SALUD PARA LA GENTE STRATEGIC PLAN

2026–2028



Salud Para La Gente

Working Together for a Healthy Community

ABOUT SALUD PARA LA GENTE

For almost 50 years, Salud Para La Gente (Salud) has made sure our community has had a doctor when it needed one. Founded in 1978, Salud began as a single free clinic providing healthcare primarily to farmworkers living and working on California's Central Coast. Since then, Salud has grown into a federally qualified health center (FQHC), providing affordable, high-quality healthcare to nearly 27,000 patients. Salud has 13 service sites, including seven clinic locations, three school-based health centers, and three mobile units.

Today, Salud provides comprehensive healthcare for children, adults, seniors, and families, including primary care, pediatrics, women's health, dental, behavioral health, optometry, specialty care, and community health services. We serve everyone, regardless of immigration status, insurance coverage, or ability to pay.

We serve a unique and vibrant community that includes farmworkers and their families, who have been at the heart of Salud's mission since our founding. Our region produces the healthy food that feeds communities across the country, yet many of the people who live and work here experience significant barriers to healthcare and disproportionately high rates of conditions such as diabetes and other chronic diseases.

Salud believes that health equity is the path to ensuring that all of our patients can lead a healthy, happy, and joyful life. Salud works to address these disparities by making comprehensive healthcare and support services accessible to the communities we serve.



OUR MISSION, VISION, AND VALUES

MISSION

To provide high quality comprehensive and cost-effective healthcare, responsive to the needs of the communities we serve.

VISION

To ensure quality healthcare to all in need.

VALUES

Service: We strive to provide excellent service and care.

Dignity: We believe everyone deserves to be treated with respect.

Equity: We believe our patients deserve the best possible health outcomes regardless of their income and demographics.



A Letter from the CEO



Salud Para La Gente is a place like no other. Its clinics across south Santa Cruz and north Monterey counties provide comprehensive care for people from birth to their elderly years. We are committed to remaining a beacon of hope and care for everyone in the Pajaro Valley community.

In early 2024, we identified a set of strategic initiatives designed to advance our mission and ensure our continued sustainability. Through our efforts, we have made steady progress with achieving the objectives that were identified three years ago.

Recognizing the impending reimbursement and cost of care challenges ahead of us, our Executive Team determined that a strategic plan re-fresh for the years 2026-28 should be conducted to assure we have the capabilities needed to position us for the future. With feedback from external stakeholders and working together with our board, we critically examined our progress in areas requiring additional improvement.

Through these discussions, we identified the following strategic priorities requiring our collective attention over the next three years:

- **Access:** Provide timely access to care that meets the needs of our patients.
- **Quality:** Provide the highest quality clinical care to Salud's patients.
- **Patient Experience:** Improve the care experience of our patients by defining clear models of care for each specialty and service line.
- **People of Salud:** Invest in the people of Salud to support reaching one's full potential and advance a culture of teamwork.
- **Advancing Justice in Health:** Advance the health and well-being of our patients and the community by building systems of care and support that leverage cross-sector partnerships.

Each of these strategic priorities will be led by a member of our executive team with clear project plans and milestones identified. We will monitor our progress with organizational updates across Salud and with our board.

With the implementation of our new electronic health record in 2026, we enter this period of external challenge with a mindset welcoming of change and innovation. Success will require that we build systems that facilitate coordination and holistic planning while continuing to invest in the development of our people.

Working together for a healthy community, we forge ahead with focus, optimism and an unwavering commitment to health equity.

Donna Young

Donna Young
CEO

ACCESS

Provide timely access to care that meets the needs of our patients.

Objective: Continue our efforts to match appointment supply to demand by improving productivity by at least 5% by December 2027.

Activities/Tactics:

1. Optimize scheduling templates and rules to increase availability for preventive care and follow-up visits.
2. Monitor demand and evaluate scheduling approaches based on patient panel needs, including telehealth and same day visits, etc.

QUALITY

Provide the highest quality clinical care to Salud's patients.

Objective: Focus on the quality measures that are critical to chronic adult and pediatric preventive care with an emphasis on adult hypertension (75% in control) and well child visits (90%) by December 2027.

Activities/Tactics:

1. Evaluate and enhance patient outreach approaches to support proactive scheduling of patients needing blood pressure readings.
2. Open provider schedules further in advance to allow for booking of well child visits months ahead of due date.
3. Explore opportunities to expand access to well-child visits, including through evening scheduling.



PATIENT EXPERIENCE

Improve the care experience of our patients by defining clear models of care for each specialty and service line.

Objective: Develop and launch a new patient satisfaction survey tool to identify opportunities to optimize the patient experience by Spring 2027.

Activities/Tactics:

1. Develop new questions that will provide patient feedback at the department level.
2. Conduct market research on approaches for improving survey response rates.

PEOPLE OF SALUD

Invest in the people of Salud to support reaching one's full potential and advance a culture of teamwork.

Objective: Expand our professional development offerings for managers, clinical directors and frontline teams in 2026 and 2027.

Activities/Tactics:

1. Continue to invest in the leadership development of clinical directors, managers and supervisors building on the monthly training sessions that have been in place since 2025.
2. Continue to build on the workforce development programs that were launched in 2025.



ADVANCING JUSTICE IN HEALTH

Strengthen Salud's model of care delivery to achieve health equity.

Objective: Develop a comprehensive health equity framework to align and accelerate Salud's health equity efforts by end of 2026.

Activities/Tactics:

1. Review current state of health equity work.
2. Develop a draft framework that ties together the drivers of health equity with Salud's efforts and desired outcomes.
3. Review new framework with stakeholders for input.

COMMUNITY ENGAGEMENT

Advance the health and well-being of our community by building systems of care and support that leverage cross-sector partnerships.

Objective: Review our partnership activities and efforts to assess our impact and contributions towards advancing health equity in our community by June 2027.

Activities/Tactics:

1. Conduct an inventory of current state of relationships with community partners.
2. Identify potential next steps with key partners.



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