Plan Update

We are in the final months of 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 have completed our work for the 2024-2025 Plan which we will share shortly.

As these two years have passed, we’ve not only re-focused UCA’s core Purpose – to ensure the advancement and long-term success of Urgent Care – we’ve collaborated with the College and Foundation to better understand how all of our efforts support each other toward common goals. Looking back on all we’ve accomplished, I am excited about what’s to come.

Thanks, as always, for being part of UCA. You can always reach me at lhorwitz@urgentcareassociation.org (new website!) 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
The Learning Center now includes all of the most current articles, webinars, sample policies, benchmarking reports and other resources – most are free to UCA Members.

Website
Urgentcareassociation.org launched in December 2022 and will continually improve in searchability so what you need is at your fingertips.

Member Management System
We launched our “behind the scenes” member information software in December 2022 and will continue to enhance how all members are able to access their records and those of their organizations – for everything from accreditation to past purchases.
Lead Our Industry

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

Define Urgent Care

UCA's Certified Urgent Care program provides a definition for Urgent Care centers, and in 2022 the College of Urgent Care Medicine defined Urgent Care clinician competencies.

Define Best Practice

UCA's Accredited Urgent Care program defines best practices for Urgent Care center operations, and we've upgraded our Quality Improvement Plan resource, with more in the works for the rest of 2023 and into next year.

Benchmark Better

We've reconfigured our benchmarking to do deep dives - so far on Compensation, Operations, and Finance. We also published a new White Paper and launched a new web page that will be regularly updated with new data insights throughout the year. Ongoing improvement in industry data is also a focus for 2024+.
Transform Our Engagement

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

Dynamic Membership Structure & Benefits

Our new memberships for Urgent Care Centers grows as fast or as slowly as you do, and so do the benefits. Individual members have more choices now too. Membership is at the heart of UCA and CUCM.

Partnership Programs

Our industry members and affiliates continue to work side-by-side with all of our members to advance and ensure the long-term success of Urgent Care. New engagement programs like UCAlly and UCAdvocate further aligns our shared goals for the future of Urgent Care.

Expanding Thought Leaders

We now have two “thought leader” groups: the Strategic Advisory Council representing our largest members, and the Delegates Council representing our small-to-mid-sized members. These groups meet regularly to advice UCA on industry issues and how we can best address them together.
Who We Are

UCA, CUCM and UCF

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

In April 2022 UCA’s Board of Directors evolved our mission statement into a new Core Purpose to help us stay focused on our role.

The boards of the College of Urgent Care Medicine and the Urgent Care Foundation have now completed the same work, and together we’ve mapped out exactly how our three groups work together.

Core Purposes

Ensure the advancement and long-term success of Urgent Care.

Achieve specialty recognition.

Enable Urgent Care’s viability.

It was a great collaboration, there are many more details we’ll share it all with you via an interactive map on the website next year.
Our overarching goal is ensuring the advancement and long-term success of Urgent Care. Our current Advocacy plan spans 2022-2025. You can follow our progress and learn more at urgentcareassociation.org/Advocacy.

In 2022 we refined our priorities and in 2023 (working with our new lobbying firm McDermott+) we refined those further down to a single priority – **improve reimbursement for qualified Urgent Care centers.** And, we’ve refined our tactics.

**Educate Congress & Regulatory Bodies**

We’re focusing first on regulatory bodies – starting with THE regulatory body: the Centers for Medicare and Medicaid Services (CMS). We’ve prepared all of our talking points and our first meeting with CMS was in September.

**Nationalize Urgent Care Center Scope**

Urgent Care Center Certification is likely to be a requirement for enhanced reimbursement because it defines the fundamentals of the enhanced services we provide. This long-standing program is ready for expansion now or when regulations require.

**Medicaid/Medicare Parity**

This remains a longer-term goal to improve access for underserved areas and populations.

**Fundraising**

Unfortunately, our fundraising for Advocacy work is lagging. We’re asking for $100 per center to support this important work, or you can become a UCAdvocate. None of us can do this alone – we succeed together or not at all. Please make a donation – any amount. Contributions to our Political Action Committee are also welcomed.
Financial Performance

UCA’s financial performance in 2023 has been steady, though the Convention was not quite as full as we like it to be. Our other programs continue to grow, except for the Advocacy fundraising as noted above. Our investments are performing much better this year – we hope yours are too. Our strategic partnerships have also allowed us to put out some new programs much sooner than we thought possible. Operationally we are on track and meeting or exceeding budget expectations. As usual, we will share our full year financials at the Members Meeting during the Convention next year.

Fundraising

We’ve shifted gears with our fundraising for Advocacy and have high hopes for 2024 to be a better year than 2023 in this area. We have to keep this fund full so we can continue working with our lobbying firm and ideally also launch a public relations campaign in 2024. If we don’t find a way to keep funding it, we can’t keep doing it. It’s that simple.

We are pleased to share that the Urgent Care Foundation did receive its 4th year of funding from the CDC so we will be able to continue our work in addressing Antibiotic Stewardship, which continues to be a challenge as we go into the coming “respiratory season”.

Thank you for budgeting whatever you can to invest in our advocacy efforts, our DEI programs, and/or original research through the Foundation. The more you participate, the more we can do. It’s all an investment in your own future, so I hope you will invest generously as soon as you can.
2024+

Strategic Planning Task Force

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.

Next, we looked at our industry.

Next, we looked at our roles – the role of UCA, CUCM, and UCF. How do we best leverage the expertise and resources of these three organizations?

UCA has chosen to focus on one thing – better reimbursement for Urgent Care. We’ve looked at all of our work to ensure that – in one way or another – it supports this goal. If it doesn't, we’re going to quit doing it.

We’ve mapped out 2024 and into 2025 with that in mind, and before the end of the year we’ll have a new Strategic Plan to share with you.

Thank you all for being part of UCA and our journey through these last two years. 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 2024.

Come see us. www.urgentcareassociation.org