

ICHS 2025

A 10-Year Strategic Plan

*Adapting to a rapidly
changing environment
to meet the communities'
health and wellness needs.*



In more than 41 years of delivering health care services, International Community Health Services (ICHS) has grown while upholding its mission of providing culturally and linguistically appropriate health services to improve the health of Asian Pacific Islanders and the broader community.

All indicators show that the need for ICHS services will continue to grow, as patient volumes and demand continue to rise. ICHS' target populations are multiplying, growing even more diverse, and spreading out over a wider geographic area. In 1994, ICHS served 3,133 patients, expanding to over 21,000 in 2014.

ICHS 2025: A 10-Year Strategic Plan (ICHS 2025) will guide ICHS in

continuing to deliver affordable, high-quality health care services, especially to our target populations of disadvantaged and underserved communities, while continuing to operate as a viable, vibrant, and dynamic organization.

“ICHS 2025 is unique in covering 10 years, unlike past strategic plans that only covered half that time period. We decided to pursue a longer period for the strategic plan to go beyond the current trends and challenges, and deliberately connect ICHS’ work on our patients’ health to addressing our communities’ health status. We are dealing with large external developments — such as the Affordable Care Act and rapid shifts in the demographics of our target populations — that will have long-lasting impacts on ICHS and our communities. It only makes sense for us to take a long-term approach in meeting these challenges.”

— **Gildas Cheung, President**
ICHS Board of Directors



Projected Health Care Landscape: 2015 to 2025

In order to develop the goals found in *ICHS 2025*, the Board of Directors’ Ad Hoc Strategic Planning Committee (Committee) used two complementary documents: Institute of Alternative Future’s *Primary Care 2025: An Exploration of Scenarios* and Washington state’s *Healthier Washington* transformation plan. Both documents helped the Committee identify the major trends that are expected to impact the future of health care and service delivery in the country and the state through 2025. These trends are as follows:

- An increase in the population largely characterized by the aging and diversification of the national and state populations;
- A shift away from fee-for-service reimbursement for health care services towards capitated or global reimbursement of services;
- An increase in price and outcome transparency;
- Advancements in technology (e.g. increased capacity of electronic health records and use of self-care tools) that is projected to lower costs while improving health outcomes;
- A shift towards prevention and mitigation of early disease as a result of universal understanding of the importance of the social determinants of health on overall health;
- A shift towards team-based models of care as a result of the projected continued shortage of primary care providers.

Current Health Care Landscape and Challenges

ICHS’ strategic planning process kicked off during the state and country’s slow recovery from the Great Recession and the uncertain impact of the full implementation of health care reform, otherwise known as the Affordable Care Act (ACA).

At the time, funding for public health and health care services had not returned to pre-recession levels, and a major demographic shift had occurred in Washington state. ICHS’ target populations, once clustered in the central and south areas in Seattle, were more spread out and settled in neighborhoods to the north, east, and south of Seattle.

Despite these uncertainties, ICHS has stepped up and remains committed to continuing to serve as an essential part of the safety net for many Washingtonians. Under the ACA, Washington state expanded Medicaid and established its own insurance exchange providing an excellent opportunity for ICHS to educate and enroll many previously uninsured patients and clients.

Our patients’ access to health care increased with the opening of new clinics and the addition of more dental chairs in existing clinics. Integration between medical and dental, and between behavioral health and medical became the norm, enabling our providers to collaborate with each other to assure that our patients get the care they need when they need it.

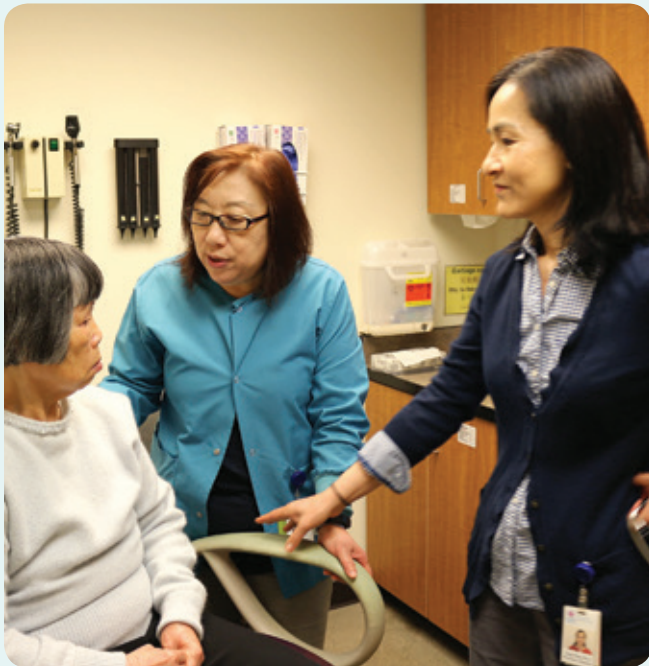
*“From start to adoption, **ICHS 2025** took more than a year to accomplish, with the Ad Hoc Strategic Planning Committee spending about nine months doing extensive work understanding the health care environment, our populations and communities, how ICHS works, and how we can make ICHS agile and adaptable to ongoing challenges. This meticulous process allowed us to dedicate much-deserved time to develop goals and recommendations that we hope will keep ICHS on a steady course into the future. We purposefully looked beyond targets affecting the financial bottom line but aimed for goals that rely on performance excellence at all levels.”*

— **Rachel Koh, Chair**
Ad Hoc Strategic Planning Committee

ICHS 2025 Goals: ICHS-Q

On January 28, 2015, ICHS' Board of Directors formally adopted the following 10-year goals outlined in *ICHS 2025*:

- **INFRASTRUCTURE:** Continuously improve our processes, systems, facilities, and tools to become a more effective, evidence-based, and accessible patient-centered health care home that addresses the wellness and health care needs of our patients and the communities we serve.
- **CUSTOMER SERVICE:** Continue to increase competencies necessary to achieve operational excellence in meeting the wellness and health care needs of the current and emerging Asian and Pacific Islander communities and other populations of need.
- **HUMAN INVESTMENT:** Continue to develop and implement effective strategies for recruiting, training, and retaining staff that are reflective of the patients and communities we serve.
- **SUSTAINABILITY:** Strengthen ICHS' financial viability and sustainability.
- **QUALITY:** Achieve high quality health outcomes.



Guiding Principles for the Strategic Planning Process

The Board of Directors adopted the following guiding principles that the Committee used to help frame the development of *ICHS 2025*:

- Pursuing social justice and equity for our patients and the communities we serve;
- Striving for clinical, operational, and service excellence in providing high quality, affordable health care;
- Finding innovative ways to not only better serve our patients and target communities, but to also finding more effective and efficient ways to work with our community partners;
- Ensuring a high level of organizational adaptability in order to effectively respond to the rapidly changing health care environment.



"ICHS has faced different challenges in its years of existence — from its storefront free clinic days serving the elderly, to embracing Southeast Asian refugee families, to caring for today's immigrant and refugee populations that speak more than 50 languages and dialects. The passion and commitment to health access for the underserved transcended lean financial times in the last 10 years. ICHS has taken more control of its future through intentional strategic planning. *ICHS 2025* sets in writing social justice and equity, excellence, innovation, and organizational adaptability as the underpinning principles in our vision for Healthy People, Stronger Families, Vibrant Communities."

— Teresita Batayola, CEO, ICHS

About ICHS

In 1973, a small group of community activists and university students came together to create a free health clinic for low-income Chinese and Filipino elders living in Seattle's Chinatown and Pioneer Square neighborhoods.

Today, ICHS is a Federally Qualified Health Center that is recognized as one of the premier health care providers and the largest provider of health care to Asian Pacific Islanders in Washington state. It is recognized at the highest level as a Patient Centered Medical Home by the National Committee for Quality Assurance and is accredited by the Accreditation Association of Ambulatory Health Care.

ICHS provides comprehensive, patient-centered, linguistically, and culturally appropriate primary health care services to low-income, uninsured, underinsured, and limited English proficient Asians, Native Hawaiians, and Other Pacific Islanders, as well as emerging refugee and immigrant communities and the broader community.

The organization operates four full-service medical and dental care clinics in the following locations:

- International District neighborhood in Seattle
- Holly Park neighborhood in Seattle
- Crossroads neighborhood in Bellevue
- The Aurora Avenue corridor in Shoreline

In addition, ICHS operates a school-based health center at Seattle World School; a mobile dental clinic that serves 11 Seattle public schools and two community partner sites; and a weekly medical clinic at Asian Counseling and Referral Service in South Seattle.

About the Strategic Planning Process

ICHS 2025 is the result of nine months of planning by an Ad Hoc Strategic Planning Committee that held its first meeting in November 2013. The Committee was formed by the ICHS Board of Directors, which recognized the importance for ICHS to be prepared and well positioned to address mid- and long-term challenges posed by a fast-evolving health care environment. The Committee consisted of ICHS Board and ICHS Foundation Board members, volunteer professionals, and staff.



Ad Hoc Strategic Planning Committee Members

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