

Goal	Objective	Senior "Owner"	November 2020 Report to the Strategic and Program Planning Committee	February 2021 Report to the Strategic and Program Planning Committee
Demonstrate that CHC provides access to high quality care to improve the individual health and well-being of individual patients and to improve the health of the population served.	Measure, monitor and improve performance in HRSA required and self-selected quality measures.	Dr. Locke Simons	With our conversion to Epic with OCHIN for our EHR we became a member of the Health Center Controlled Network and benefit from benchmarking our performance on quality measures against that of over 100 other health centers. As of October 2020 we ranked # 22 out of 118 participants in diabetes control and # 53 in colon cancer screening. As both NACHC and OCHIN develop strategies of inclusion and racial justice, we will be incorporating analysis of the racial disparities in our clinical quality measures.	Awarded a HRSA supplemental quality improvement grant for one-time funding in the amount of \$292,500 to improve hypertension control using technology based solutions - i.e. peripheral self-monitoring devices with a majority of our patients with hypertension (controlled and uncontrolled). Project is being implemented through our Quality and Population Health Department.
	Develop and maintain internal resources to support care coordination and improve quality as measured by Medical Loss Ratio and HEDIS measures,	Dr. Locke Simons - designated to Terri Woodrome	We continue to perform in the top 1/3 of CIMS partner health centers. Our Director of Quality and Population Health is an active participant on the Clinical and Care Coordination Committee.	No specific progress to report, though our Quality and Population Health staff are working diligently and should have some good news to announce regarding additional quality incentives in the future.
Address the unmet need for health care services for targeted vulnerable populations.	Develop outreach and patient care model to ensure that patient care services are accessible and culturally appropriate for homeless individuals and families.	Brooke Holloway	We continue to monitor opportunities to serve the homeless population. Due to the availability of grant funding we have focused on: 1) HIV/Aids prevention and care; and 2) pregnancy intervention and contraceptive care.	1) As it relates to our farmworker populations: we are pleased that we have begun offering Covid 19 vaccinations to those who meet the age DHEC eligibility criteria. 2) Through our partnership with Choose Well they have started to offer funding for lower classes of birth control including Depro-Provera and oral contraceptives. We are working on operationalizing that so we will be able to extend this service to our uninsured and low income populations that qualify. 3) We continue to meet the need for PrEP in conjunction with our HIV/Aids provider partners.
	Develop a Controlled Substance Initiative intended to reduce opioid abuse through a multidisciplinary and multidimensional approach including the provision of Medication Assisted Therapy (MAT).	Dr. Locke Simons and Dr. Dominic Mellette	We have re-engaged with DAODAS and now MUSC in discussions about a collaborative process for providing Medication Assisted Treatment (MAT) for Substance Use Disorder (SUD). The collaborative model we are considering would result in CHC providing the medical oversight with Cornerstone providing the counseling and wrap around services at their locations. The evolution of the treatment models and this collaborative approach may eliminate the need for a physically separate location. Dr. Simons is working with the medical staff to identify providers interested and willing to complete the training (8 hours for MDs) and become waived to provide this treatment. The training is available at no cost through this collaboration.	Demands associated with Covid 19 response have delayed working with the providers on waiver education and an implementation plan for MAT services; however many are interested in becoming waived and offering those services.
Increase capacity/access and expand services system-wide with a focus on meeting the continued demand for services in the Greenwood area.	Add or expand a site in the Greenwood area with a possible focus on same day/urgent care need	Dr. Jason Dahlberg	On hold during pandemic response.	Continuing in a holding pattern on additional family medicine locations until we see how the demand for services and patient utilization patterns settle out on the other side of the pandemic.
	Focus on improving access by enhancing the ability of CHC sites to function as a system of care rather than as independent practices.	Dr. Locke Simons	Medical staff and operations have been working on more efficient transfer of patients who age out of pediatrics.	One naturally occurring consequence of operating in a pandemic has been a lessening of the "turf" lines. In addition, Dr. Dahlberg's scheduling of family medicine providers across various sites has positive impact and Pediatrics has also developed a transition plan to effect a smooth transfer of patients to Family Medicine once they become "young adults."
	Develop telehealth options that are financially viable and appropriate for the patients served.		Continue to monitor the number and percent of our visits that are conducted via telehealth.	Continue to monitor the number and percent of our visits that are conducted via telehealth.
	Expand the network of contract dentists to provide more geographically dispersed access to oral health care for low-income, uninsured, and underinsured adults.		No option to pursue during Covid 19 pandemic.	No option to pursue during Covid 19 pandemic.
Expand the reach of the Department of Pediatrics to: a) reach underserved populations; b) create more convenient access for families in outlying communities; and c) improve overall access to high-quality pediatric care in CHC's service area.	Targeted marketing and outreach to engage adolescents in a primary care medical home.	Dr. Juan Bonita	No specific progress to report regarding adolescents; however, redesign of TCC is underway and we are exploring options related to the addition of one pediatrician.	Addition of Dr. David Bowen, a pediatrician joining the Department in May will increase our capacity to conduct more aggressive outreach and complete more well-child visits. Dr. Bowen will be "floating" to a all pediatric locations as needed.

	Evaluate opportunities to increase access to a pediatric provider at existing CHC practices: McCormick, Saluda, and Abbeville counties.	Dr. Juan Bonetti	No specific progress to report.	Decision has been made to add pediatrics to the services available at Lakelands Family Practice in Laurens County. This will be accomplished by moving one pediatrician (Dr. Chard) from Hometown Pediatrics to see patients on a full time schedule at LFP. Dr. Chard will continue to share practice and hospital call with the Hometown pediatricians. This move is contingent upon the start date of a newly recruited pediatrician currently concluding her residency at Prisma Health in Greenville. The planning has been initiated for the necessary facility modifications, equipment purchasing, and staffing.
	Expand pediatrics to a new site that serves Abbeville/Anderson county corridor.	Paul Grogan	New sites on hold during pandemic.	Unmet need in this geographic area will be re-evaluated during 2022-25 Strategic Planning process.
Expand access and enhance quality through the continued growth of Carolina Community Pharmacy and the CHC Department of Pharmacy.	Integrate pharmacy services into the primary care medical home to achieve optimal clinical benefit.	Dr. Dominic Mellette	Adaptation during pandemic has slowed progress on general integration of clinical pharmacy into medical sites. However, we are exploring the option of using our clinical pharmacists in the deployment of Covid 19 vaccine to the general population.	Though the pandemic has paused our plans for fully integrating clinical pharmacists in our medical sites, the clinical pharmacists are playing a key role assisting with CHC's vaccine clinics.
	Develop third commercial pharmacy site in Clinton.	Paul Grogan	We have recently revisited this and anticipate another review within the next 3 to 6 months.	On hold through pandemic. To be re-evaluated during 2022-25 Strategic Planning process and contingent upon the outcome of proposed health center expansion funding.
	Evaluate contract pharmacy options and implement contract arrangements with strategically selected partners.	Paul Grogan	Added Walgreens which began July 1 and was projected to generate \$25,00 per month	We have entered into a contract with a 3rd party vendor that will help to determine eligibility for specialist prescriptions to be filled by our contract pharmacies. 340B eligibility for prescriptions written by provider not employed by or contracted with CHC required documentation of a referral relationship and evidence that our provider maintains responsibility for overall care of the patient. This 3rd party vendor used a technology solution to identify and document edibility. This will provide additional savings to flow to CHC from our contract pharmacy arrangements.
Expand access to behavioral health services to address the barriers that are preventing CHC patients from receiving needed services	Address critical need for behavioral health counselor for LC4/Hometown Pediatrics.	Sue Veer		
	Explore options in addition to partnership with Beckman Center to maintain and expand behavioral health services.	Sue Veer	Behavioral Health Coordinator has returned from maternity leave and working on hiring up to three additional counselors for the expansion to a fully integrated BH service. Plan to implement as qualified, billable behavioral health professionals are hired and onboarded. Behavioral health webinars for staff (and others) will continue on a monthly basis as will regular virtual office hours. BHC continues to coordinate care and communication with co-located counselors through Beckman.	The recruitment process is underway for the CHC employed behavioral health counselors that will be staffing the integrated services that align with and compliment the services provided by the Beckman counselors assigned to our medical practice sites. A second interview is scheduled with a very strong applicant for the pediatric counselor and if that goes well, we will be extending an offer. Overall we have had 17 applicants with 6 applicants meeting the full criteria for the positions. In addition, the Behavioral Health Coordinator has continued to support staff needs during the pandemic through webinars, office hours, and individual counseling sessions.
Enhance patient and family support services.	Develop a proposal for a pilot peer support group and/or peer support counseling model.	Brooke Holloway	Nothing to report at this time.	Nothing to report in this area but would like to prioritize in upcoming Strategic Planning process.
	Develop and pilot a Family Advisory Council in conjunction with pediatric medical home model.	Brooke Holloway	Nothing to report at this time.	Nothing to report in this area but would like to prioritize in upcoming Strategic Planning process.

Reduce the barriers to recruiting qualified staff and minimize turn-over.	Conduct a comprehensive compensation study and address any identified deficiencies in pay grades and compensation plans.	Paul Grogan	Continuing to use a targeted approach, we recently conducted a comprehensive analysis of the paygrade of our Customer Service Representatives in the Department of Pharmacy. In addition to a general market analysis, the knowledge requirements and job functions were compared to those of the Patient service Representatives in medical sites who are 3 pay grades above. Based on the analysis the paygrade was adjusted and compensation of individuals was adjusted accordingly. It is felt that this will contribute significantly to morale, reduce turnover, and improve hiring ability.	No targeted analysis needed during this reporting period. Pay grade increases for specific position or individuals are dependent upon expanded or changed job responsibilities and require the approval of the relevant senior leader.
	Continue to maintain and enhance effective employee communication using a variety of vehicles.	Brooke Holloway	We have restarted quarterly meetings with managers and supervisors in a virtual format.	Quarterly meeting being planned for March/April.
Ensure the uninterrupted continuation of governance and leadership	Develop staged plan for recruitment and development of new board members.	Sue Veer	4 candidates have been identified. Initial contact has been completed with 2 of them resulting in one being eliminated as a possibility.	No progress on board recruitment but looking forward to implementing an enhanced recruitment strategy following this month's Executive Committee meeting of the Board.
	Continue the development of planned and emergency leadership transition plans for the senior management team and other key leaders.	Sue Veer	Draft Emergency Leadership Transition Plan has been provided to the Executive Committee.	Covid 19 response has redirected time and effort of leadership team; target date for senior manager and key leader emergency transition plans shifted to June 1, 2021.
Provide necessary upgrades to facilities and equipment to support quality and operational effectiveness	Finalize and implement conversion of Pharmacy Information System.	Dr. Dominic Mellette		
	Upgrade to digital x-ray at all sites where radiology is performed.	Miriam Ferguson	Ongoing as resources allow.	Ongoing as resources allow. Health center expansion funds proposed by President Biden may allow for expedited timeline.
	Implement an EKG replacement program.	Miriam Ferguson		
Implement and maintain state-of-the -industry technology that promotes the effective delivery of patient care and supports efficiency of operations.	Facilitate the implementation and maintenance of an electronic health record system that supports the needs of the organization in the current and emerging health care delivery system.	Miriam Ferguson, Dr. Locke Simons, and Paul Grogan	Complete.	