

WGMC Strategic Plan 2025-2030



Our commitment
to holistic care

Proposed Mission & Vision

Vision - Create healthy and vibrant communities through a holistic approach to compassionate care.

Mission - Create the standard for comprehensive health and social care.



WGMC
Health Partnership



Core Values



Collective Care

We believe that health and healing thrive through partnership, collaboration, and inclusion. By working together, patients, providers, and community partners. We build trust and ensure compassionate, holistic, and equitable care for every individual we serve.

Courageous Compassion

We lead with honesty, empathy, and a growth mindset. Through transparency and courage, we face challenges openly, learn from experience, and continuously strengthen the quality of care and support we provide to our patients and one another.

Innovating Together

We know that lasting impact comes from teamwork, creativity, and community connection. By combining our collective strengths and fresh ideas, we find new ways to advance health, inspire hope, and create meaningful change.





Three – Five Year Vision

Over the next three-to-five years, WGMC will evolve into a regionally recognized model for whole-person, community-anchored care. To do this, we will:

I. Ensure Organizational Growth & Sustainability

Recruit key staff, build mid-management, and strengthen retention through robust training, career pathways, and academic partnerships.

II. Expand and Innovate Service Delivery

Increase access through extended hours, pop-up clinics, new care models, and behavioral health billable services.

III. Strengthen Board Leadership & Governance

Transition to a governing board with term limits, accountability measures, and leadership in fundraising and oversight.

IV. Diversify and Grow Revenue Streams

Expand annual giving, individual donor engagement, private and foundation partnerships, and state funding.

V. Enhance Community Engagement & Brand Visibility

Implement a modernized community engagement strategy, elevate staff involvement, and expand research, storytelling, and evaluation platforms.

VI. Deepen Partnerships & Expand Clinical Capacity

Formalize referral systems, strengthen provider relationships, and increase the pool clinical volunteers including nurses, nurse practitioners, and physicians.

Goal	Details	Outcome
<p>Infrastructure & Staffing</p> 	<p>Recruit Key Talent: Attract and retain mission-driven professionals across clinical, administrative, and leadership roles.</p> <p>Invest in Staff Development: Implement quarterly trainings and an annual staff retreat to deepen alignment with mission, values, and strategy.</p> <p>Enhance Retention & Engagement: Foster a culture of wellness, accountability, and professional growth through transparent policies and competitive compensation.</p> <p>Strengthen Mid-Management Systems: Develop a reliable mid-level management structure to ensure effective supervision, quality assurance, and operational continuity.</p> <p>Create Career Pathways: Partner with local universities, training programs, and workforce initiatives to build pipelines for medical assistants, community health workers, behavioral health professionals, and emerging leaders.</p>	<ul style="list-style-type: none"> • 100% of staff positions are filled with clearly defined, up-to-date job descriptions. • All staff complete annual training in compliance, culture, and care standards. • Annual performance reviews completed for all staff, with salaries benchmarked to community standards. • Regular team meetings and daily huddles promote communication, coordination, and staff support. • Sustainable staffing pipelines that connect education, experience, and employment.

Goal

Details

Outcome

Service Delivery & Environmental Monitoring



Expand Community Access:

Launch monthly neighborhood pop-up clinics and mobile outreach to bring healthcare directly to underserved areas.

Extend Hours of Operation:

Align clinic hours with patient and community needs to increase convenience, access, and trust in care.

Strengthen Data & Evaluation Systems:

Build reliable data infrastructure to track outcomes, utilization, and care coordination.

Enhance the Patient Experience:

Introduce tools and processes that capture patient feedback, strengthen communication, and promote patient-centered care.


Scale the Community Health


Workforce:

Recruit, train, and deploy Community Health Workers (CHWs) to enhance outreach, health navigation, and culturally responsive service delivery.

- A formal Pop-Up Clinic plan is implemented and evaluated for reach and effectiveness.
- Expanded clinic hours lead to higher patient utilization and satisfaction.
- Impact data is consistently shared with funders, partners, and stakeholders to demonstrate progress and guide improvement.
- 100% Patients offered improved access, satisfaction, and overall experience of care.
- CHWs actively connect 150 residents to care and strengthen community trust.

Goal	Details	Outcome
<p>Financial Sustainability</p> 	<p>Sustain and Grow Annual Giving: Expand individual donor participation and recurring giving programs that cultivate community investment in the clinic’s mission.</p> <p>Expand Institutional Partnerships: Develop targeted proposals for private donors, corporate sponsors, and philanthropic foundations to strengthen strategic partnerships.</p> <p>Diversify and Sustain Revenue Streams: Expand billable and reimbursable services, including behavioral health, care coordination, and community-based health interventions.</p>	<ul style="list-style-type: none"> • Increased donor retention and year-over-year growth in unrestricted giving. • Achieve measurable growth—30% increase in funds from individual, corporate, and foundation sources. • Increased revenue supports long-term financial stability and growth.

Goal	Details	Outcome
<p>Governance & Board Engagement</p> 	<p>Evolve Governance Structure: Transition from an advisory model to a fully empowered governing board with fiduciary and strategic oversight.</p> <p>Strengthen Board Composition: Recruit diverse and mission-driven members who bring professional expertise, community insight, and philanthropic leadership.</p> <p>Enhance Accountability and Engagement: Establish clear expectations for board participation, attendance, and knowledge of clinic operations.</p> <p>Promote Board Sustainability: Implement defined term limits and leadership succession plans to ensure long-term stability and continuity.</p> <p>Build a Culture of Philanthropic Leadership: Empower board members to serve as ambassadors and fundraisers—advocating for the clinic, cultivating donors, and expanding networks of support.</p>	<ul style="list-style-type: none"> • Bylaw term limits are upheld; staff present quarterly program updates; board members participate in scheduled clinic observations. • Board reflects the community it serves and advances the clinic’s strategic priorities through informed, inclusive leadership. • Member engagement is consistently tracked per updated bylaws; 90% attendance benchmark achieved annually. • Board leadership transitions occur seamlessly with intentional mentoring and onboarding. • Annual philanthropic giving increases through board-led engagement

Goal	Details	Outcome
<p data-bbox="45 1108 318 1297">Communications & Outreach</p> 	<p data-bbox="358 590 963 684">Redesign Community Engagement Strategy: Modernize outreach to make clinic services more accessible, participatory, and community-informed.</p> <p data-bbox="358 858 976 905">Integrate Staff into Strategic Vision: Engage staff at all levels to foster ownership, accountability, and unified messaging around the clinic’s mission and priorities.</p> <p data-bbox="358 1129 889 1224">Expand Research & Evaluation Capacity: Strengthen data systems and research partnerships to demonstrate impact, inform decision-making, and elevate the clinic’s role as a community health leader.</p> <p data-bbox="358 1509 990 1766">Elevate Brand Presence: Use storytelling, community events, digital platforms, and visibility campaigns to build awareness, credibility, and trust in the clinic’s mission.</p>	<ul data-bbox="1068 653 1528 1759" style="list-style-type: none"> • Increased visibility leads to stronger community partnerships, patient engagement, and donor support. • Regular evaluation reports and community dashboards highlight measurable outcomes and equity progress. • Clear communication systems and action plans guide operational pivots and service transitions when needed. • A comprehensive engagement plan increases participation across clinics, events, and health programs.

Goal	Details	Outcome
<p>Partnerships</p> 	<p>Strengthen Referral Networks: Build formal, coordinated systems that connect patients seamlessly to a full spectrum of community services.</p> <p>Expand Provider and Hospital Partnerships: Develop and monitor agreements with hospitals, clinics, and private providers to strengthen the continuum of care and specialist access.</p> <p>Enhance Partnership Communication: Implement structured systems for sharing data, impact reports, and success stories with funders, partners, and the broader community.</p> <p>Elevate the WGMC Impact Narrative: Use evidence-based storytelling and community reporting to highlight measurable outcomes, equity impact, and the clinic's long-term value.</p> <p>Grow Clinical Capacity: Recruit and retain clinical and administrative volunteers to meet patient demand and enhance quality of care.</p>	<ul style="list-style-type: none"> • Volunteer base aligns with patient volume to ensure timely, high-quality service delivery. • Innovative impact reporting demonstrates WGMC's contribution to community health and system transformation. • Dedicated staff member oversees partnership coordination, relationship management, and data sharing. • Annual Impact Report distributed to hospital partners summarizing shared outcomes, patient reach, and community benefit. • 100% of WGMC community partners maintain written agreements defining roles, referral processes, and shared outcomes.