

**2017-18 Strategic Goals and Objectives
2nd QTR Report to the Board of Directors on February 26, 2018**

2017-18 STRATEGIC GOALS AND ACTION PLANS		Green = Implemented and Ongoing	Yellow = Progress since August 5, 2017 report
Strategic Pillars	Goal:	Blue = Completed	Senior Staff "Owner(s)"
Access, Quality	Develop Health Care for the Homeless (HCH) program in Greenwood	<p>Identification of homeless patients currently served</p> <p>Community needs assessment/develop strategic alliances</p> <p>Evaluate feasibility New Access Point (NAP) grant application when opportunity arises versus negotiating financial support from NHHFS which is the HRSAs HCH grantee for Greenwood County.</p>	<p>Full team with Locke Simons and Brooke Holloway serving as lead</p>
	Transition from Migrant Health "clinic" to year-round Farmworker Health Services	<p>Increased outreach</p> <p>Saturday clinics</p> <p>Alliance with neighboring health centers</p>	<p>Brooke Holloway/Locke Simons</p>
			<p>Increased outreach is ongoing and the number of patients seen has grown from 315 reported on the 2015 UDS report to 434 on the 2016 UDS Report completed this month.</p> <p>Plan is to continue Saturday clinics indefinitely as long as demand continues.</p> <p>Migrant Health Coordinator is actively engaged with neighboring health centers, though there is a delicate balance between cooperation and competition.</p>

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<p>Access, Quality</p>	<p>Expand partnership with Beckman Center for Mental Health to cover LC4/Hometown Pediatrics</p>	<p>Sue Veer</p>	<p>Position for LC4 and HTP has been filled. Counselor has begun her orientation with the Beckman Center, and service should be initiated for patients no later than April 1, 2018. Met with Director of the Beckman Center and discussed the addition of a 4th counselor position to serve CHC patients at the McCormick and Calhoun Falls sites, as well as strategies to improve recruitment for this and the TCC position. The Beckman director is exploring options that would be permissible such as adding outreach responsibilities to the positions in order to increase the salary.</p>
<p>Access, Quality, Financial Viability</p>	<p>Increase the reach and scope of pediatric services</p>	<p>Sue Veer/Locke Simons</p>	<p>Fully staffed at TCC. In final interview stage with prospective pediatrician for HTP with move-in to the new building scheduled for April 6-7.</p>
		<p>Locke Simons/Vernon Whitley</p>	<p>Options proposed for 2018-21 Strategic Plan period.</p>
		<p>Brooke Holloway</p>	<p>Implemented a targeted outreach program at TCC that resulted in a record 234 adolescent well visits in the month of July! This is proposed as a target population for 2017-18 and into the 2018-21 Strategic Plan period.</p>
			<p>Implemented.</p>
		<p>Brooke Holloway</p>	<p>No direct support for LC4. Negotiated enhanced terms for pediatric call coverage with an effective date of October 2017.</p>

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Access, Financial Viability	Continue long-range planning with GHS/LCMH for Phase 2 of LC4	Secure ongoing financial support for growth of LC4 from GHS	Sue Veer	GHS has initiated quarterly meetings with CHC leadership. These ongoing meetings establish an effective platform to outline the need for additional financial support if LC4 is ever to expand to Phase 2 with an off site location for established patients, allowing increased capacity for same day care at the hospital based site.
Quality	Develop clinical pharmacy integration in primary care medical sites		Locke Simons/Dominic Mellette	Multidisciplinary team made a 2-day site visit to another health center to examine their model program. We have begun incorporating some of the program elements, particularly as it relates to our substance abuse initiatives; however, the development and implementation of a full-scale integration plan is contingent upon reaching full staffing in the pharmacy.
Technological Excellence, Financial Viability	Select and implement new pharmacy POS/IT	Following implementation of new POS/IT system develop enhanced customer service functions	Miriam Ferguson/Paul Grogan/Dominic Mellette	Contract finalized and entering implementation phase.
Access, Business Development, Financial Viability	Pursue partnerships with payers and other provider entities for the provision of pharmacy services	Develop partnerships with Clinica Igratis and United Ministries.	Sue Veer/Dominic Mellette	Complete and implemented.
Efficiency and Effectiveness	Develop 5-year facilities and equipment improvement plan	Immediately identified needs include: Digital x-ray EKG replacement plan Renovations at RSFP Renovations at SFP Exterior enhancement for LFP	Paul Grogan/Miriam Ferguson	Overarching plan developed by Facilities Manager Digital xray has been installed and implemented at both Uptown Family Practice and McCormick Family Practice. Ridge Spring and Lakelands Family Practices will follow as funding is identified. Plan to implement replacement of EKGs on cycle based oldest purchase date. In process. In queue following RSFP. Continuing

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Financial Viability	Support financial viability through effective financial management	Continue operating cash growth	Paul Grogan/Sue Veer	Focus has been on Medicaid reimbursement conversion. We have achieved the best possible result in terms of the reimbursement rate and will monitor impact of payment lag on cash position.
		Develop capital budget plan and process		Completed and pending review at management team meeting scheduled for March 1, 2017.
		Develop additional advanced financial analytics		Continue to work with analytics partner to refine the accuracy and use care of the ClinView Dashboard.
Workforce Development, Efficiency and Effectiveness, Governance and Leadership	Maintain optimal staffing and Infrastructure consistent with priority areas	Complete a detailed compensation study - critical need	Paul Grogan/Brooke Holloway	Modified approach and have conducted internal compensation studies on targeted positions.. Also adopted a annual review plan for all salary scales.
		Develop a position control system	Brooke Holloway	Complete and implemented.
		Add capacity to manage clinical support staff performance	Miriam Ferguson	Added full-time Director of Support Services who is fully orientated and has assumed full responsibilities for the duties.
		Infrastructure development for care coordination and population health management	Full team with Sue Veer as lead	A Care Coordination Work Group has been convened with Miriam Ferguson facilitating; however, progress will be slowed due to the resignation of our Program Manager for Quality and Population Health. The position has been posted and is being advertised.
Access, Quality, Financial Viability, Workforce Development	Establish and continually manage a provider recruitment and retention plan that ensures optimal medical capacity at all sites	Enhance infrastructure capacity to support provider recruitment and contracting process	Sue Veer/Locke Simons	An experienced Credentialing and Contract Management Specialist has been hired and is fully oriented and has assumed the responsibilities of the job. Technology solutions have been vetted and a software program to support this work has been selected and is in the process of being implemented.

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	Establish plan for structured and regular communication with potential recruitment channels		Leadership team has discussed adding support for provider recruitment to the responsibilities of the Credentialing and Contract Management Specialist and plan as she gets the necessary systems in place to manage the other two main components of her job. She has assumed the role of "gatekeeper" for all provider contract documents, has brought them all up to date and established a file of all currently approved contract documents. She is also coordinating with our attorney to complete a full review of the provider contract package.
Workforce Development	Maintain effective workforce and positive work environment	Sue Veer/Brooke Holloway	Continue to reference responses to surveys in ongoing employee communication as appropriate.
	Implement response plan for 2015 employee survey and institute plans for follow-up surveys	Brooke Holloway	Leadership "book club" and management development training have merged to form an effective training vehicle.
	Develop a defined supervisory/management training plan	Brooke Holloway	The 40th Anniversary Gala was a huge success with the employees. The "Health Center Happenings" and "Wellness Wednesday" publications receive very positive reviews. The next event of note is Dancing with the Greenwood Stars on April 14, 2018. CHC will have a dance team consisting of 12 employees competing and our sponsorship package provides 32 seats at the event. Of note, we have begun the process to conduct our bi-annual workplace survey and will update the Board on the timeline at the March meeting.
	Enhance employee activities		