



Strategic Plan 2022–2025

Building Stronger Communities

Mission Statement

Vision Summary

Our Team

Our Patients

Our Community

Our Planet





Letter From the CEO

Dear friends,

As OLE Health celebrates 50 years of serving our community, we are excited to share with you a look ahead to the next decade as well as our strategies for the next three fiscal years. To achieve this, we brought together team members from across the organization – geographies, departments, tenure, front line to executives and board members – to do a deep dive into what matters most to us as an organization and how those values will best serve the future of OLE Health.

Through this process, we found that our shared values and deep commitment to continuing to improve upon and expand our services created a clear path for what lies ahead. In what is unquestionably an everchanging landscape and where the need for our services continues to increase, our purpose remains the same: caring for those who are most vulnerable and being a catalyst for building stronger communities through our work.

We thank you for being part of OLE Health's five-decades-long journey from volunteer clinic in Rutherford to a robust network of health centers in Napa and Solano Counties caring for tens of thousands of patients. And today, we invite you to come along with us as we enter into the next chapter of ensuring comprehensive primary care for everyone who lives and works in the communities OLE Health calls home.

In gratitude,

A handwritten signature in black ink, appearing to read 'Alicia Hardy'. The signature is fluid and cursive, with a large initial 'A' and a stylized 'H'.

Alicia Hardy
Chief Executive Officer

MISSION STATEMENT



OLE Health builds stronger communities by ensuring high quality, comprehensive and personalized care for everyone who lives and works in the places we call home.

OLE Health Values

Respect

Innovation

Ownership

Collaboration

Equity

VISION SUMMARY



Looking Ahead. 10 Year Vision.

In the year 2032, OLE Health is the employer of choice, the healthcare provider of choice, and a driver of improved health outcomes in all the communities we serve.

OLE Health is viewed as more than just a health center or a place to get care; OLE Health is viewed as the hub of all things health and wellness related for every member of the community throughout their entire life span: same day access to care, specialty services, comprehensive radiology, primary care, behavioral health, dental, optometry, pharmacy, lab – it's all under one roof. The name OLE Health is known by everyone in every community we serve and is even familiar in parts of California where we don't have a physical presence.

OLE Health has been featured in national media, telling the story about a community health system that has inspired the United States' healthiest towns and cities by creating a network based both on providing primary healthcare and offering a full range of wellness services all designed to enhance people's lives. The best part – it's all available at no cost.

OLE Health has been recognized for our leadership and commitment to environmental sustainability, continually finding ways to minimize our waste and carbon footprint.

Our Team

is joyful and thriving



Strategic Goals

Initiatives

Outcomes by 2025

Maintain our commitment to a diverse and inclusive workplace

- Incorporate DEI policy into all hiring and advancement practices

- Achieve or maintain 90% of staff who “agree or strongly agree” that OLE Health values employees with diverse backgrounds and perspectives

Elevate skills and competencies at all staffing levels

- Introduce management training program
- Implement standardized clinical education program
- Expand ongoing customer service training options

- Achieve or maintain 90% of employees who “agree or strongly agree” with having the tools and resources to do their job well.

Develop recruitment pipeline and advancement tracks

- Formalize workforce development partnerships with academic institutions ranging from high schools to medical schools
- Introduce tuition reduction with online training and degree programs
- Formulate and implement Medical Assistant certification program

- 90-day average time to hire for key positions
- 100% of Medical Assistants are certified

Improve work/life integration

- Reduce burnout with alternate work schedules
- Increase employee engagement in wellness programs

- Achieve or maintain 90% of employees who recommend OLE Health as a good place to work
- Maintain overall employee turnover to 16% or less

Our Patients

count on us to be healthy,
connected, and cared for



Strategic Goals

Initiatives

Outcomes

Personalized and easy patient experience

- Support vulnerable patients with complex needs through Enhanced Care Management
- Increase patient engagement in digital healthcare including self-scheduling, remote monitoring and video visits
- Implement an electronic health record system that allows for greater integration with healthcare partners
- Utilize patient feedback to inform service improvement

- Referral intentions of “very likely” to refer friends and family to OLE meets or exceeds 80%
- By 2025, 30% of patient interactions are via technology
- Implementation and 100% adoption of EPIC

Increase specialty and same day access

- Open American Canyon location and expand same day appointments at all health centers
- Expand in-house access to specialty services

- Patient satisfaction with wait time for appointment is at 80%
- Increase patient revenue to 70% of total revenues

Be a quality leader

- Improve population health through patient continuity and chronic disease management
- Participate in Enhanced Care Management / CalAim programs
- Deploy QI ownership throughout organization

- Obtain 85% of eligible QIP payments from Partnership Health Plan
- Increase continuity of care to 60% by 2023
- Achieve or maintain PCMH for all health centers

Our Community

trusts OLE Health to be there for everyone



Strategic Goals

Initiatives

Outcomes

Activate mobile health and community education programs

- Build upon community partnerships to extend outreach
- Hire dedicated mobile health team to deploy in our communities
- Develop strategies utilizing community needs assessment data to prioritize highest need populations

- Hold a minimum of 120 mobile health activities per year including direct service and health education

Maximize and grow capacity at each health center facility and across geographic regions

- Expand access in Solano County
- Upgrade facilities in Calistoga and North Napa
- Lean into opportunities to provide access to high quality primary care in new communities.

- Increase unique patients by 4,000

Leverage and strengthen community partnerships

- Diversify corporate philanthropy across industries and geographies
- Support recruitment efforts with identification of workforce development and housing

- Increase annual contributions by 25%

Our Planet

thanks us for being good stewards
of our limited resources



Strategic Goals

Initiatives

Outcomes

Establish an integrated environmental management system to ensure overall environmental impact reduction year over year

- Engage stakeholders in reducing our environmental impact
- Align our impact with the United Nations' Sustainable Development Goals
- Recruit an environmental expert to serve on the Board of Directors
- Adopt a Social and Environmental Certification procurement policy

- Conduct a materiality assessment with stakeholder feedback identifying key environmental issues
- Increase expenses with suppliers who are local and/or have Social & Environmental Certifications by 10% relative to baseline

Commit to actionable resource conservation

- Maximize energy efficiency and increase renewable energy usage
- Set a Science Based Target to limit Greenhouse Gas Emissions
- Build a waste conscious culture through reduction and education initiatives

- Reduce overall energy consumption by 2% per year
- Increase renewable energy usage by 20% proportionally to baseline
- Educate 100% of employees on waste reduction strategies
- Reduce waste to landfill by 2% per year proportionally to baseline

Ensure the sustainability of our physical environments

- Conduct a Facilities Sustainability Audit

- Create a roadmap towards LEED Certification or similar Green Building targets

The logo for OLE HEALTH, featuring the word "OLE" in a bold, white, sans-serif font with a white circle inside the letter "O", followed by the word "HEALTH" in a lighter, white, sans-serif font.

OLE HEALTH

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