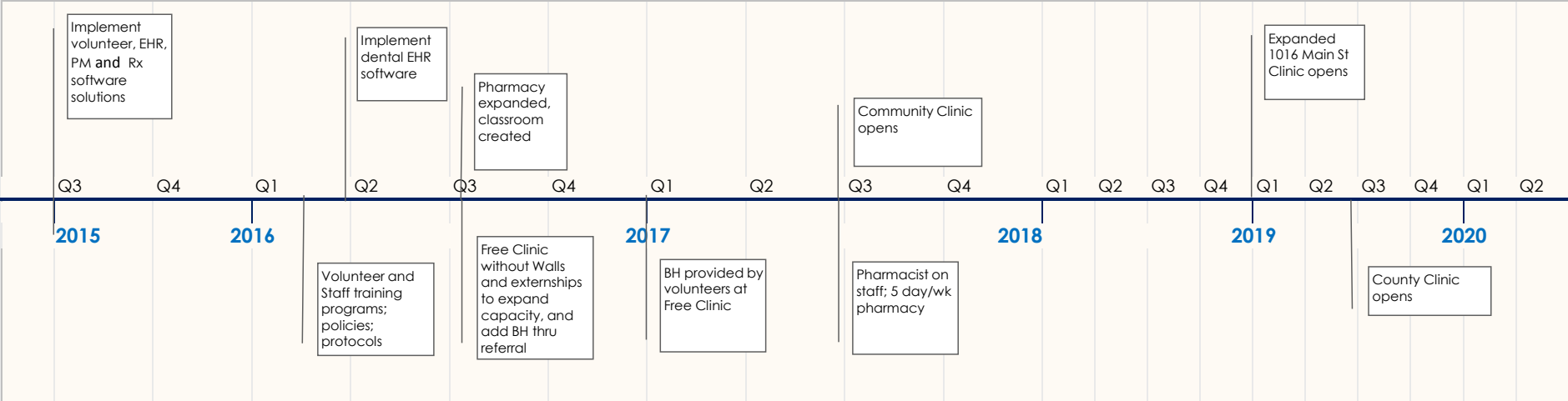


Free Clinic of Central Virginia



Strategic Plan Timeline



STRATEGIC PLAN SUMMARY

IMPLEMENT PROCESSES TO ENSURE KNOWLEDGEABLE, WELL-PREPARED STAFF AND VOLUNTEERS

- By 1/1/16, implement staff onboarding process, including new hire packet, orientation and in-service training processes
- By 1/1/16, implement volunteer onboarding, orientation and in-service training processes

TECHNOLOGY IS IN PLACE TO ENSURE HIGH-QUALITY PATIENT CARE, ENHANCED VOLUNTEERISM, AND EFFICIENT ADMINISTRATIVE AND CLINICAL OPERATIONS

- By 10/1/16, complete implementation of automatic prescription refill software
- By 1/1/16, complete implementation of volunteer management software
- By 1/1/16, complete implementation of medical electronic health record
- By 1/1/16, complete implementation of practice management software
- By 3/1/16, complete implementation of dental electronic health record, integrating with medical electronic health record

SERVICES PROVIDED AT THE FREE CLINIC REFLECT BEST PRACTICES AND CREATE A STANDARD OF CARE EQUAL TO IF NOT BETTER THAN ANY OTHER AMBULATORY CARE FACILITY

- By 4/1/16, medial dental and behavioral health protocols and clinical pathways will be developed
- By 7/1/16, all policies, procedures and job descriptions will be revised to reflect best practices
- By 7/1/16, Free Clinic staff providers will participate in all local Clinically Integrated Networks

THE 1016 MAIN STREET LOCATION PROVIDES SUFFICIENT QUALITY, ATTRACTIVE, SAFE AND EFFICIENT SPACE TO HOUSE FREE CLINIC OPERATIONS

- By 3/1/16, master facility plan, which includes interim improvements to 1016 Main Street, is completed.
- By 7/1/16, pharmacy relocated to second floor, classroom and individual therapy room created
- By 1/1/19, 1016 Main Street expanded to include additional exam rooms and classrooms, as well as improved patient flow to better meet the needs of our current patients

INCREASE CAPACITY TO SERVE PATIENTS PRIOR TO PHYSICAL EXPANSION OF MAIN STREET CLINIC – FREE CLINIC WITHOUT WALLS

- By 12/31/16, partner with Centra Medical Group, Central Virginia Family Practice, Medical Associates and/or other community healthcare providers to expand access to services for uninsured adults – services to be provided offsite
- By 12/31/16, partner with local dental providers to expand access to specialty dental services provided offsite
- By 12/31/17, partner with Horizon Behavioral Health, Mental Health America, Roads to Recovery, FQHC, Centra and/or other community behavioral health providers to expand access to behavioral health services provided offsite

INCREASE EXTERNSHIPS AND OTHER EDUCATIONAL OPPORTUNITIES FOR FUTURE HEALTHCARE PROFESSIONALS

- By 9/1/17, partner with Lynchburg College, Liberty University, Randolph College and Sweet Briar College to develop externships and other educational opportunities for future healthcare professionals
- By 9/1/17, partner with Centra Chaplaincy Program, VCU, Liberty University and/or other universities to develop social work and counseling externships and other educational opportunities
- By 9/1/17, partner with Centra Health, Horizon and/or other behavioral health organizations for Free Clinic volunteers to provide clinical supervision to license-eligible social workers
- By 9/1/17, partner with Centra Health, VCU and/or other pharmacist education programs to develop externships and other educational opportunities for pharmacy professionals

CREATE AN INTEGRATED COMMUNITY HEALTH CENTER, WITH CO-LOCATED FREE CLINIC SERVICES

- By 1/1/17, partner with the FQHC, Centra Health, Horizon Behavioral Health and other community organizations to create an integrated primary care medical and behavioral health continuum of care
- By 7/1/17, provide integrated medical and pharmacy services at new Community Health Center

EXPAND FREE CLINIC SERVICES

- By 7/1/16, implement new educational programming, through partnerships, to improve clinical outcomes in top five chronic health conditions
- By 3/1/17, determine if the Free Clinic should provide healthcare services to children
- By 7/1/17, establish staff Pharmacist-In-Charge position and increase pharmacy access to five days per week
- By 12/31/17, provide behavioral health services at the Free Clinic, in addition to those provided by referral
- By 7/1/19, partner with the FQHC, Centra Health and/or other community organizations to create an integrated primary care medical and behavioral health clinic in at least one outlying county, to include co-located Free Clinic services



Mission, Vision and Values

MISSION:

The mission of the Free Clinic of Central Virginia is to provide high-quality medical, dental, pharmacy and health education services to those in Central Virginia who do not have the resources to obtain these basic healthcare services.

VISION:

The Free Clinic of Central Virginia envisions a community where everyone has access to quality healthcare services.

VALUES:

- **Accessibility** – We serve low-income adults who are uninsured or underinsured. Individuals are considered underinsured if their health insurance does not cover the medically necessary service they are requesting, or if there is a demonstrated community-wide lack of access to care. Patients will not be denied medical, pharmacy or basic dental services if they are unable to pay. We request that uninsured patients make a nominal donation. Patients with insurance are charged the required co-payment for services.
- **Volunteerism** – Our mission will be accomplished through a community-based volunteer program which will include medical, dental, pharmacy, and behavioral health professionals, as well as other non-healthcare professionals who provide various support services.
- **Community Involvement** – We extend our care through working relationships with other healthcare providers in our community who agree to make their services available to our patients at no charge. We partner with local hospital systems and other healthcare providers to create a continuum of services to improve the overall health of our community.
- **Care, Respect and Privacy** – We provide high-quality patient care in a compassionate way, respecting the dignity, privacy and worth of each person.
- **Learning** – We provide educational opportunities to assist our patients in improving their health. We provide practical experience for current and future healthcare professionals.
- **Advocacy** – We advocate for greater access to healthcare for the underserved, and improved community-wide health outcomes.

**Free Clinic of Central Virginia
Strategic Plan
September 2015 – August 2020**

MISSION:

The mission of the Free Clinic of Central Virginia is to provide high-quality medical, dental, pharmacy and health education services to those in Central Virginia who do not have the resources to obtain these basic healthcare services.

VISION:

The Free Clinic of Central Virginia envisions a community where everyone has access to quality healthcare services.

VALUES:

- **Accessibility** – We serve low-income adults who are uninsured or underinsured. Individuals are considered underinsured if their health insurance does not cover the medically necessary service they are requesting, or if there is a demonstrated community-wide lack of access to care. Patients will not be denied medical, pharmacy or basic dental services if they are unable to pay. We request that uninsured patients make a nominal donation. Patients with insurance are charged the required co-payment for services.
- **Volunteerism** – Our mission will be accomplished through a community-based volunteer program which will include medical, dental, pharmacy, and behavioral health professionals, as well as other non-healthcare professionals who provide various support services.
- **Community Involvement** – We extend our care through working relationships with other healthcare providers in our community who agree to make their services available to our patients at no charge. We partner with local hospital systems and other healthcare providers to create a continuum of services to improve the overall health of our community.
- **Care, Respect and Privacy** – We provide high-quality patient care in a compassionate way, respecting the dignity, privacy and worth of each person.
- **Learning** – We provide educational opportunities to assist our patients in improving their health. We provide practical experience for current and future healthcare professionals.
- **Advocacy** – We advocate for greater access to healthcare for the underserved, and improved community-wide health outcomes.

GOAL 1: The Free Clinic of Central Virginia will improve its internal operations to ensure that the organization is prepared to develop opportunities for growth and to address the changes of the future.

OBJECTIVE 1.1			
By January 1, 2016, processes will be in place to ensure knowledgeable, well-prepared staff and volunteers.			
INITIATIVES	MEASURES	TARGETS	RESPONSIBLE
1.1.1 Develop staff onboarding process, including a new hire packet; orientation process; and in-service training process	New hires receive and complete all required documentation	By 1/1/16 100% of new hires will have completed all required documentation prior to first day of work	Executive Director – develop processes Hiring Manager -- implementation
	New hires complete an orientation process	By 1/1/16 100% of new hires will have completed orientation w/in 30 days of hire	
	All employees receive annual training on key job responsibilities (i.e., HIPAA, universal precautions, first aid, CPR, emergency procedures)	By 1/1/16 each employee will have an in-service plan	Hiring Manager
		By 7/1/16 100% of employees will have received required training outlined in their in-service plan	
	Staff report satisfaction with their jobs, as part of annual staff evaluation	100% of staff rate their satisfaction with their job between 8 and 10 on a 10 point scale	Operations Manager
	Patients report satisfaction	90% of patients surveyed “agree” or “strongly agree” with statement “Overall, I am satisfied with the care that I got at the Free Clinic”	
1.1.2 Develop volunteer onboarding, orientation and in-service process	New volunteers receive and complete all required documentation	By 1/1/16 100% of new volunteers will have completed all required documentation prior to first day of volunteer placement	Executive Director – develop processes Clinic Coordinator/ Operations Manager -- implementation
	New volunteers complete an orientation process	By 1/1/16 100% of new volunteers will have completed orientation within 30 days of volunteer placement	

	INITIATIVES	MEASURES	TARGETS	RESPONSIBLE
	1.1.2 cont. volunteer onboarding, orientation and in-service	Volunteers receive annual training on key responsibilities (i.e., HIPAA, universal precautions, first aid, CPR, emergency procedures)	By 7/1/16 core training has been offered to volunteers	Executive Director – develop processes Clinic Coordinator/ Operations Manager -- implementation
		Volunteers report satisfaction	90% of volunteers surveyed “agree” or “strongly agree” with statement “Overall, I am satisfied with my volunteer experience at the Free Clinic”	Development Coordinator

OBJECTIVE 1.2			
By March 1, 2016 technology will be in place to ensure high-quality patient care, enhanced volunteerism, and efficient administrative and clinical operations.			
INITIATIVES	MEASURES	TARGETS	RESPONSIBLE
1.2.1 Implement Volgistics volunteer management software (9/15 start)	Volunteer applications are received and processed in a timely manner	By 1/1/16 100% of volunteer applications will be processed and volunteers assigned within 15 days of application	Development Coordinator
	Volunteer data is compiled and accurate reports are produced	By 1/1/16 accurate quarterly reports will be created and provided to Department Heads and Board of Directors	
	Volunteers receive regular communication regarding their schedule and key Clinic information	By 1/1/16 100% of regularly scheduled volunteers will have access to their schedule online, will receive notification of their schedule at least quarterly, and will receive a reminder of their schedule 48 hours in advance	Volunteer supervisors
	Volunteers report satisfaction	90% of volunteers surveyed “agree” or “strongly agree” with statement “Overall, I am satisfied with my volunteer experience at the Free Clinic”	Development Coordinator
1.2.2 Implement Athena Practice Management software (9/15 start)	Patients are scheduled correctly	By 1/1/16 90% of patient appointments will be without error (eligible patient, correct provider, correct appointment type, correct number of appointments per provider).	Operations Manager
	Patient demographic data is complete and accurate reports are produced	By 1/1/16 95% of patients seen during 2015 will have complete and correct demographic information in Athena, allowing for accurate quarterly reports to be created and provided to Department Heads and Board of Directors	

INITIATIVES	MEASURES	TARGETS	RESPONSIBLE
1.2.2 cont. Implement Athena	Provider and staff time is fully utilized	No show rate for dental appointments will be reduced to 10% (from 13%) No show rate for medical appointments will be reduced to 10% (from 13%) No show rate for eligibility appointments will be reduced to 15% (from 21%)	Operations Manager
	Patients report satisfaction	90% of patients surveyed “agree” or “strongly agree” with statement “Overall, I am satisfied with the care that I got at the Free Clinic”	Operations Manager
1.2.3 Implement Allscripts Electronic Health Record (9/15 start)	Services provided in the Medical Clinic are documented in Allscripts	By 1/1/16 all Medical Clinic services will be documented in Allscripts	Medical Clinic Coordinator
	Medical Clinic staff and volunteers are able to correctly use Allscripts	By 1/1/16 90% of patient encounters will be entered correctly in Allscripts, as measured by sample audit.	
	Clinical data in Allscripts is sufficient to measure individual and aggregate clinical outcomes	By 4/1/16 new clinical outcome measures and baselines will be established	
		By 7/1/16 accurate quarterly clinical outcome reports will be created and provided to Board of Directors	
Volunteer providers report satisfaction	By 4/1/16 90% of volunteers surveyed “agree” or “strongly agree” with statement “I have received adequate training and/or accommodations to effectively document clinical encounters”	Operations Manager	
1.2.4 Implement QS1 Automatic Refill software (9/15 start)	Prescriptions are refilled promptly	100% of refills will be completed within 3 days of request	Pharmacy Access Coordinator
	Prescriptions are filled accurately	Dispensing errors will be less than .11%	
1.2.5 Fully implement Eaglesoft Dental Record software (3/16 start)	Services provided in the Dental Clinic are documented in Eaglesoft	By 3/1/16 all Dental Clinic services will be documented in Eaglesoft	Dental Clinic Coordinator

	INITIATIVES	MEASURES	TARGETS	RESPONSIBLE
	1.2.5 cont. Implement Eaglesoft	Dental Clinic staff and volunteers are able to correctly use Eaglesoft	By 7/1/16 90% of patient encounters will be entered correctly in Eaglesoft, as measured by sample audit.	Dental Clinic Coordinator
Clinical data in Eaglesoft is sufficient to measure individual and aggregate clinical outcomes		By 7/1/16 new clinical outcome measures and baselines will be established	By 9/1/16 accurate quarterly clinical outcome reports will be created and provided to Board of Directors	
Volunteer providers report satisfaction		By 12/1/16 90% of volunteers surveyed “agree” or “strongly agree” with statement “I have received adequate training and/or accommodations to effectively document clinic encounters”	Operations Manager	

OBJECTIVE 1.3			
By July 1, 2016 services provided at the Free Clinic will reflect best practices and create a standard of care equal to if not better than any other ambulatory care facility.			
INITIATIVES	MEASURES	TARGETS	RESPONSIBLE
1.3.1 Policies, procedures and job descriptions will be developed	Policies and procedures exist that incorporate best practices	By 1/1/16 Pharmacy Procedure Manual and Formulary will be reviewed and updated	Pharmacy Access Coordinator and Pharmacist in Charge
		By 3/1/16 Medical Clinic Procedure Manual will be reviewed and updated	Medical Clinic Coordinator and Medical Director
		By 7/1/16 Dental Clinic Procedure Manual will be reviewed and updated	Dental Clinic Coordinator, Dentist and Dental Director
1.3.2 Medical clinic protocols and clinical pathways will be developed	Patient clinical outcomes for top five chronic health conditions are improving	By 4/1/16 medical clinic protocols and clinical pathways will be developed for top five conditions	Medical Clinic Coordinator, Nurse Practitioner and Medical Director
		By 7/1/16 accurate quarterly clinical outcome reports will be created that include comparison of Free Clinic clinical outcomes with HRSA Quality of Care and Health Outcomes/Disparities Measures, in addition to local health system measures	Medical Clinic Coordinator
		By 7/1/17 patient clinical outcomes will meet or exceed local FQHC performance on above HRSA measures	
	Patients report satisfaction	90% of patients surveyed “agree” or “strongly agree” with statement “Overall, I am satisfied with the care that I got at the Free Clinic”	Operations Manager
1.3.3 Free Clinic will participate in local Clinically Integrated Networks	Affiliation agreements completed	By 7/1/16 the Free Clinic will participate in all local Clinically Integrated Networks	Executive Director

OBJECTIVE 1.4				
By January 1, 2019 the 1016 Main Street location will provide sufficient quality, attractive, safe and efficient space adequate to house Free Clinic operations.				
	INITIATIVES	MEASURES	TARGETS	RESPONSIBLE
	1.4.1 Increase access to parking at no cost to patients, staff and volunteers	Visitors to and staff of the Free Clinic will have access to adequate parking	By 1/1/16 provide all staff with parking permits, and maintain a minimum of 25 free parking spaces for patients and volunteers	Operations Manager
	1.4.2 Establish safety and emergency drill procedures	Staff and regular volunteers are able to respond appropriately in case of emergency	By 3/1/16 quarterly emergency drills are conducted	Operations Manager
	1.4.3 Establish annual facilities maintenance plan and budget	Existing facility is safe and well-maintained	By 3/1/16 routine building maintenance is conducted according to a monthly schedule	Operations Manager
	1.4.4 Develop master facility plan to identify space needs for behavioral health, as well as expanded medical, pharmacy and patient education operations	Master facility plan, which includes interim improvements to 1016 Main Street as well as facility expansion, is complete	By 3/1/16 master facility plan is completed	Executive Director and Building Committee
		Additional space has been created at 1016 Main St, or through collaborations with partner agencies, to accommodate larger pharmacy, individual therapy space, and patient classroom	By 7/1/16 pharmacy relocated and classroom created	
	1.4.5 Prepare architectural plans and determine cost of building expansion	Architectural plans are complete	By 7/1/16 Board of Directors has approved architectural plans	Executive Director and Building Committee
	1.4.6 Develop financing plan and secure funding	Plan for financing project (raised funds, tax credits and/or loans) is complete	By 9/1/16 Board of Directors has approved financing plan	Executive Director, Development Coordinator and Development Committee
		Sufficient funding is in hand to cover the costs of the project	By 1/1/18 100% of funding is in hand	
	1.4.7 Expand Main Street location (1/18 start)	Construction complete	By 1/1/19, Certificate of Occupancy will be issued	Executive Director and Building Committee

GOAL 2: The Free Clinic of Central Virginia will develop partnership throughout the service area to strengthen and improve the organization’s capacity.

OBJECTIVE 2.1				
By March 1, 2016 formalize partnerships to facilitate expanded patient education offerings.				
	INITIATIVES	MEASURES	TARGETS	RESPONSIBLE
	2.1.1 Identify educational programming and potential partnerships to improve clinical outcomes in top five chronic health conditions	Patient education needs assessment completed	By 3/1/16 patient education needs assessment complete	Medical Clinic Coordinator
		Formal partnerships established	By 7/1/16 MOUs with at least 3 partner agencies will be executed	
		Patient education provided to address top five chronic health conditions, with emphasis on chronic health self-management	By 9/1/16 at least 20 patients will have participated in chronic health self-management education	Medical Clinic Coordinator
			By 7/1/17 at least 50 patients will have participated in chronic health self-management education	
		Patient clinical outcomes for top five chronic health conditions are improving	By 7/1/17 patient clinical outcomes for patients participating in chronic health self-management education will meet or exceed local FQHC performance on HRSA Quality of Care and Health Outcomes/ Disparities measures	Medical Clinic Coordinator
		Patients report satisfaction	90% of patients surveyed “agree” or “strongly agree” with statement “Overall, I am satisfied with the care that I got at the Free Clinic”	Operations Manager

OBJECTIVE 2.2				
By July 1, 2016 formalize partnerships to increase Free Clinic capacity to serve patients prior to physical expansion of Main Street clinic.				
	INITIATIVES	MEASURES	TARGETS	RESPONSIBLE
	2.2.1 Partner with Centra Medical Group, Central Virginia Family Practice, Medical Associates and/or other community healthcare providers to expand access to services for uninsured adults (“free clinic without walls”)	Formal partnerships established	By 7/1/16 increase number of physicians actively volunteering to provide pro bono services within their practices by 20%	Medical Clinic Coordinator
		Number of unduplicated patients	By 12/31/16 increase number of unduplicated patients provided medical services to in calendar year by 20% (proj 4,200) over CY15	Medical Clinic Coordinator
			By 12/31/17 increase number of unduplicated patients provided medical services in calendar year by 20% (proj 5,000) over CY16	
		Number of patient visits	By 12/31/16 increase number of patient visits through referral by 25% over CY15	Medical Clinic Coordinator
			By 12/31/17 increase number of patient visits through referral by 25% over CY16	
		2.2.2 Partner with local dental providers to expand access to specialty dental services (“free clinic without walls”)	Formal partnerships established to provide specialty dental services	By 12/31/16 increase patient access to specialty dental services by 20% over CY15
	Number of unduplicated patients		By 12/31/16 increase number of unduplicated patients provided specialty dental services to in calendar year by 20% over CY15	Dental Clinic Coordinator
			By 12/31/17 increase number of unduplicated patients provided specialty dental services in calendar year by 20% over CY16	
	Number of patient visits	By 12/31/16 increase number of specialty dental patient visits through referral by 25% over CY15	Dental Clinic Coordinator	
By 12/31/17 increase number of specialty dental patient visits through referral by 25% over CY16				

	INITIATIVES	MEASURES	TARGETS	RESPONSIBLE
	2.2.3 Partner with Horizon Behavioral Health, Mental Health America, Roads to Recovery, FQHC, Centra and/or other community behavioral health providers to expand access to behavioral health services for uninsured adults (“free clinic without walls’)	Formal partnerships established	By 9/1/16 MOUs with at least 2 partner agencies will be executed for services to begin 1/1/17	Executive Director
Number of unduplicated patients		By 12/31/17 at least 150 unduplicated patients will be provided behavioral health services	Medical Clinic Coordinator	
Number of patient visits		By 12/31/18 increase number of unduplicated patients provided behavioral health services in calendar year by 20% (proj 240) over CY17		
		By 12/31/17 at least 150 behavioral health patient visits will be provided through referral	Medical Clinic Coordinator	
By 12/31/18 increase number of behavioral health patient visits by 50% (proj 300) cover CY17				

OBJECTIVE 2.3				
By September 1, 2016 formalize partnerships to increase externships and other educational opportunities for future healthcare professionals.				
	INITIATIVES	MEASURES	TARGETS	RESPONSIBLE
	2.3.1 Partner with Lynchburg College, Liberty University, Randolph College and Sweet Briar College to develop externships and other educational opportunities for future healthcare professionals	Formal partnerships established	By 9/1/16 affiliation agreements for at least one department within all 4 institutions will be executed	Executive Director
		Number and types of students placed in externships or internships	By 9/1/17 active internship or externship opportunities will be provided to at least 12 students in a least 4 different fields (nursing, public health, sociology, health education, osteopathy, etc.)	Medical Clinic Coordinator
	2.3.2 Partner with Centra Chaplaincy Program, VCU, Liberty University and/or other universities with chaplaincy, social work and counseling programs to develop externships and other educational opportunities	Formal partnerships established	By 9/1/16 affiliation agreements with at least 2 institutions will be executed	Executive Director
		Number of students placed in externships or internships	By 9/1/17 active internship or externship opportunities will be provided to at least 2 students	Medical Clinic Coordinator
	2.3.3 Partner with Centra Health, Horizon and/or other behavioral health organizations to provide clinical supervision to license-eligible social workers	Formal partnerships established	By 9/1/16 MOUs will be executed with at least 1 partner organization	Executive Director
		Number of social workers supervised	By 9/1/17 at least 2 social workers will have received clinical supervision	
	2.3.4 Partner with VCU, Central and/or other pharmacist education programs to develop externships and other educational opportunities for pharmacy professionals.	Formal partnerships established	By 9/1/16 MOUs will be executed with at least 1 partner organization	Executive Director
		Number of students placed in externships	By 9/1/17 active externship opportunities will be provided to at least 2 students	Pharmacy Access Coordinator

OBJECTIVE 2.4				
By January 1, 2017 formalize partnerships to create an integrated Community Health Center, which includes co-located Free Clinic services.				
	INITIATIVES	MEASURES	TARGETS	RESPONSIBLE
	2.4.1 Partner with the FQHC (Johnson Health Center), Centra Health, Horizon Behavioral Health and other community organizations to create an integrated primary medical and behavioral health continuum of care	Formal partnerships established	By 3/1/16 MOUs will be executed with FQHC, Centra and Horizon Behavioral Health, outlining roles and responsibilities	Executive Director
		Scope of services and infrastructure responsibilities determined	By 7/1/16 formal agreements regarding scope of services to be provided by each entity, as well as infrastructure responsibilities will be approved by Board of Directors	Executive Director
		Shared workflows, clinical protocols and clinical outcomes established	By 1/1/17 policies, procedures and protocols will be established	Executive Director, Medical Clinic Coordinator and Medical Committee
	2.4.2 Partner with the FQHC, Centra Health and Horizon Behavioral Health to establish an integrated Community Health Center, which includes co-located Free Clinic services	Site location acceptable to the Free Clinic has been secured	By 1/1/16 the Board of Directors will review and approve site location	Building Committee
		Architectural plans are complete	By 7/1/16 Board of Directors has approved architectural plans	Executive Director and Building Committee
		Plan for funding Free Clinic staff and other operational costs for the Community Clinic is complete	By 9/1/16 Board of Directors has approved formal agreements with Centra Health regarding funding of Free Clinic operations within the Community Clinic	Executive Director and Executive Committee
		Free Clinic providing services within the Community Clinic	By 7/1/17 patients will receive medical and pharmacy services from Free Clinic staff and volunteers at Community Clinic	Medical Clinic Coordinator, Pharmacy Access Coordinator and Operations Manager

OBJECTIVE 2.5				
By July 1, 2019 formalize partnerships to expand Free Clinic services to outlying counties.				
	INITIATIVES	MEASURES	TARGETS	RESPONSIBLE
	2.5.1 Identify counties for future services	Priority listing of outlying service area is completed	By 7/1/18 determine location of county co-location	Executive Director
	2.5.2 Partner with the FQHC, Centra Health and/or other community healthcare providers to co-locate Free Clinic services in outlying counties	Formal partnerships established	By 9/1/18 MOUs will be executed with partner organization(s) establishing intent to co-locate	Executive Director
		Scope of services and infrastructure responsibilities determined	By 12/1/18 formal agreements regarding scope of services to be provided by each entity, as well as infrastructure responsibilities will be approved by Board of Directors	Executive Director
		Plan for funding Free Clinic staff and other operational costs for the County Clinic is complete	By 3/1/19 Board of Directors has approved formal agreements with FQHC, Centra Health or other community healthcare provider regarding funding of Free Clinic operations within the County Clinic	Executive Director and Executive Committee
		Shared workflows, clinical protocols and clinical outcomes established	By 3/1/19 policies, procedures and protocols will be established	Executive Director, Medical Clinic Coordinator and Medical Committee
		Free Clinic providing services within the County Clinic	By 7/1/19 patients will receive services from Free Clinic staff and volunteers at one County Clinic	Medical Clinic Coordinator, Pharmacy Access Coordinator, Dental Clinic Coordinator, and Operations Manager

GOAL 3: The Free Clinic of Central Virginia will develop new initiatives/services with its partners that will increase services to and public awareness of those who are medically underserved.

OBJECTIVE 3.1				
By March 1, 2018 the general public will be more aware of the needs of the medically underserved and the Free Clinic’s role in ensuring access to high-quality medical, dental, pharmacy and behavioral healthcare.				
	INITIATIVES	MEASURES	TARGETS	RESPONSIBLE
	3.1.1 Re-establish Education and Outreach Committee to conduct public awareness and education.	Education and Outreach Committee meets at least quarterly	By 3/1/16 Education and Outreach Committee will set annual meeting schedule	Executive Director
		Public awareness events and activities are held at least quarterly	By 7/1/16 quarterly public awareness events (presentations to professional groups, community groups, health fairs, etc.) are conducted	Communications Coordinator and Development Coordinator
		Attendance at community events	By 7/1/17 at least 1,000 individuals attend Free Clinic public awareness events	

OBJECTIVE 3.2				
By July 1, 2016 expand patient education activities, with emphasis on chronic health self-management (See Objective 2.3)				
	INITIATIVES	MEASURES	TARGETS	RESPONSIBLE
	3.2.1 Offer educational programming to improve clinical outcomes in top five chronic health conditions.	Patient education provided to address top five chronic health conditions, with emphasis on chronic health self-management	By 9/1/16 at least 20 patients will have participated in chronic health self-management education	Medical Clinic Coordinator
			By 7/1/17 at least 50 patients will have participated in chronic health self-management education	
		Patient clinical outcomes for top five chronic health conditions are improving	By 7/1/17 patient clinical outcomes for patients participating in chronic health self-management education will meet or exceed local FQHC performance on HRSA Quality of Care and Health Outcomes/ Disparities measures	Medical Clinic Coordinator
		Patients report satisfaction	90% of patients surveyed “agree” or “strongly agree” with statement “Overall, I am satisfied with the care that I got at the Free Clinic”	Operations Manager

OBJECTIVE 3.3				
By July 1, 2017 Free Clinic patients will have access to a pharmacist and pharmacy services five days per week.				
	INITIATIVES	MEASURES	TARGETS	RESPONSIBLE
	3.3.1 Recruit and retain additional pharmacy volunteers	Operating hours of pharmacy	By 7/1/16 a pharmacist will be on site at least 8 hours per week.	Pharmacy Access Coordinator
		Prescriptions are refilled promptly	100% of refills will be completed within 2 days of request	
		Prescriptions are filled accurately	Dispensing errors will be less than .11%	
	3.3.2 Establish staff Pharmacist-In-Charge position	Availability of Pharmacist-In-Charge	By 7/1/17 the Pharmacist-In-Charge will be on site at least 8 hours per week	Pharmacy Access Coordinator and Pharmacist-In-Charge
		Operating hours of pharmacy	By 7/1/17 a pharmacist will be on site at least 5 days per week	
		Prescriptions are refilled promptly	100% of refills will be completed within 1 day of request	
		Prescriptions are filled accurately	Dispensing errors will be less than .11%	
		Patient clinical outcomes for top five chronic health conditions are improving	By 7/1/17 patient clinical outcomes for patients participating in chronic health self-management education will meet or exceed local FQHC performance on HRSA Quality of Care and Health Outcomes/ Disparities measures	Medical Clinic Coordinator
	Patients report satisfaction	90% of patients surveyed “agree” or “strongly agree” with statement “Overall, I am satisfied with the care that I got at the Free Clinic”	Operations Manager	

OBJECTIVE 3.4			
By January 1, 2017 Free Clinic patients will have access to behavioral health services, with a focus on addiction recovery services, at a Free Clinic location. (See Initiative 2.2.3 for services provided at partner locations, see Initiatives 2.3.2 and 2.3.3 for extern and clinical supervision partnerships)			
INITIATIVES	MEASURES	TARGETS	RESPONSIBLE
3.4.1 Recruit volunteers to provide behavioral health services at the Free Clinic, in addition to those provided through referral	Number of volunteers providing behavioral health services	By 1/1/17 at least 2 volunteers will be providing behavioral health services at the Free Clinic	Medical Clinic Coordinator
	Availability of behavioral health services	By 1/1/17 behavioral health services will be available at the Free Clinic at least one day per week	
	Number of unduplicated patients	By 12/31/17 at least 12 unduplicated patients will be provided behavioral health services at the Free Clinic	
	Number of patient visits	By 12/31/17 at least 80 behavioral health patient visits will be provided at the Free Clinic	
3.4.2 Using social work and/or counseling externs, in addition to license-eligible social workers receiving clinical supervision, expand behavioral health services provided at the Free Clinic	Number of unduplicated patients	By 12/31/18 at least 40 unduplicated patients will be provided behavioral health services at the Free Clinic	Medical Clinic Coordinator
		By 12/31/19 increase number of unduplicated patients provided behavioral health services in calendar year by 20% (proj 48) over CY18	
	Number of patient visits	By 12/31/18 at least 240 behavioral health patient visits will be provided at the Free Clinic	
		By 12/31/19 increase number of behavioral health patient visits by 25% (proj 300) over CY18	
3.4.3 Patients will receive regular screening for mental health and substance use disorders and appropriate internal or external referral for services.	New medical patients receiving Screening, Brief Intervention, and Referral to Treatment (SBIRT), and mental health screening	By 1/1/17 90% of new medical patients will receive SBIRT and mental health screening as part of their initial assessment, and receive appropriate referral	Mental Clinic Coordinator
	Established medical patients will receive SBIRT and mental health screening at least annually	By 1/1/17 90% of new medical patients will receive SBIRT and mental health screening as part of their initial assessment, and receive appropriate referral	

OBJECTIVE 3.5				
By March 1, 2017 the Free Clinic will determine the need for and feasibility of providing healthcare services to children.				
	INITIATIVES	MEASURES	TARGETS	RESPONSIBLE
	3.5.1 Conduct a needs assessment to determine if there is a community-wide lack of access to healthcare for children; and determine specific service gaps for children	Needs assessment completed	By 12/1/16 needs assessment is completed.	Executive Director
	3.5.2 Based on needs assessment, determine potential scope of services, as well as staff, volunteer, facility and equipment needed to provide services	Pro-forma completed	By 3/1/17 pro-forma is completed and formal recommendation presented to the Board of Directors	Executive Director Medical Director Dental Director

OBJECTIVE 3.6				
By January 1, 2019 Free Clinic patients in outlying counties will have improved access to medical, dental and pharmacy services. (See Objective 2.5)				
	INITIATIVES	MEASURES	TARGETS	RESPONSIBLE
	3.6.1 Partner with the FQHC, Centra Health and/or other community healthcare providers to co-locate Free Clinic services in outlying counties	Free Clinic providing services within the County Clinic	By 7/1/19 patients will receive services from Free Clinic staff and volunteers at one County Clinic	Medical Clinic Coordinator, Pharmacy Access Coordinator, Dental Clinic Coordinator, and Operations Manager

GOAL 4: The Free Clinic of Central Virginia will develop resources necessary to meet the goals and objectives in this strategic plan.

OBJECTIVE 4.1				
By July 1, 2016 the Free Clinic will implement a comprehensive development plan that results in sufficient funding to support current operations.				
	INITIATIVES	MEASURES	TARGETS	RESPONSIBLE
	4.1.1 Implement a visible marketing campaign focused on raising awareness of, and funds for, the Free Clinic	Visitors to Free Clinic website	By 7/1/16 increase the number of visitors to the Free Clinic’s website from 500 per month to 750 per month, with 75% being new visitors.	Communications Coordinator
	4.1.2 Expand outreach to foundation and corporations in Central Virginia, conducting exploratory visits with foundation and corporate representatives.	Unrestricted contributions from foundations	Increase foundation giving from \$45,000 in FY16 to \$50,000 in FY17, \$55,000 in FY18, \$60,500 in FY19 and \$66,550 in FY20 (10% each year)	Executive Director
		Corporate contributions (exclusive of Centra Health and corporate sponsorship for events)	Increase corporate giving 10% each year (from \$55,000 in FY16 to \$50,000 in FY17, \$55,000 in FY18, \$60,500 in FY19 and \$66,550 in FY20)	
	4.1.3 Expand outreach to churches and clubs.	Unrestricted contributions from churches and clubs	Increase giving from churches and clubs 10% each year (from \$27,000 in FY16 to \$30,000 in FY 17, \$33,000 in FY 18, \$36,300 in FY19 and \$40,000 in FY20)	Development Coordinator
	4.1.4 Continue Clinic Tours to expand individual annual fund donor base and encourage donors to increase their giving level.	Unrestricted contributions from individual donors	Increase giving from individuals 5% each year from \$175,000 in FY16 to \$184,00 in FY17, \$193,000 in FY18, \$203,000 in FY19, and \$213,000 in FY20)	Development Coordinator
		Number of individual donors	Increase number of individual donors 5% each year (from 548 in FY16 to 575 in FY17, 604 in FY18, 634 in FY19, and 666 in FY20)	
	4.1.5 Expand the pool of possible major donors, providing a bridge from high-end annual support to a major gift.	Unrestricted contributions over \$5,000 from individual donors	Increase contributions over \$5,000 from \$30,000 in FY16 to \$35,000 in FY17, \$40,000 in FY18, \$45,000 in FY19 and \$50,000 in FY20	Development Coordinator
		Number of individual donors making contributions of \$5,000 or more per year	Increase number of individual donors making contributions to \$5,000 or more per year by 1 each year (from 4 in FY16, to 5 in FY17, 6 in FY18, 7 in FY19 and 8 in FY20)	

	INITIATIVES	MEASURES	TARGETS	RESPONSIBLE
	4.1.7 Develop effective stewardship program, with consistent, planned methods for demonstrating appreciation and stewardship of gifts received.	Stewardship plan is implemented	By 7/1/16 implement a formal stewardship program	Development Coordinator
	4.1.6 Establish a planned giving program, with special focus on irrevocable planned gifts and bequest commitments.	Planned giving program is implemented	By 7/1/18 implement a formal planned giving program	Development Coordinator

OBJECTIVE 4.2				
By July 1, 2016, secure funding necessary to maintain and improve 1016 Main Street location.				
	INITIATIVES	MEASURES	TARGETS	RESPONSIBLE
	4.2.1 Meet annual income over expense budget, or secure inkind contributions, sufficient to fund annual facility maintenance plan.	Existing facility is safe and well-maintained	By 7/1/16 at least \$15,000 is available to fund annual facility maintenance plan	Executive Director
		Existing facility is attractive (interior paint, quality furnishings)	By 7/1/16 interior of 1016 Main Street facility has been painted, walls repaired and damaged furnishings replaced	Executive Director
	4.2.1 Identify grant or other funding sufficient to implement capital improvements to include larger pharmacy, individual therapy space, and patient classroom	Additional space has been created at 1016 Main St to accommodate larger pharmacy, individual therapy space, and patient classroom	By 3/1/16 at least \$30,000 is available to move pharmacy to lower level, add individual therapy space and a patient classroom	Executive Director

OBJECTIVE 4.3				
By July 1, 2017, secure funding necessary to expand pharmacy operations.				
	INITIATIVES	MEASURES	TARGETS	RESPONSIBLE
	4.3.1 Identify grant or other funding sufficient to hire part-time pharmacist	Funds raised	By 3/1/17 100% of funding is pledged (estimated \$85,000)	Executive Director

OBJECTIVE 4.4				
By July 1, 2016, secure funding necessary to expand 1016 Main Street location.				
	INITIATIVES	MEASURES	TARGETS	RESPONSIBLE
	4.4.1 Plan, prepare and executive a campaign that raises sufficient funding to expand 1016 Main Street location	Commitment from leadership donors sufficient to allow for public announcement of capital campaign	By 1/1/17 40% of funding is in pledged	Development Committee
			By 1/1/18 100% of funding is in hand	

OBJECTIVE 4.5				
By July 1, 2020, achieve cash reserve balance sufficient to ensure uninterrupted operations.				
	INITIATIVES	MEASURES	TARGETS	RESPONSIBLE
	4.5.1 Meet annual income over expense budget sufficient to allow for cash reserves	Days of cash on hand	By 7/1/20, cash on hand will be equal to 6 months operating budget	Executive Director and Finance Committee