



## STRENGTHEN UCNW'S BUSINESS MODEL

There are many challenges Federally Qualified Health Centers face in modern health care delivery. A focus on continued improvements in productivity and efficiencies will remove barriers to care, mitigate threats to existing revenue streams, and enhance sustainability and growth across all programs.

**GOAL:** By December 2030, ensure that each clinical department is consistently achieving Net Operating Income.



## MAXIMIZE RESOURCES AND FACILITIES

There are 20,000 people in Bellingham who are low income that are not served by a federally qualified health center. This magnitude and concentration of need, coupled with our work to improve operational efficiencies, require reconfiguration of our Bellingham campus to most effectively expand our reach and our impact.

**GOAL:** Expand our operational capacity through efficiency improvements and renovation of our 1616 Cornwall, 220 Unity, and 218 Unity facilities, so that we are able to serve twice as many UCNW patients by December 2030 as we served in 2024.



## ENHANCE AND EXPAND PATIENT SERVICES

Whatcom County and UCNW patients have many unmet health care needs. While maintaining focus on core operations, UCNW will seek opportunities to expand or add services through collaborative planning, advocacy, and program development.

**GOAL:** By December 2030, expand or add at least one service in collaboration with community partners that might include Whatcom County Health & Community Services, PeaceHealth, and The Opportunity Council.