



Community Care Clinic
Strategic Plan 2019 - 2021
Zero Draft April 20, 2018

The concept of the Community Care Clinic began in the early 2000s when Drs. Jack Whitlock and Marye Hacker recognized that a growing number of people in our area needed critical health care services but couldn't afford the cost of insurance. To address the gap, Dr. Whitlock and Marian Peters, P.A., began treating patients from the back of a station wagon in 2005. Eventually, conversations with concerned members of the community led to a plan for a donor-funded free clinic that would be managed by volunteers and overseen by a volunteer Board of Directors.

With start-up and matching-fund grants from Blue Cross/BlueShield Foundation, the North Carolina Office of Rural Health, and local donors, the plan came to fruition. The clinic moved into its current location, formerly the Hannah Building, at 141 Health Center Drive, and the first patient was seen in May 2006. In 2007 the Clinic was granted 501(c)(3) non-profit status and became a member of the North Carolina Association of Free and Charitable Clinics. It would not be long before the clinic was able to integrate counseling, chiropractic, and acupuncture services to the primary healthcare setting. A salaried Executive Director and a clinical manager were recruited in 2009. Dr. Whitlock continues to volunteer as Medical Director, with oversight of all medical operations.

By 2010, the Clinic had expanded operations to 40 hours per week and, through the generosity of volunteer specialists, had added services such as dermatology, gynecology, neurology, orthopedics, and physical therapy. In recent years, the Clinic added a satellite location in Sugar Grove, NC, and formed a strong relationship with the Hospitality House to serve vulnerable populations who often encounter barriers to accessing healthcare services. In 2017, the clinic saw 1160 patients with 5617 patient visits.

Today, the Community Care Clinic partners with ASU's Department of Social Work and Department of Nutrition and Healthcare Management as a placement site for undergraduate student interns, and also serves as a preceptor site for Physician Assistant (PA) students from several surrounding schools. The Clinic is a collaborative community partner that aspires to broaden patient programs and services, and to look at the social determinants that affect the health of our community.

The Clinic has gained the confidence of patients, individual donors, local and state funders, and over a hundred volunteers. Together, we continue to help ensure that integrated, high-quality health care is available to all the uninsured members of our community who need it.

Our Vision:

Every person in our community has access to healthcare regardless of their ability to pay.

Our Mission:

The Community Care Clinic is a free and charitable clinic that provides healthcare to low-income, uninsured persons in our community.

Our Goal:

The Clinic is financially stable, sustainable, and well-functioning, providing a wide range of high quality services, with broad support from community stakeholders, donors, and volunteers.

Strategic Objectives: Four Pillars

The Clinic’s strategic plan is oriented around four key strategic pillars: Patient care (medical services), Operations (administration and management), Financial and in-kind support (gifts, goods and services), and Marketing and Communications (information and outreach). For each objective, key categories of actions, high-level indicators, and means of verification have been identified and frame the development of annual work plans and budgets over the three-year planning horizon.

Patient care: The Clinic provides a broad range of high-quality acute, chronic, and preventive services and follow-up, with an emphasis on continuity of care and respect for individuals.

Strategic Actions	Indicators of Achievement	Means of Verification
<ul style="list-style-type: none"> Maintaining/expanding services to uninsured, low-income individuals 	# of sites offering services # of patients/site (annual)	Electronic health records (EHR)
<ul style="list-style-type: none"> Ensuring a broad range of high-quality services 	# of service types provided	EHR
<ul style="list-style-type: none"> Maintaining/strengthening continuity of care 	#/% of patients returning for follow-up appointments #/% of patient who consider Clinic their medical home	EHR Patient Satisfaction survey
<ul style="list-style-type: none"> Ensuring respect for individuals 	# of patients reporting satisfaction with services # of patients recommending Clinic to others	Patient satisfaction survey
<ul style="list-style-type: none"> Maintaining efficient services 	# of patients served Wait times for appointment scheduling Wait times to be seen by provider	EHR Scheduling/intake records Patient log-in records????

<ul style="list-style-type: none"> Effectiveness 	% of patients with improved health outcomes	EHR
-----------------------------------------------------------------	---------------------------------------------	-----

Operations: The Clinic operates safely, efficiently, and effectively through the collaborative efforts of a motivated and creative cadre of medical and non-medical staff and volunteers.

Strategic Actions	Indicator of Achievements	Means of Verification
<ul style="list-style-type: none"> Ensuring a safe, welcoming environment for patients, staff and volunteers 	# of incidents of safety concerns reported?? Equipment, supplies, and furnishings optimal to provide care in comfortable setting	Records of calls to police? Inventory records Patient surveys
<ul style="list-style-type: none"> Recruiting/retaining board members with skills and expertise to meet evolving Clinic needs 	# of board members actively engaged in fulfilling expected responsibilities	Board Roster Board minutes Board committee reports
<ul style="list-style-type: none"> Recruiting/retaining well-qualified, motivated staff and volunteers sufficient to meet Clinic needs 	# of staff, by area of expertise # of medical and non-medical volunteers	Payroll records Staff performance appraisals Staff turnover rates Volunteer roster
<ul style="list-style-type: none"> Encouraging team collaboration and creativity 	# of staff meetings held # of ideas, new initiatives proposed and implemented	Meeting minutes ED Reports to Board?

Financial and In-kind support: The Clinic has dependable funding, services, and goods, maintained through donations, partnerships, and collaborations that are responsibly stewarded with transparent reliability and accountability.

Strategic Actions	Indicators of Achievement	Means of Verification
<ul style="list-style-type: none"> Maintaining and expanding the individual and group donor base 	# of continuing and new donors % of continuing donors who increase annual contributions Proportion of unrestricted funding from grants versus individual donors/groups shifts by 5 percentage points annually	Financial records/reports Donor Development Committee reports

<ul style="list-style-type: none"> Maintaining or increasing general operating support through grant opportunities 	# of grants submitted, awarded Total amount of funding awarded annually	ED reports to Board Monthly financial reports
<ul style="list-style-type: none"> Implementing community fundraising events 	# of events Amount of funds raised per event	ED and Donor Development reports to Board Financial reports
<ul style="list-style-type: none"> Strengthening partnerships and collaborations 	# of community partners providing in-kind support Value of in-kind support, by partner # of collaborative grants submitted with community partners	Financial reports ED reports to Board
<ul style="list-style-type: none"> Ensuring transparency and accountability 	Financial resources are sufficient to cover expenses on an ongoing basis Reserve fund balance is maintained	Financial reports to Board Audit reports

Communications and Marketing: The Clinic is a highly-visible and well-recognized health-care center, reaching out to provide information for prospective patients, donors, volunteers, and partners. This outreach will also be directed towards providing advocacy and education to the public and policy makers.

Strategic Actions	Indicators of Achievement	Means of Verification
<ul style="list-style-type: none"> Developing and implementing branding and marketing tools and approaches 	Clinic logo and mission recognized and understood by the community Fewer instances of confusion with FQHC reported	Feedback from community/partners/patients? Maybe Focus Groups from community? Something involving Chamber of Commerce?
<ul style="list-style-type: none"> Conducting outreach to civic organizations, local government, businesses and the FBO community 	# of meetings, presentations, publications	ED reports to Board Local media reports
<ul style="list-style-type: none"> Engaging in advocacy and education about the Clinic and its programs with policy makers and social program partners 	# of meetings, presentations, reports provided to target audiences	ED reports
<ul style="list-style-type: none"> Providing information at public events 	# of events where Clinic information is shared # of new volunteers recruited # of patients increased	Donor Development and Communications Committee reports Provider committee reports

--	--	--