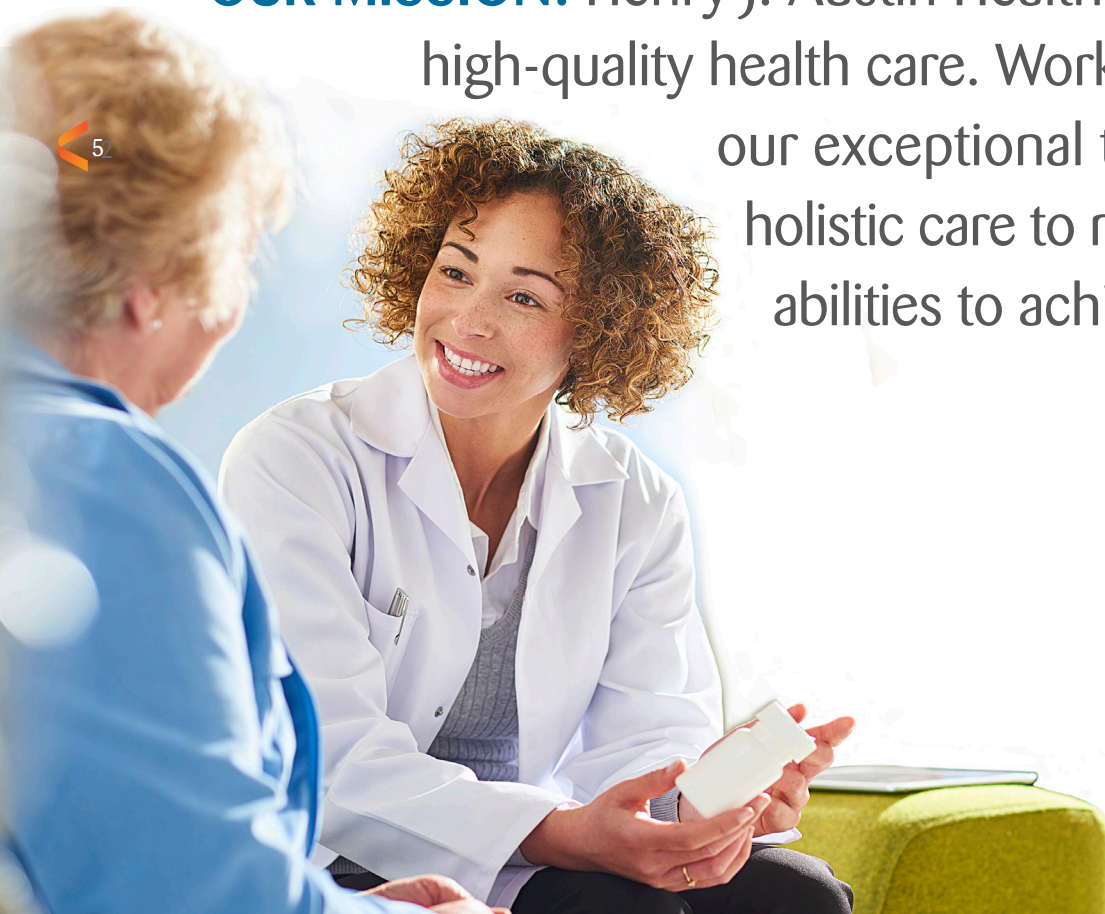
We have employees who have served over 40 years at HJAHC, and the longevity of our team members emphasizes our staff's deep commitment to the people and community we serve. Through our integrated, team-based care model, our team members continue to learn techniques for providing patient-centered and trauma-informed care to best meet the needs of our community.





**OUR VISION:** Henry J. Austin Health Center's vision as the center for wellness is to inspire our community to attain their highest quality of life.

**OUR MISSION:** Henry J. Austin Health Center delivers person-centered, high-quality health care. Working with our community partners, our exceptional team provides trauma-informed, holistic care to maximize individuals' strengths and abilities to achieve optimal health and well-being.





## COMMITMENT TO VALUES

### INTEGRITY

Integrity forms the foundation that fosters healthy therapeutic relationships that promote healing. Integrity encompasses honesty, keeping one's word, and consistently adhering to principles of professionalism, even when it is not easy to do so.

### COMPASSION

Compassion involves responding with kindness and sensitivity to the vulnerability and suffering of others who may be experiencing frightening changes in their lives, with the threat of losing their autonomy, dignity, control over their bodies, and the direction of their future lives.

### RESPECT

Respect is listening to what others want, giving them information, and involving them in planning and decision-making, and enabling them to have choice and control over their lives and the services they receive.

### CULTURAL SENSITIVITY

Cultural sensitivity is described as care that reflects "The ability to be appropriately responsive to the attitudes, feelings or circumstances of groups of people that share a common and distinctive racial, national, religious, linguistic, or cultural heritage."

### QUALITY

Quality is the extent to which health care services provided to individuals improves their desired health outcomes.

## COMMITMENT TO QUALITY CARE

For over 50 years, Henry J. Austin Health Center (HJAHC) has provided high quality comprehensive primary health care services to our local community. We are the largest provider of ambulatory primary care services in the city of Trenton and have been Joint Commission accredited since 1999 and certified by the National Committee for Quality Assurance as a Patient Centered Medical Home since 2015. HJAHC is committed to providing person-centered, high-quality care and will maintain accreditation by the Joint Commission and Patient Centered Medical Home Certification for the foreseeable future.







## FOUNDATION OF STRATEGIC GOALS

**HJAHC has six strategic goals.** These goals are based on the Quadruple Aim. The Quadruple Aim, a term coined by Thomas Bodenheimer, MD, in a 2014 *Annals of Family Medicine* paper, is the concept that the three dimensions of the Institute for Healthcare Improvement's Triple Aim by Donald M. Berwick, MD – improving the care of individual patients, promoting the health of populations and lowering health care costs – must take into account the wellbeing of health care providers in order to be effective [Improved Clinician Experience]. The IHI Triple Aim is a framework developed that describes an approach to optimizing health system performance. It is IHI's belief that new designs must be developed to simultaneously pursue three dimensions, which we call the "Triple Aim":

- Improving the patient experience of care (including quality and satisfaction)
- Improving the health of populations
- Reducing the per capita cost of health care

### QUADRUPLE AIM COMPARED TO HJAHC'S STRATEGIC GOALS

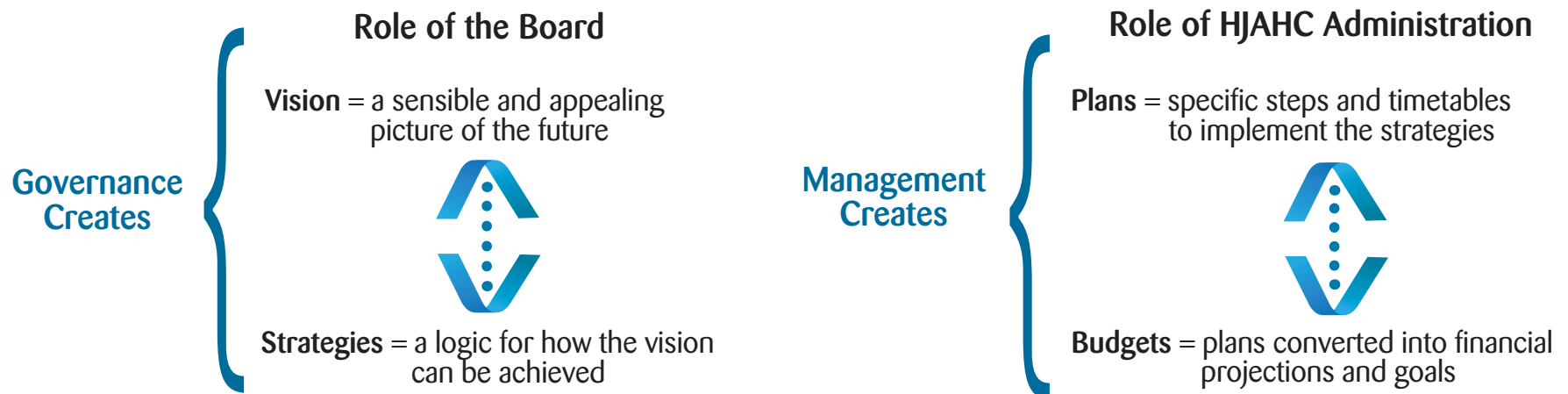
Quadruple Aim	HJAHC Strategic Goals
Improved Clinician Experience	<b>Strategic Goal I</b> Establish Best People Best Workplace
Improved Patient Experience	<b>Strategic Goal II</b> Improve Experience of Care
	<b>Strategic Goal III</b> Improve Quality of Care
Improve Health of Population	<b>Strategic Goal IV</b> Improve Health of the Population
Reduce Cost	<b>Strategic Goal V</b> Reduce Cost of Care
	<b>Strategic Goal VI</b> Improve Financial Viability





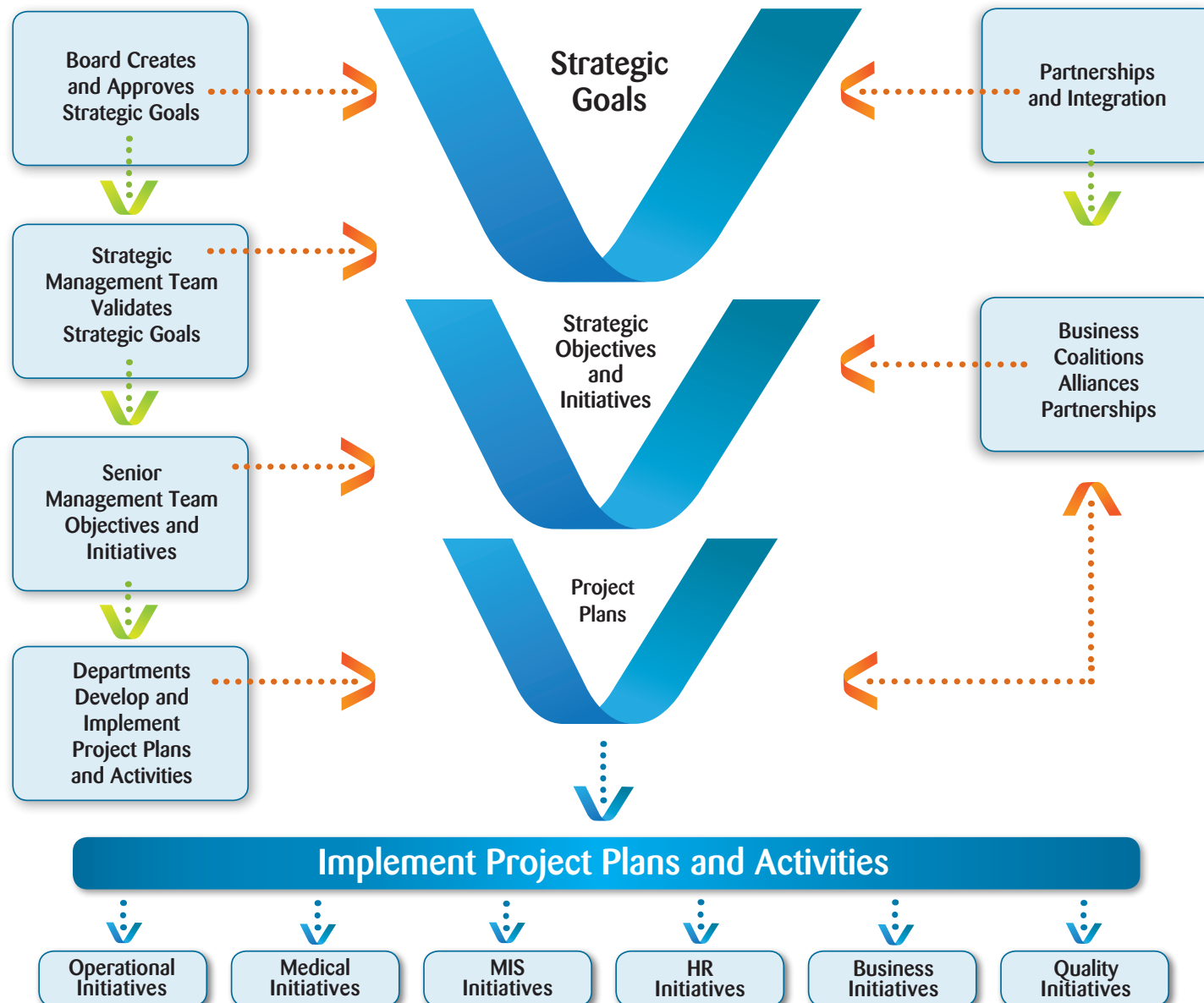
# Strategic Planning Process

The relationship of the Board of Directors and Administration in creating the vision, strategic goals, plans and budgets.





## STRATEGIC PLANNING MODEL





# BASIS OF STRATEGIC OBJECTIVES, PROJECT PLANS, AND ACTIVITIES









## PEOPLE, PROCESS AND TECHNOLOGY

With the six Strategic Goals outlined, HJAHC's senior leadership over the next three years will explore objectives and subsequent project plans that focus on our People, Processes and Technology [PPT]. The PPT framework was developed in the early 1960s, when business management expert Harold Leavitt came up with this model for creating change in an organization in a paper called "Applied Organization Change in Industry."



## COMMUNITY NEEDS ASSESSMENT FINDINGS

The eight Findings from HJAHC's 2021 Community Needs Assessment will also inform the development of the 2022-2024 Strategic Objectives and Activities.

<b>Finding 1</b> 	Limited COVID-19 Testing and Vaccination	<b>Finding 2</b> 	Lack of Access to Pediatric Services
<b>Finding 3</b> 	Increase in Substance Use Disorder Prevalence	<b>Finding 4</b> 	Increased Demand for Women's Health Services
<b>Finding 5</b> 	Lack of Innovative Dentistry Delivery Methods	<b>Finding 6</b> 	Lack of Access to Eye Care Services
<b>Finding 7</b> 	Increased Need for Telehealth Access	<b>Finding 8</b> 	Lack of Stable Housing



## STRATEGIC GOALS, OBJECTIVES

Henry J. Austin Health Center (HJAHC) intends to focus on achieving six broad strategic goals developed by the Board of Directors and Senior Management team, in the next twelve months:

- I. Establish Best People/Best Workplace
- II. Improve The Experience of Care
- III. Improve Quality of Care
- IV. Improve Financial Viability
- V. Reduce The Cost of Care
- VI. Improve The Health of the Population



## STRATEGIC GOAL I—ESTABLISH BEST PEOPLE BEST WORK PLACE

Recognizing the importance of resilient and high-performing teams to ensure patient members' success, HJAHC is committed to providing our staff with professional resiliency, wellness, and enrichment opportunities in support of the organization's mission and strategic goals. HJAHC values the importance of cultivating talent and establishing a workplace aligned with the organization's core values of Respect, Integrity, Quality, Compassion, and Cultural Sensitivity. As such HJAHC plans to achieve our goal through initiatives supporting improvement in processes and programs that bring **Joy into The Workplace**. The work would be based on the **Joy in Work framework**<sup>1</sup>.

### OBJECTIVES:

1. Staff feel ENGAGED
2. Staff take OWNERSHIP
3. Staff feel RESILIENT

Objectives will be measured through:

- Staff engagement assessment annually
- Staff burnout and wellness assessment bi-annually

Related measures will include:

- Staff turnover rate annually
- Staff retention rate annually
- Staff net promotor score annually

<sup>1</sup> Supporting SDOH, financial equity/Livable Wages/choice & autonomy, and participatory management

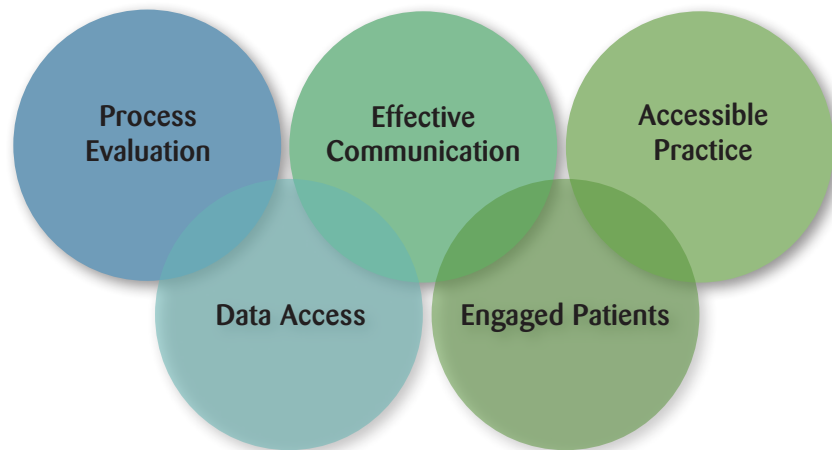




## STRATEGIC GOAL II—IMPROVE EXPERIENCE OF CARE

HJAHC understands that experience of care is closely aligned with employee satisfaction, patient satisfaction, and clinical outcomes. We plan on achieving improved experience of care by improving both staff and patient “journeys” through our various systems, processes, and workflows. The objectives and activities will be based on the high-level practice framework, the **Patient-Centered Medical Home Model**<sup>2</sup>.

### CORE PILLARS OF THE PATIENT-CENTERED MEDICAL HOME MODEL



### OBJECTIVES:

1. Improve patient retention
2. Improve staff skills for success and leadership abilities

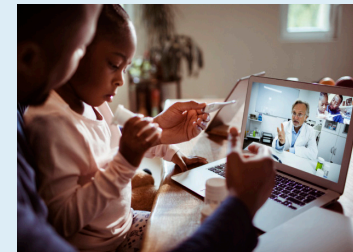
Objectives will be measured through:

- Patient retention rate annually
- Staff skill and leadership assessment annually
- Patient experience assessment bi-annually

Related Measures will include:

- Staff retention rate annually
- Patient net promotor score bi-annually
- Staff engagement assessment annually

<sup>2</sup> <https://healthcarenews.com/creating-a-framework-for-patient-centered-medical-homes/>







### STRATEGIC GOAL III—IMPROVE QUALITY OF CARE

Quality of care is one of the most critical aspects of health care delivery and one of the main tenets of the Quadruple Aim. HJAHC aims to achieve superior quality of care focusing on the clinical indicators defined by the Uniform Data System (UDS) of the Health Resources and Services Administration. The objectives and activities will be based on the high-level practice framework, the **Patient-Centered Medical Home Model**. Quality care is the consistent delivery of healthcare, that improves the **patients** desired outcomes<sup>3</sup>.

#### OBJECTIVES:

1. Reduce health disparities as it relates to defined UDS measures
2. Improve organizational UDS clinical ranking

Objectives will be measured through:

- UDS clinical indicators annually
- Organizational UDS ranking annually

Related measures will include:

- Staff satisfaction with process improvement activities bi-annually

### STRATEGIC GOAL IV—IMPROVE FINANCIAL VIABILITY

Ensuring financial viability of the organization is vital to our ability to grow as an organization to achieve our vision. HJAHC will undertake several initiatives to help fund this goal like diversifying our revenue stream and develop funds for investment and re-investment into staff, programs, and services.

#### OBJECTIVES:

1. Achieve revenue diversity
2. Create re-investment fund for **existing** staff, services, programs, and departments
3. Create investment fund for **new** lines of service, programs, or facilities

Objectives will be measured through:

- Revenue source diversification
- Re-investment fund, funded annually
- New investment fund, funded annually

<sup>3</sup> <https://healthcarenews.com/creating-a-framework-for-patient-centered-medical-homes/>



## STRATEGIC GOAL V—REDUCE COST OF CARE

Reducing cost of care is an equally crucial component of the Quadruple Aim. Reducing cost of care through decreasing waste, improving efficiencies in systems and judicious utilization of resources, will support fund growth to invest and reinvest in the organization thus supporting the other strategic goals outlined herein.

### OBJECTIVES:

1. Reduce administrative and operational waste
2. Reduce clinical waste

Objectives will be measured through:

- Inventory of all contracts and systematic review annually
- Unnecessary clinical or diagnostic testing assessment bi-annually

Related measures will include:

- Resources conserved annually

## STRATEGIC GOAL VI—IMPROVE HEALTH OF POPULATION

HJAHC will effectively position itself in the community and utilize its strategic partnerships to improve the health of the population in the greater Mercer County community.

### OBJECTIVE:

1. Community outreach and engagement on our defined brand proposition

Objectives will be measured through:

- Key/strategic partner assessment of the organization

Related measures will include:

- Inventory of strategic and formal partnerships





## APPENDIX

### HJAHC ADDRESSES, HOURS OF OPERATION AND SERVICES PROVIDED

All services as outlined in tables are provided by either Telemedicine, Teledental or a face to face visit within the health center sites.

SITE	Mobile Health Unit	HJAHC Warren	HJAHC Ewing	HJAHC Chambers	HJAHC Bellevue	HJAHC@ Catholic Charities	HJAHC@ All Access Mental Health	HJAHC@ Rescue Mission of Trenton	HJAHC@ Oaks Integrated Care Inc.
Address	Stationed at 218 N. Broad St. Trenton NJ. 08618	321 N. Warren St., Trenton, NJ. 08618	112 Ewing St., Trenton, NJ. 08609	37 Chambers St., Trenton, NJ. 08609	433 Bellevue Ave., Trenton, NJ. 08618	10 Southard St., Trenton, NJ. 08609	819 Alexander Ave., Princeton, NJ. 085409	98 Carroll St., Trenton, NJ. 08609	314-316 East State St., Trenton, NJ. 08608
Hours of Operation	Varies	Mon - Fri 8AM -5PM Sat 9AM - 1PM <sup>++</sup>	Mon - Fri 8AM -5PM	Mon - Fri 8AM -5PM	***Mon - Fri 8AM -5PM	Mon - Fri 8 AM -5PM	Mon - Fri 8AM -5PM	Mon - Fri 8 AM -5PM	Mon - Fri 8AM -5PM
General Primary Medical Care	•	•	•	•	•	•	•	•	•
Screenings (all ages)	•	•	•	•	•	• adults	• adults	• adults	• adults
Voluntary Family Planning		•	•	•	•	•	•	•	•
Immunizations (all ages)	•	•	•	•	•	• adults	• adults	• adults	• adults
Well Child Services	•	•	•	•	•				
Gynecological Care		•	•		•				
Preventative and Additional Dental Care		•	•						
Pharmaceutical Services		•							
HCH Requires and other Substance Abuse services	•	•	•**						
Case Management	•	•	•	•	•	•	•	•	•
Eligibility Assistance		•	•	•	•				
Health Education									
Outreach									



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Hours of Operation	Varies	Mon - Fri 8AM -5PM Sat 9AM - 1PM++	Mon - Fri 8AM -5PM	Mon - Fri 8AM -5PM	+++Mon - Fri 8AM -5PM	Mon - Fri 8 AM -5PM	Mon - Fri 8AM -5PM	Mon - Fri 8 AM -5PM	Mon - Fri 8AM -5PM
Interpretation (translation)	•	•	•	•	•	•	•	•	•
Mental Health/ Psychiatry		•	• remote	• remote	• remote	Provided by Host Site	Provided by Host Site	Provided by Host Site	Provided by Host Site
Behavioral Health	•	•	•	•	•				
Chiropractic Services		•							
Nutrition Services		•							
Podiatry Services		•	•						
Infectious Diseases Services		•							
Laboratory Draw Stations		•	•	•	•				

++ Dental services to be provided on Saturday along with Primary Care services

+++ This site to have evening hours, specific day and time to be determined.

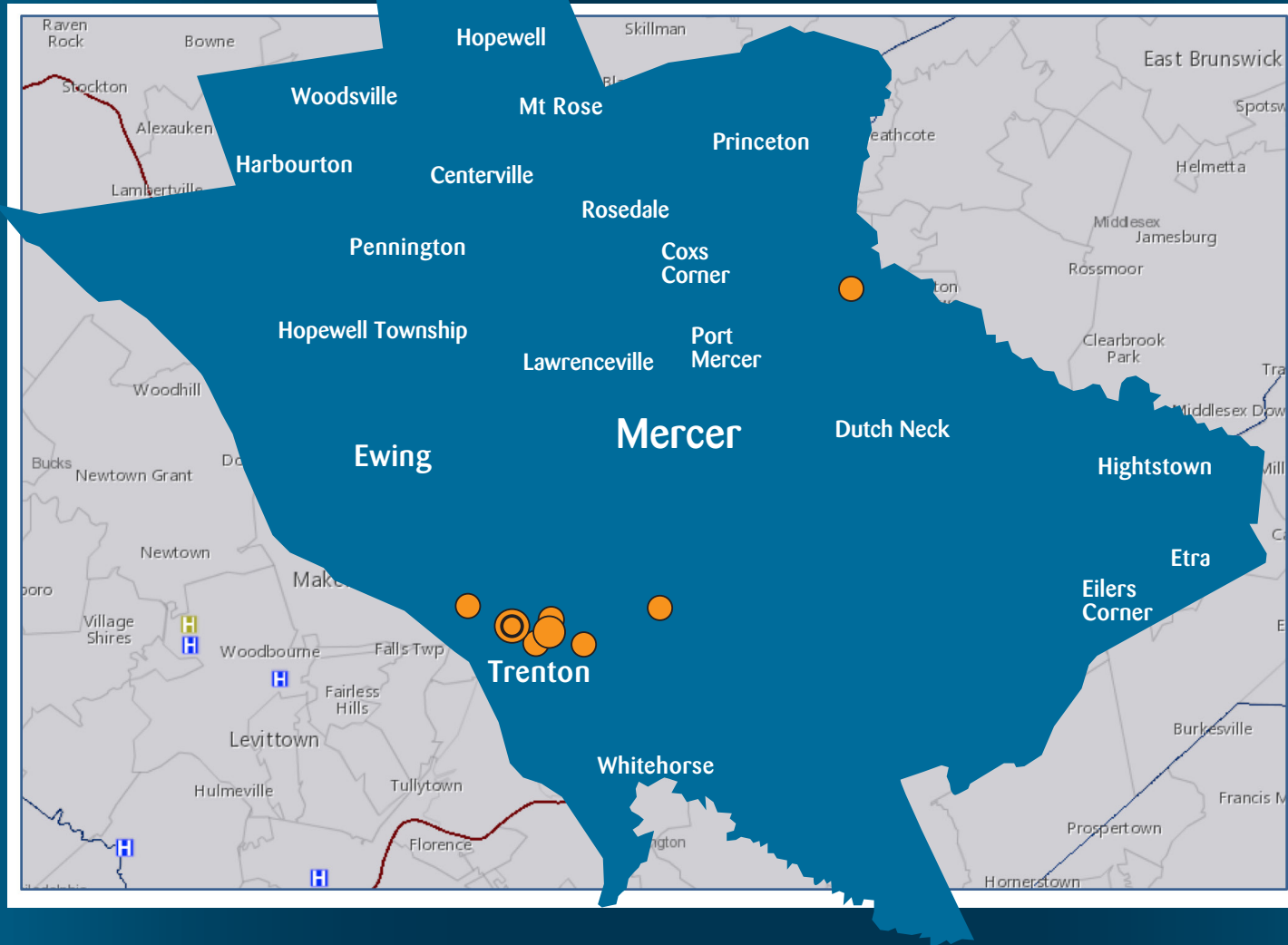
\*\* This service is provided off-site with a written referral agreement between HJAHC and the Rescue Mission of Trenton. Coverage for emergencies during and after hours is provided by HJAHC providers. There is an answering service that contacts a HJAHC provider during all after-hours (including the weekends and holidays). Transportation Services are provided through Medicaid program, Logisticare. The required services that are not provided on-site are Diagnostic Radiology Services and Obstetrical/Advanced Gynecological care. These are both provided with a formal written referral agreement between HJAHC and Capital Health.

**All services as outlined above are provided by either Telemedicine, Teledental or a face to face visit within the health center sites.**



## LOCATIONS (Orange Dots)

Health Center Locations in Mercer County, New Jersey



321 North Warren Street  
Trenton, NJ 08618  
609.278.5900

317 Chambers Street  
Trenton, NJ 08609  
609.278.5900

433 Bellevue Avenue  
Trenton, NJ 08618  
609.278.5900

112 Ewing Street  
Trenton, NJ 08609  
609.278.5900

Resue Mission  
98 Carroll Street  
Trenton, NJ 08609  
609.278.5900

Catholic Charities  
Diocese of Trenton  
10 Southard Street  
Trenton, NJ 08609  
800.360.7711

AAMH  
819 Alexander Road  
Princeton, NJ 08540  
609.452.2088

Oaks Integrated Care  
314-316 East State Street  
Trenton, NJ 08608  
609.278.5900