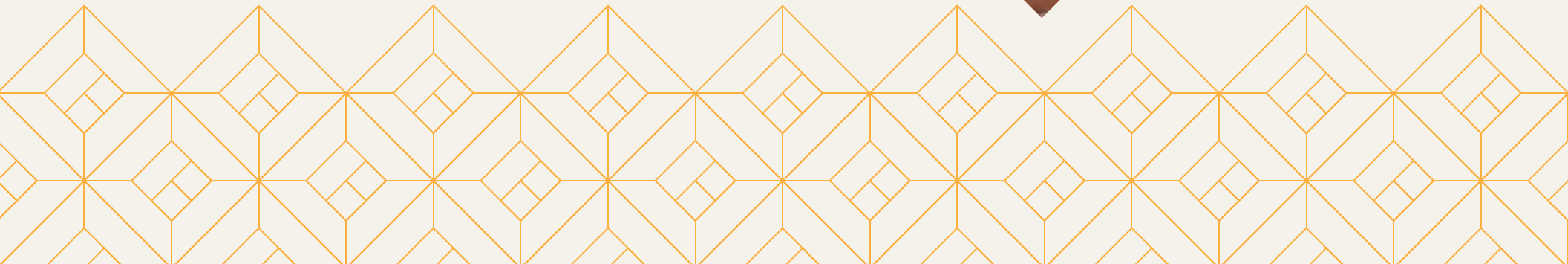




# **TOGETHER** for Better Health

STRATEGIC  
PLAN  
**2023-2025**



## HEARTLAND HEALTH CENTERS IS NOW TAPESTRY 360 HEALTH

Our new name and brand were developed in tandem with this strategic plan. Formerly Heartland Health Centers, we changed our name to establish our unique identity in the marketplace.



We carry forward the same mission and heart we have always had. With Tapestry 360 Health, we reinforce our future direction and commitment to the diverse tapestry of patients, staff, and communities inclusive of various races, cultures, socio-economic backgrounds, religions, and orientations. It also affirms our dedication to comprehensive, quality, affordable and holistic healthcare for all.



## TOGETHER for Better Health

**Our promise is to improve the whole health of our patients—together with our patients, and our healthcare, and community partners.**

The patient-first and health equity philosophy that guides us at Tapestry 360 Health is often at odds with the complex, fragmented and costly U.S. healthcare system. Many of our patients are low-income, racially and ethnically diverse, and a substantial number are immigrants and refugees. Many have complex health conditions, are uninsured, lack English language proficiency, and face barriers relating to housing, employment, and other challenges that may impact their access to care and overall health, and result in poor health outcomes.

**Together for Better Health** is a strategic response to improve the experience of our patients. We aim to improve the quality of our care, meet individual patient needs, and deliver care with cultural humility and respect for all our patients regardless of their ability to pay. We will infuse health equity, inclusion, and a spirit of joy in practice into our work and focus on stronger organizational systems and collaborations with community partners.

**GOAL  
1**

**ADVANCE QUALITY PATIENT-CENTERED  
CARE DELIVERY MODELS**

**Redesign care delivery to promote  
value and equity for patients**

To meet the needs of our complex patient population and address health inequities, we will continue to improve consistency in quality of care by standardizing our delivery model while also building in more flexibility to address individual patient needs. Our patients and community partners will co-design the care delivery model and will have access to an enhanced patient portal to improve patient engagement and collaboration with the care team. We will develop a set of clinical measures sorted by racial and other key indicators to ensure health equity and inclusion for all patients.

**Strengthen and expand  
care teams**

Integrated care is the cornerstone of our approach. This collaboration between clinical staff of different disciplines improves patient outcomes and satisfaction and promotes joy in practice. We will further enhance team performance and consistency in our relationship with patients, ensure team members work to the full extent of their training and education, better integrate behavioral health into primary care, and leverage technology for care team efficiency.



**Optimize coordination of services**

Managing the delivery of health care and social resources requires collaboration both internally and externally across departments and locations and among multiple providers, specialists, and others. We are improving our patient referral process, collaborating with hospitals to enhance care continuity, and bringing in more specialists to work on-site at our health centers. We will also create a social determinants of health strategy that directly connects patients to resources that promote healthy outcomes.

**Focus on distinctive and  
comprehensive care**

A hallmark of our care is our emphasis on distinctive care delivery models. Continuing in this tradition, we seek to make Tapestry 360 Health an FQHC of choice for refugee populations. We are tailoring care delivery to meet the unique needs of new arrivals to the U.S. and strengthening collaboration with immigrant and refugee-serving organizations. We are also expanding reproductive health, integrative medicine, and wellness programs and will share our care delivery innovations and promising practices with others.

**GOAL  
1**

**TOGETHER  
for Better  
Health**

We are pursuing healthcare strategies that lead to better health outcomes, improved patient experience, and more joy in practice.

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## GOAL 2

### IMPROVE THE EXPERIENCE FOR OUR PEOPLE

The twin forces of a competitive labor market and COVID-19 burnout have significantly impacted the FQHC workforce. We are investing in strategies to attract and retain quality talent and to counter attrition which poses a direct challenge to patient care, staffing needs, quality of care, and patient satisfaction.

#### Attract and retain quality staff

We are executing a hiring and recruitment plan to ensure a diverse workforce that reflects our patient population and addresses gaps in staffing. We are also expanding talent pipeline programs, internal career ladders for staff, and creating a more robust orientation and onboarding of staff.

#### Foster a culture of positivity and collaboration

We aim to achieve a positive culture by executing strategies that promote operational and workforce excellence, including training and professional development. We are committed to creating a culture of safety that is more trauma-informed, increasing collaboration across departments, and providing ongoing diversity, equity, and inclusion training for staff and our board of directors.

We continue to commit to a culture where all staff feel valued and one that builds a greater understanding of the diverse patients we serve.

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### INVEST IN INFRASTRUCTURE AND TECHNOLOGY



#### Renovate and expand

Creating welcoming, safe and inclusive spaces is part of improving the patient

and staff experience. We are updating our facilities with renovations. We will add more safety and accessibility features and plan to develop a wellness center to expand integrative medicine and whole health offerings. We will also explore other expansion opportunities to meet patient and community needs.

We are investing in our organizational infrastructure to uphold our clinical and operational excellence standards and to adapt and support growth.

#### Transform our digital systems

We are implementing a more efficient and user-friendly electronic health record (EHR) that includes an enhanced patient portal that is accessible in English and Spanish. Patients will have the ability to self-schedule appointments and better communicate with their care team.

We aim to be a leading FQHC in virtual care and digital literacy and are building new tools and developing training to improve the telehealth visit experience. We also are upgrading our quality, productivity, and patient satisfaction dashboards to help improve outcomes and accountability.

## GOAL 3



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**GOAL  
4**

**EXECUTE STRATEGIES TO BUILD NEW BRAND**

**Share our story widely**

Under the banner of our new brand, we are building our reputation and visibility in the marketplace to promote services and advance patient growth.

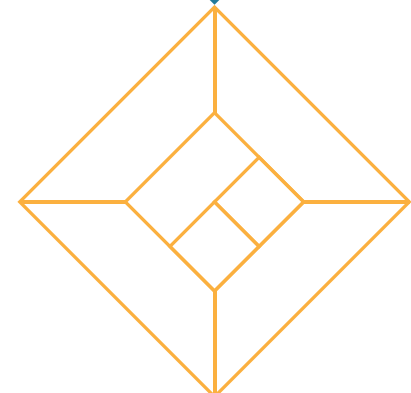
**Cultivate powerful connections**

We are cultivating relationships with hospital, community, government, and philanthropic partners to attract new

patients, develop innovative programs, increase support for our work, and advocate for healthcare policies to improve services and access to care.

**Promote greater access to care**

We will increase our telehealth hours, adopt strategies to improve customer service and expand urgent care and same-day access for our patients.



**GOAL  
5**

**STRENGTHEN LONG-TERM GROWTH AND FINANCIAL SUSTAINABILITY**

Responsible stewardship of our financial resources is essential to support this ambitious strategic plan over the next three years.

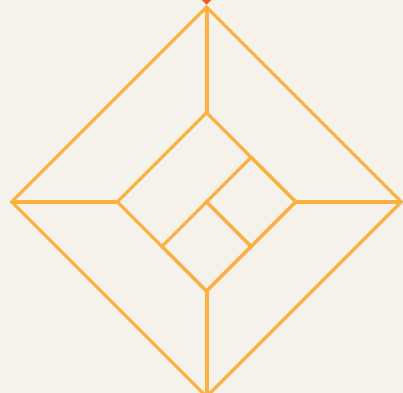
**Maximize our revenue model**

We will set financial priorities, grow and diversify revenue sources to finance growth and execute cost-cutting strategies that improve efficiency and complement our care delivery model.

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With our plan, we reinforce our future direction and commitment to the diverse tapestry of patients, staff and communities inclusive of various races, cultures, socio-economic backgrounds, religions and orientations.



## STRATEGIES AND OUTCOMES

**Strategy: Redesign care delivery to promote equity and value for patients**  
Outcome: Increased patient satisfaction



**Strategy: Strengthen and expand care teams**  
Outcome: Increased joy in practice for care teams



**Strategy: Optimize coordination of services**  
Outcome: Increase in referrals and patient access to social services



**Strategy: Focus on distinctive and comprehensive care**  
Outcome: Expanded services for refugees & immigrants, reproductive health, and integrative medicine

**Strategy: Attract and retain quality talent**  
Outcome: Robust recruitment strategies and talent pipeline programs



**Strategy: Foster a staff culture of positivity and collaboration**  
Outcome: Increased staff retention, satisfaction, and efficiency



**Strategy: Renovate and expand**  
Outcome: Upgraded facilities that are welcoming and more inclusive, and a new wellness center



**Strategy: Transform our digital systems**  
Outcome: Leader in virtual care, improved patient portal and information systems

**Strategy: Share our story**  
Outcome: Strong reputation and visibility in marketplace



**Strategy: Cultivate powerful connections**  
Outcome: Increased support for our work from donors, and community, healthcare and government leaders



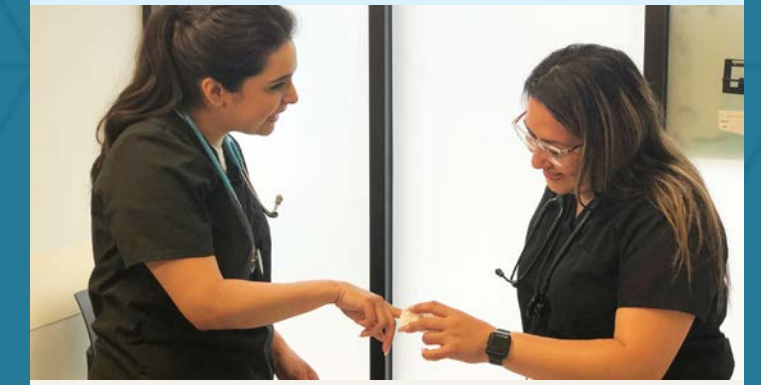
**Strategy: Promote greater access to care**  
Outcome: Increase in word-of-mouth referrals, urgent care, and telehealth appointments



**Strategy: Maximize Revenue Model**  
Outcome: Increased and diversified revenue sources and decrease in cost per patient

### OUR MISSION

Our mission is to improve the well-being of the communities we serve by providing accessible, high-quality healthcare.



### OUR VISION

Our vision is to be a national leader in community-based health care by advancing innovative service models and patient-centered best practices.



1301 W. Devon Ave.  
Chicago, IL 60660  
773-296-7589

[www.tap360health.org](http://www.tap360health.org)

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