

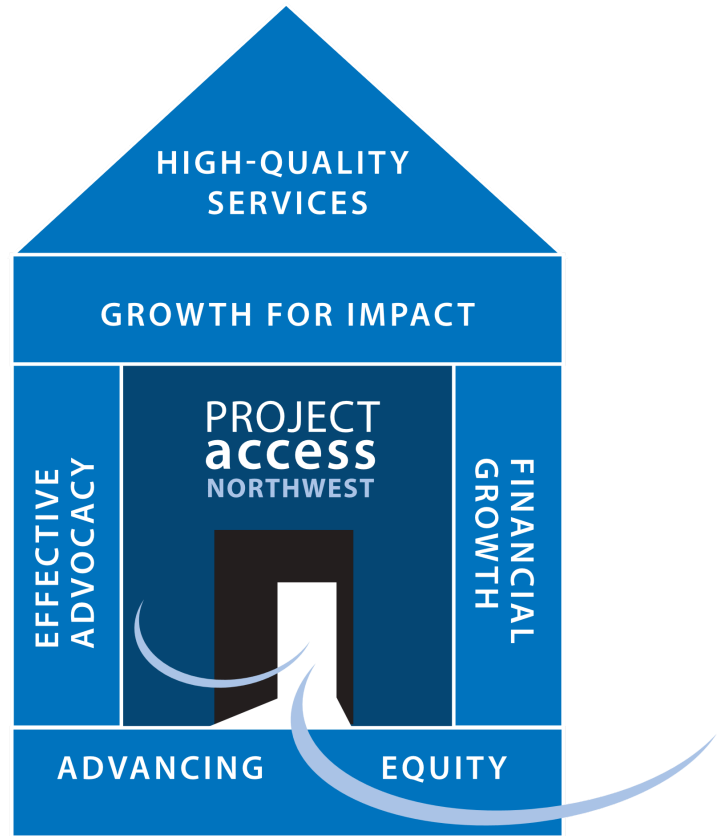
PROJECT ACCESS NORTHWEST STRATEGIC PLAN 2024-2026



The Project Access Northwest Board of Directors, acting in its governance role, approved this plan on August 27, 2024

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OUR MISSION

Project Access Northwest will improve community health by connecting those most vulnerable to vital health care services.

OUR VISION

Everyone in our community will have access to appropriate health care services.

EXECUTIVE SUMMARY

Project Access Northwest contracted [CL Strategic](#) to lead a strategic planning process in spring 2024. Interviews and focus groups with staff and board members, followed by a combined board + staff retreat, surfaced four focus areas: assessing and refining existing programs, charting a growth path for impact, advancing advocacy and systemic impact, and ensuring diverse and sustainable funding. A landscape analysis identified political dynamics, changes to healthcare infrastructure & access, and the need for additional data, assessment, & analysis to guide the completion of an implementation plan for Project Access Northwest's strategic direction.

The plan aligns with Project Access Northwest's vision that everyone in our community will have access to appropriate health care services, and with our mission to improve community health by connecting those most vulnerable to vital health care services.

PLAN FORMAT:

Strategic Focus Area: Based on themes derived from data and stakeholder input, these areas are the focus of planning efforts.

Goals: Based on conversations of what "success would look like" for each focus area, goals represent an overall desired end-result.

Strategies: The means or directional approach used to achieve the desired goal(s).

Leads / Supporters: For each strategy, the person(s) who will initiate the steps, track progress, and engage others in ongoing strategic thinking and doing. Leads will not necessarily be the ones doing the work associated with their named strategy; instead, they will manage and guide the work. Supporters will tackle tasks and take steps toward achieving the goal at the leaders' direction.

LEADERSHIP LETTER

FROM ROBIN LARMER, BOARD CHAIR, AND GARY RENVILLE, PRESIDENT & CEO

Project Access Northwest serves the community by addressing the pressing health challenges of our time. As we embark on this new strategic plan, we reaffirm our commitment to high-quality service, strategic growth, health equity, advocacy, and financial sustainability.

Our Strategic Plan Priorities Include:

- **Providing high-quality services:** Our foremost priority remains the delivery of exceptional care to our community members, ensuring everyone receives the respect and comprehensive services they deserve.
- **Defining our growth path for impact:** We are laying out a clear roadmap for growth, aiming to amplify our reach and effectiveness in meeting the health and health care needs of our community.
- **Engaging in advocacy to further health equity:** We are committed to actively advocating for policies and practices that promote health equity, addressing systemic barriers and ensuring fair access to care for all.
- **Ensuring diverse and sustainable fundraising:** To support our mission, we are focused on diversifying our resources and creating sustainable financial strategies that will enable us to continue our vital work for years to come.

Our employees are knowledgeable and empathetic; our Board of Directors is engaged and dedicated; and our donors and funders are committed to helping empower our clients to navigate a multitude of barriers so that our clients can live healthy, productive lives. With this strong team of support, we enhance the health and wellness of our communities by providing accessible care, life-changing and life-saving services, and resources to individuals in need.



Robin Larmer
Board Chair



Gary Renville
President & CEO

FOCUS AREA #1: HIGH-QUALITY SERVICES

DELIVER EXCEPTIONAL SERVICES TO INDIVIDUALS AND PROVIDERS, FOSTERING AN ENVIRONMENT OF SUPPORT, ENGAGEMENT, AND CONTINUOUS IMPROVEMENT.

Goal 1A: Increase number of pro bono counselors up to 200 providers	Goal 1B: Launch and systematize a dental care program with at least 600 providers	Goal 1C: Streamline and enhance community-based care coordination with at least 20 new nonprofit partners
Roles Lead(s): Chief Mission Officer Supporter(s): Director of Behavioral Health Integration	Roles Lead(s): Chief Mission Officer Supporter(s): Director of Specialty Care Coordination	Roles Lead(s): Chief Mission Officer Supporter(s): Director of Specialty Care Coordination
Goal 1A Strategies ★ Strategic outreach to community-based behavioral health providers and advocacy organizations to establish new partnerships	Goal 1B Strategies ★ Strategic outreach to community-based dental care providers to establish new partnerships ★ Intentional internal capacity building to ensure adequate staffing and efficient processes	Goal 1C Strategies ★ Continuous Quality Improvement (CQI) approach to internal care coordination tools and procedures and external partnership protocols
Overarching Strategies for Goals 1A, 1B, & 1C <ul style="list-style-type: none"> ❖ Regular anti-racism & cultural competency training for all PANW staff ❖ Continually assess technology and create a plan for technology updates to ensure ongoing accessibility to resources 		

FOCUS AREA #2: GROWTH FOR IMPACT

ENSURE COMPREHENSIVE ACCESS TO APPROPRIATE HEALTHCARE SERVICES FOR EVERY MEMBER OF THE COMMUNITIES WE SERVE

Goal 2A: Provide care coordination services in at least three additional counties across Washington State	Goal 2B: Evaluate potential additional services to meet identified community needs	Goal 2C: Proactively strike down equity & accessibility barriers preventing clients from reaching optimal health
Roles <hr/> Lead(s): Chief Mission Officer Supporter(s): Director of Specialty Care Coordination, Program Committee	Roles <hr/> Lead(s): Chief Mission Officer Supporter(s): Director of Specialty Care Coordination, Director of Behavioral Health Integration, Program Committee	Roles <hr/> Lead(s): Chief Mission Officer Supporter(s): Director of Specialty Care Coordination, Director of Behavioral Health Integration, Program Committee
Goal 2A Strategies <hr/> <ul style="list-style-type: none"> ★ Partner with institutional partners (ex. Accountable Communities of Health) in target counties to expand community-based care coordination 	Goal 2B Strategies <hr/> <ul style="list-style-type: none"> ★ Research review + listening sessions with current / potential partner organizations to assess need & viability of additional services 	Goal 2C Strategies <hr/> <ul style="list-style-type: none"> ★ Monitoring & reporting on both internal and external DEI metrics
Overarching Strategies for Goals 2A, 2B, & 2C <hr/> <ul style="list-style-type: none"> ❖ Assess viability of merger & acquisition of organizations with parallel missions & shared values ❖ Develop “values-based decision-making” model to align program changes with PANW’s “why” 		

FOCUS AREA #3: EFFECTIVE ADVOCACY

CLIENTS, BOARD MEMBERS, STAFF, AND VOLUNTEERS ARE EQUIPPED WITH THE KNOWLEDGE AND SKILLS NEEDED TO BE EFFECTIVE ADVOCATES OF SOCIAL DRIVERS OF HEALTH RESOURCES FOR ALL.

Goal 3A: Identify organization’s “Unique Insights & Strengths” as foundation for systemic impact	Goal 3B: Complete cost-benefit analysis on potential advocacy initiatives	Goal 3C: Plan for & launch issue advocacy and organizational self-advocacy (PR) campaigns
Roles <hr/> Lead(s): CEO Supporter(s): Chief Mission Officer, Director of Donor Experience	Roles <hr/> Lead(s): CEO Supporter(s): Board of Directors, Chief Mission Officer, Director of Donor Experience, External Consultants	Roles <hr/> Lead(s): CEO Supporter(s): Chief Mission Officer, Director of Donor Experience
Goal 3A Strategies <hr/> ★ New internal asset assessment practices, including data audits, story collection, & “gold standard” program model documentation procedures	Goal 3B Strategies <hr/> ★ Leverage external expertise for impartial assessment of potential returns for advocacy initiatives to identify most fruitful options	Goal 3C Strategies <hr/> ★ Develop & launch a board skill building curriculum to support broader impact goals ★ Internal capacity building for communications & outreach
Overarching Strategies for Goals 3A, 3B, & 3C <hr/> <ul style="list-style-type: none"> ❖ Engage and build relationships with public decision makers. ❖ Maximize partnership and regional advocacy efforts with other nonprofits ❖ Educate stakeholders on issues of impact as issues are identified 		

FOCUS AREA #4: DIVERSE AND SUSTAINABLE FUNDRAISING

PANW DEVELOPS & FOLLOWS A BOARD-VETTED FINANCIAL MODEL THAT PROVIDES THE RESOURCES NEEDED TO ACHIEVE OUR MISSION.

<p>Goal 4A: PANW meets operational funding goals, funds new projects on schedule, grows reserves by achieving 5-10% revenue growth annually</p>	<p>Goal 4B: By 2026, at least 30% of annual budget funded by large (\$100k+) multi-year grants & public contracts</p>	<p>Goal 4C: Invest in additional fundraising capacity + streamline existing efforts and fundraising systems</p>
<p>Roles Lead(s): Director, Donor Experience Supporter(s): CEO, Development Committee</p>	<p>Roles Lead(s): Director, Donor Experience Supporter(s): CEO, Development Committee</p>	<p>Roles Lead(s): Director, Donor Experience Supporter(s): CEO, Development Committee, Finance Committee</p>
<p>Goal 4A Strategies</p> <ul style="list-style-type: none"> ★ Develop planned giving, major gifts and endowment strategies 	<p>Goal 4B Strategies</p> <ul style="list-style-type: none"> ★ Invest flexible funds in deeper prospect research and cultivation for multi-year funding opportunities 	<p>Goal 4C Strategies</p> <ul style="list-style-type: none"> ★ ROI analysis on current fundraising events and campaigns ★ Capacity-building plan for fundraising developed annually based on organizational budget revenue goals
<p>Overarching Strategies for Goals 4A, 4B, & 4C</p> <ul style="list-style-type: none"> ❖ Continuous Quality Improvement (CQI) approach to fundraising to identify opportunities for improved revenue generation ❖ Increased training + involvement for Board of Directors in strategy development and stewardship 		

ADVANCING HEALTH EQUITY

Since its founding in 2006, Project Access Northwest has been committed to advancing health equity in many ways including but not limited to providing underserved communities with access to specialty medical care. Over the years, the organization has successfully bridged gaps in healthcare by connecting uninsured and underinsured clients with a network of volunteer medical providers to ensure that everyone, regardless of their socio-economic status, can receive the care they deserve.

Our expert care coordinators assist clients in navigating the often-complex healthcare system, ensuring they can attend appointments, understand treatment plans, and receive follow-up care. By doing so, we address significant barriers such as lack of transportation, language differences, and financial constraints, which often deter marginalized communities from seeking necessary medical care.

Looking forward there are several ways Project Access Northwest may further enhance health equity. Expanding our network of providers and healthcare partners would increase the availability of critical behavioral health, dental, and specialty medical services. Additionally, introducing more community outreach and community involvement initiatives may aid in our desire to educate people about available resources to meet additional social drivers of health needs.

Additionally, increasing the use of technology such as texting and telehealth services, can also provide more accessible and flexible options to those who struggle with transportation or have demanding schedules. Investments in culturally competent care are equally important. This may be achieved in part by helping to attract and retain a best-in-class behavioral health workforce and in helping emerging health care professionals to better understand and address the unique health needs of diverse populations.

By continuously evolving and incorporating feedback from the communities we seek to empower, Project Access Northwest can continue to make significant strides in creating a more equitable health landscape throughout Washington state.

Join Us!

Medical care providers, dentists, therapists and graduate students provide pro bono services for carefully screened clients who show up to their appointments with an astounding 97% success rate!

Our board of directors scan the horizon for opportunities, affirms the mission and vision of the organization, guides strategic direction, and oversees implementation.

Board and non-board members further our work through our fundraising, program, finance, IT and ad-hoc committees.

Our donors and investors help transform access to health care.

We invite you to share your gifts of time, talent and treasure with Project Access Northwest.

Contact Gary Renville, President & CEO: garyr@projectaccessnw.org, or 206-496-1590.