



CAROLINA HEALTH CENTERS, INC.

2022-25 STRATEGIC PLAN

DRAFT RECOMMENDATIONS TO BOARD OF DIRECTORS)

Mission Statement:

After discussion and consideration of several drafts, the leadership and Strategic and Program Planning Committee (SPPC) submit the following as their recommendation:

Carolina Health Centers, Inc. provides exceptional primary and preventive healthcare, including patient education and support, treating everyone with equity, respect, dignity, and compassion.

Vision Statement:

After discussion and consideration of several drafts, the leadership and SPPC submit the following two versions for consideration and selection by the full Board:

The vision of CHC is a future where health and wellness are a priority, barriers to health care do not exist, and every person receives the health care that meets their specific needs.

The vision of CHC is a health care system where equitable access to comprehensive, high quality, and patient-centered primary and preventive health care is the norm.

Statement of Corporate Values:

Per the discussion at the Board Strategic Planning Retreat, the corporate values have been expanded to include additions felt by the majority to be essential to the organizational culture we seek to promote. Consistent with discussion at the retreat, these have been expressed as single words with a crosswalks to definitions that will be used for employee onboarding, training, and accountability. The leadership and SPPC recommend their adoption as written.

Respect	<p>Respect is the guiding principle for all of our corporate values.</p> <p>Respect is the belief that all people have inherent worth and deserve equal rights and equitable treatment. When we act with respect we: a) acknowledge each person's worth and dignity; b) demonstrate empathy for every person's life situation; c) listen to and encourage the input and opinions of others; d) validate other's contributions; and e) avoid gossip, teasing, and judgmental statements and behavior.</p>
Honesty	<p>Honesty means we act with sincerity and are truthful in what we say and do. We always tell the truth, try to never deceive others, and never break the law.</p>
Integrity	<p>Integrity literally means “wholeness of character.” It means that we always strive to do the right thing in a reliable and trustworthy way. The person with integrity has a moral compass that points him or her in the right direction – a direction from which they don’t waiver.</p>
Openness	<p>Openness means that employees will be informed about the performance of the organization, our plans for the future, and how they may be impacted by those plans. Except in those cases where prohibited by laws, regulations, or ethical standards, we will make every effort to seek input and explain the reason behind our decisions. Openness also means that we will seek and be receptive to new thoughts, ideas, and alternate perspectives.</p>
Transparency	<p>Transparency means that as individuals we are real about who we are with both ourselves and with others. We invite trust by not gossiping about others or operating with hidden agendas. We also promote trust by responding to the truths of others with respect and without judgment or retribution. Transparency does not invalidate our right to personal privacy, or our responsibility or respect the privacy of others.</p>
Diversity	<p>Diversity means that we will recognize, understand, and celebrate our unique differences along the dimensions of race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs, political beliefs, or other ideologies. At the same time, we will embrace the fact that, like a beautiful tapestry woven from different threads, together we can be strong and stunning!</p>
Equity	<p>Equity refers to fairness and justice and is different than equality. Whereas equality means providing exactly the same to</p>

	all, equity recognizes that we are not all in the same place. Equity is about leveling the playing field and allocating our resources in a way that provides everyone with the opportunity for an equal outcome.
Inclusion	Inclusion means that we value and seek to integrate into our environment the presence, perspective, and contributions of all people. We will actively seek to ensure that people who have been historically excluded and marginalized will be included in all the services we provide and assimilated into who we are as an organization.
Stewardship	Stewardship is the responsible and careful management of those things entrusted to our care. The things entrusted to us may be tangible such as financial resources. Or they may be intangible such as the confidence placed in us to do what’s right for our patients and the communities we serve, or the expectation of a fair and just workplace. All those things entrusted to us – tangible and intangible – we will manage with wisdom and compassion, as well as a commitment to the continual growth and development of the organization.
Innovation	From the Latin “innovatis” or “to renew” innovation means that we will embrace a process of continual and ongoing renewal. We will seek new ways to solve important and meaningful problems, making us more efficient and effective. We will be on the cutting edge of new developments and emerging technologies that enable us to continually expand access to care and improve the health of our patients and the communities we serve.

Four Pillars of Organizational Excellence:

The four pillars represent the areas in which Carolina Health Centers must excel in order to fulfill its mission and achieve its vision.

1 People

2 Service

3 Resources

4 Growth

Strategic Framework

This framework represents the strategic domains around which Carolina Health Centers, Inc. develops the strategic goals, objectives and action plans that direct and guide the decision making and ongoing operations of the organization.

<u>Strategic Domain:</u>	<u>Description:</u>
Access	Promote access to comprehensive, high-quality primary and preventive health care for everyone regardless of socioeconomic and demographic barriers.
Quality	Strive to continually improve the quality of care provided and improve the individual health and well-being of our patients and the health status of the communities we serve.
Financial Viability	Ensure continued financial viability to support the long term perpetuation and growth of the organization.
Technological Excellence	Pursue technological excellence as a means to achieve excellence in all endeavors.
Efficiency and Effectiveness	Ensure that all clinical, business, and support operations are performed with optimal efficiency and effectiveness.
Business Development	Promote and enhance business development through widespread awareness and acceptance of CHC as the health care home of choice throughout the communities served and through new business models and partnerships.
Effective Workforce	Retain an effective workforce that is competent, compassionate, committed to CHC and the patients served, and which consistently promotes the company's mission and upholds the company's values.
Compliance	Maintain compliance with the organization's mission, vision, and values as well as all applicable laws, regulations, and codes of conduct.
Advocacy and Social Responsibility	Serve as an advocate promoting public policy and adopting socially responsible corporate practices that lead to a healthier future for the communities served.
Governance and Leadership	Ensure highly effective governance and leadership that is well positioned to respond to the needs of the communities served.