



2022-2025 STRATEGIC PLAN



Our MISSION

LCH's mission is to improve the health and well-being of people and communities by providing high quality healthcare, resources, and social services.





Our VISION

LCH will set the highest possible standard for community health and wellness by creating and sustaining the resources, conditions, and opportunities that enable all LCH patients and community members to experience their optimal health and wellness.



Our VALUES

- **Respect:** We respect the rights, differences, and dignity of all people.
- **Excellence:** We uphold honesty, integrity, and excellence in everything we do.
- **Patient-centered:** We place each individual's health needs and desired outcomes at the center of our decisions and practices.
- **Community-focused:** We build trust, cultivate relationships, and focus on supporting and caring for our community.
- **Dedication:** We are dedicated to being the best place for employees to work, for doctors and providers to practice medicine, and for patients and community members to receive healthcare and support.

Creating LCH Health and Community Services 2022 – 2025 Strategic Plan

In 2021 LCH launched a strategic planning process in collaboration with LCH staff, Board of Directors, community members, volunteers, and non-profit stakeholders to identify goals and objectives to achieve the greatest positive impact for the community.

What We Did

- Conducted 12 In-depth Interviews with individuals from community-based organizations, anchor institutions, businesses and people who live and work in southern Chester County
- Fielded a Community Survey open to the entire public and received 226 responses: 95 in Spanish and 131 in English
- Held 3 Focus Groups and engaged 22 Oxford residents individually via Community Outreach Interviews
- Completed a scan of local and industry trends and best practices, updated a needs assessment, and held multiple strategy sessions with LCH Board of Directors, staff, and Strategic Planning Committee

What We Learned

- LCH is regarded as an essential and beloved anchor resource for the community. Focusing and leveraging this core competency is critical for success.
- Ensuring sustainability in the future is essential and strengthening its foundation is a priority need.
- LCH must take care of their doctors, providers, and staff to retain its most precious asset: its people.
- LCH must focus on access to care to support the community and patients.
- LCH is a leader in the community. Advocacy and outreach efforts are crucial to make sure those who can benefit from LCH services know about LCH to help strengthen the health and wellbeing of the community.
- The prevailing needs of the community are prevention and wellness, mental health services, additional healthcare services such as vision, health care digital technology and addressing evolving population changes in our area.

Our GOALS

Our strategic goals will drive LCH toward greater mission impact and long-term financial sustainability. By design, the goals are intertwined and all are necessary to ensure that LCH delivers the best possible services to the community.

LCH staff will create annual implementation plans to chart and monitor progress through the plan's lifecycle, and to ensure effective stewardship of resources. Our strategic goals for 2022 – 2025:

- I. LCH'S INFRASTRUCTURE
- II. LCH'S PEOPLE
- III. IDEAL PATIENT EXPERIENCES
- IV. COMMUNITY OUTREACH AND PARTNERSHIPS
- V. BRAND PROMISE AND MARKETING



I: LCH'S INFRASTRUCTURE: Strengthen and modernize LCH's infrastructure to ensure sustainability and scalability.

Key Objectives

- Improve the use of information and technology systems.
- Use data to inform all decisions and plans.
- Ensure financial sustainability.
- Develop and implement a plan for ongoing property and equipment maintenance and improvements.

II: LCH'S PEOPLE: Sustain and grow a culture of strong support, high expectations, accountability, and teamwork.

Key Objectives

- Invest in LCH's ability to attract, nurture, and retain talented staff.
- Support a fully engaged Board of Directors.
- Broaden and support expanded volunteer participation and leadership in LCH.

III. IDEAL PATIENT EXPERIENCES: Ensure ideal patient experiences through continual improvements in processes, systems, and offerings.

Key Objectives

- Improve patient access to health care and personal information.
- Ensure patients and visitors experience the highest standard of customer service.
- Explore and pursue, as appropriate in terms of scope and timing, service expansion.

IV: COMMUNITY OUTREACH AND PARTNERSHIPS: Increase access to healthcare, health information, and wellness resources through outreach and partnerships.

Key Objectives

- Partner with schools, local officials, funders, and community organizations to make it easier for people to access LCH's services and wellness resources.
- Engage in education and outreach to promote awareness about key health issues and resources.
- Work with government and community leaders to raise awareness about community needs and opportunities.
- Engage in community partnerships and education focused on mental health.
- Be responsive to changes in community demographics and the distinct needs of diverse populations.

V: BRAND PROMISE AND MARKETING: Advance a clear identity for LCH, promote its services and resources, elevate the mission of LCH in the community, and attract new patients.

Key Objective

- Develop and implement strategies to clearly communicate about LCH's value, purpose, services, and resources.

In 2023, LCH Health and Community Services (LCH) will celebrate its 50th year of service to southern Chester County and nearby communities. LCH has changed over the years, but its core commitment to contributing to a healthier and more connected community remains the same.

LCH has evolved since its inception in 1973, growing both in size, services, locations and complexity. Milestone events include opening the LEED certified building in Kennett Square in 2009 and receiving designation as a Federally Qualified Health Center (FQHC) in 2012. During the past 10 years, LCH opened a health center in Oxford, a dental center, and a women's health and pediatrics center in West Grove, while expanding its behavioral health, community services, and partnerships throughout southern Chester County.

All this was made possible by the dedication, passion, and talent of LCH's staff, volunteers, partners, Board of Directors, and generous donors. LCH remains driven to help all people live healthy and fulfilling lives. We recognize, to do so, LCH must invest in our people, infrastructure, and long-term financial sustainability to ensure that the organization is still serving and responding to our community's needs 50 years from now.

LCH is grateful to our staff, community members, volunteers, supporters, Board of Directors, and partners who contributed to the creation of our Strategic Plan for 2022 – 2025 and who make our work possible every day.



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