2022-2023 Strategic Plan

UPDATE: DECEMBER 2022

URGENT CARE ASSOCIATION®
Plan Update

We are halfway through executing our 2022-2023 Strategic Plan.

I am pleased to say that we are on track with the goals and objectives we set forth at the end of 2021, and that our country and industry seem to be figuring out how to live with COVID as it moves from pandemic to endemic status.

Our challenges continue, so our work continues to better meet those challenges and pave the way for the future of Urgent Care to be even better than the present. The Urgent Care Association, the College of Urgent Care Medicine, the Urgent Care Foundation and the Urgent Care Association Political Action Committees are all committed to the future of Urgent Care.

As the year has passed, we’ve re-focused UCA’s core purpose, honing in on what we are really here for: to ensure the advancement and long-term success of Urgent Care. You will see throughout this update how it’s all tied together with our 2022-2023 strategic pillars - and there is more to come for 2024 and beyond.

Thanks, as always, for being part of UCA. You can always reach me at lhorwitz@ucaoa.org with any feedback or questions.
2022-2023 Strategic Plan

Strategic Pillars & Initiatives

Upgrade Our Experience

Lead Our Industry

Transform Our Engagement
Upgrade Our Experience

New technology makes it easier to find and access what you need.

Resources Platform

Our new Learning Center launched with a “Summer of Learning” providing free access to all of our re-curated resources. Going forward we will continually update and upgrade the articles, webinars, sample policies and tools that live in the Learning Center.

Website

UCA’s new website launched this month (December) with easier navigation and more seamless connections to member accounts. Our new URLs better reflect who we are today, and our connections across all aspects of Urgent Care:

urgentcareassociation.org
urgentcarecollege.org
urgentcarefoundation.org
urgentcarepac.org

Member Management System

Our new Association Management System (AMS) also launched this month and is our “behind the scenes” software for tracking all that you do with us. It allows for much easier sharing of membership benefits across your organizations.
Lead Our Industry

We’ve defined scope, re-established benchmarks and continue to develop best practice resources.

Define Urgent Care

The Certified Urgent Care scope has been augmented by the work of the College of Urgent Care Medicine to define the scope for the specialty of Urgent Care medicine. In 2023 we’ll focus on spreading these definitions to a wide audience.

Define Best Practice

We spent most of 2022 upgrading our Accreditation experience and will turn our attention in 2023 to developing new resources based on those standards, creating useful tools that will assist centers in ensuring their long term quality and success.

Benchmark Better

We altered our original quarterly report plan to be twice-yearly instead. We believe this has allowed us to produce better quality and more expansive data. In 2022 our reports focused on Compensation and Operations. 2023 will see reports on Quality and Finance, as well as a new White Paper, and we will expand the industry data that’s available to the public on our website.
Transform Our Engagement

We’ve evolved the way we engage with all of our stakeholders.

Dynamic Membership Structure & Benefits

Our new organizational membership dues structure grows as fast or as slowly as you do, and aligns exactly with the number of centers you have each year. Benefits also grow as you do, providing additional scaling value for your whole team. Plus, our new digital membership provides access to benefits for everyone who is just dipping their toe into Urgent Care.

Partnership Programs

By working more closely with our industry partners we’ve begun to create better touchpoints for connecting with Urgent Care providers and operators, and ensuring the expertise and thought leadership of these partners becomes more accessible to UCA members through our Learning Center. Much more to come in this area in 2023.

Expanding Thought Leaders

Our former Thought Leaders group, comprised of leaders from the largest Urgent Care organizations, has become our Strategic Advisory Group, and we’ve added a new Delegates Council to include leaders from our mid-sized member organizations. We’ll continue to expand into other affinity groups in the coming years.
Who We Are

UCA exists to ensure the advancement and long-term success of Urgent Care.

Why

In April 2022 UCA’s Board of Directors evolved our mission statement into a clear core purpose which will help us ensure we stay focused on our role in Urgent Care when so many opportunities come our way. We believe that maintaining this focus will help us partner better and achieve critical objectives faster.

How

Once you know who you are, how are you going to operate? Staff and Board determined that our approach is three-fold:

We Foster: We create opportunities for good things to happen and good people to meet.
We Empower: We can’t run your companies for you, but we can make sure you have the best resources and are inspired to best practice.
We Champion: We have a national voice, and our job is to use it.

What

Now that we know how we are going to operate, what – exactly – are we going to do? Here’s where it all comes together.

<table>
<thead>
<tr>
<th>UCA Fosters Togetherness</th>
<th>UCA Empowers Best Practice</th>
<th>UCA Champions Excellence</th>
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<tbody>
<tr>
<td>We connect thousands of professionals, so working in Urgent Care never has to feel lonely.</td>
<td>We set standards and share resources to improve and inspire each other.</td>
<td>We tell the stories that inform, educate and raise visibility for Urgent Care.</td>
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<tr>
<td>We are a Community</td>
<td>We are Experts</td>
<td>We are Advocates</td>
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Advocacy

In 2022 - in addition to continuing to build legislative and regulatory relationships - we refined our priorities across a broad group of stakeholders, examined how they connect, and how they can be achieved. In 2023 we plan to pursue these strategies aggressively - but we cannot meet your goals without your support. 2023 will also see aggressive fundraising efforts across all of Urgent Care.

Educate Congress & Regulatory Bodies

This is still the priority for 2023 - it’s the foundation we must lay so that when voting time comes the Members of Congress or federal regulators are ready to vote for Urgent Care.

Nationalize Urgent Care Center Scope

If we want federal legislation to apply to Urgent Care, we need to define who that includes. This is fundamental work that begins with CMS and flows from there. We’ve selected the Washington, D.C. firm that we will work with on this project, and are ready to move forward as fundraising allows.

Medicaid/Medicare Parity

Improving access to care for underserved areas and populations is a need Urgent Care can meet if we can achieve this parity, and it can also help us address some, but not all, of the challenges of healthcare disparities. This work is state-based, so we’ll begin laying groundwork in 2023 and focus on specific efforts in 2024 and beyond.
Financial Performance & Fundraising

Financial Performance

UCA’s financial performance in 2022 has been strong, with a successful Convention, stable and growing membership base, and continuous support from our corporate and strategic affiliates as we’ve invested in new team members, technologies, and program development. We’ve struggled with month-over-month investment losses (like everyone) which has affected our bottom line, but operationally we are on track and meeting or exceeding budget expectations. Thank you to all of you for being part of our ability to get through two very difficult years.

Fundraising

We’ve spent the last two years figuring out what to do, and now it’s time to do it. The unfortunate truth of Advocacy work is that money talks – but it takes lots and lots of money. The good news is that there are lots and lots of Urgent Care centers and hundreds of thousands of Urgent Care professionals. Together, even if we each only give a little, we can make these campaigns happen. Otherwise, we can’t. It’s that simple.

We have had a significant success with obtaining a multi-year CDC grant for antibiotic stewardship, and we hope this is just the beginning for that kind of funding.

We’ll have multiple campaigns at the end of 2022 and throughout 2023 to help fund our legislative and regulatory efforts and our work in diversity, equity and inclusion. The more you participate, the more we can do. I hope you will contribute generously when asked.
The Board of Directors began work in Spring of 2022 on our 2024+ Strategic Plan. It began with an expansive canvas of the healthcare landscape and the challenges it will present to our members in the coming years.

We began, as always, with patients.

What’s influencing them?
What changes are those influences leading to?
How does that lead healthcare to respond?

Next, we looked at our industry.

What are pressures on income and expenses?
Who are the power brokers and influencers?
What challenges are we creating for ourselves?
How is our workforce evolving?

In the coming months the Strategic Planning Task Force, made up of Board members and members-at-large, will refine the answers to these questions with two rankings: What’s most important to the long-term success of Urgent Care and What’s most in UCA’s ability to influence?

We’ll turn those into priorities, strategies & tactics, and that’s where we’ll focus in 2024 and onward. In an early look, our current work is right on track.

Thank you all for being part of UCA. We hope you are pleased with what we’ve done so far and that you’ll be an even bigger part of our work in 2023.

Come see us. urgentcareassociation.org