

2018-21 Strategic Plan
June 2018 Report to the Strategic Planning Committee of the Board of Directors

<u>Goal</u>	<u>Objective</u>	<u>Senior "Owner"</u>	<u>June Report to Strategic Planning Committee</u>
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	Ongoing activities of the QI Committee and regular reporting of quality measures to BOD.
	Develop and maintain internal resources to support care coordination and improve quality as measured by Medical Loss Ratio and HEDIS measures,	Miriam Ferguson	Expanded QI Coordinator position to upper management role: Director of Quality and Population Health. Position filled with experienced candidate from payer community.
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	
	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	Exzavious "Zay" Sanders was hired as the Behavioral Health Specialist. Controlled Substance Initiative will most likely result in new directives as well as additional funding.
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	Dr. Dahlberg continues to evaluate possible opportunities for a same day/clinic overflow location.
	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	
	Develop telehealth options that are financially viable and appropriate for the patients served.	Dr. Locke Simons	Pilot site for VA program for PTSD.
	Expand the network of contract dentists to provide more geographically dispersed access to oral health care for low-income, uninsured, and underinsured adults.	Paul Grogran w/ help from Brooke Holloway	

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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. Monthly basis: "Adolescent months"	Dr. Juan Bonetti	2nd focused month of outreach resulted in approximately 300 adolescent well visits.
	Evaluate opportunities to access to a pediatric provider at existing CHC practices: McCormick, Saluda, and Abbeville counties.	Dr. Juan Bonetti	
	Expand pediatrics to a new site that serves Abbeville/Anderson county corridor.	Paul Grogan	
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. Still looking to fill this position, previous candidate did not accept offer.	Dr. Dominic Mellette	Contingent upon adequate staffing - 1st interview conducted.
Property looks viable. Would like for LC4 to be same day only. Lauren's approached CHC about a possibly joint venture w/ this location. - Co-located pharmacy w/ primary care. We would like to see if they would consider letting us manage/run all primary care w/ pharmacy. This could lead to additional 10 providers. Physicians might remain GHS employees but work in <u>OUR</u> facility.	Develop third commercial pharmacy site in Clinton. Waiting to meet with Lauren's group before making announcement.	Paul Grogan	Due diligence on property underway. GHS/Laurens County Hospital has expressed interest in a collaborative site development project. Mail order prescriptions. Would mean our prescriptions but THEY manage. We would share the savings through a dispensing fee. Focus = specialty drugs.
	Evaluate contract pharmacy options and implement contract arrangements with strategically selected partners.	Paul Grogan	First contract initiated and currently being implemented. Have engaged Atria - a third party administrator - to conduct our independent audit with the goal of evaluating the possibility of using them to develop and administer additional contract pharmacy agreements.
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. We have hired someone to split time between McCormick & Calhoun Falls. We are now fully filled in terms of employees.	Sue Veer	Position filled.

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	Explore options in addition to partnership with Beckman Center to maintain and expand behavioral health services.	Sue Veer	All approved position filled and continuing to discuss enhanced service options with the Beckman Center as those emerge.
Enhance patient and family support services.	Develop a proposal for a pilot peer support group and/or peer support counseling model.	Brooke Holloway	
	Develop and pilot a Family Advisory Council in conjunction with pediatric medical home model.	Brooke Holloway	
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	
	Continue to maintain and enhance effective employee communication using a variety of vehicles.	Brooke Holloway	Triennial employee survey in the development process. CEO initiated "Monday Messages." Small, but meaningful changes.
Ensure the uninterrupted continuation of governance and leadership	Develop staged plan for recruitment and development of new board members.	Sue Veer	
	Continue the development of planned and emergency leadership transition plans for the senior management team and other key leaders.	Sue Veer	
Provide necessary upgrades to facilities and equipment to support quality and operational effectiveness	Finalize and implement conversion of Pharmacy Information System. - Up and complete.	Dr. Dominic Mellette	Conversion complete.
We would like to be ALL digital. Paul will look into pricing and options.	Upgrade to digital x-ray at all sites where radiology is performed.	Miriam Ferguson	Conversion to digital x-ray complete at Uptown and McCormick Family Practices. Other practices will be converted as funding allows.
	Implement an EKG replacement program.	Miriam Ferguson	Complete.
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	Needs assessment conducted with an initial group of five vendors selected for consideration. Field of options has been narrowed to 2 vendors with three possible models of implementation.