

Carolina Health Centers, Inc.
2022-25 Strategic Plan Goals and Objectives

	<u>Goal</u>	<u>Objective</u>	<u>Senior Owner</u>
1.a	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
1.b		Develop and maintain internal resources to support care coordination and improve quality as measured by Medical Loss Ratio, HEDIS measures, and other applicable criteria that may be identified.	Dr. Locke Simons
1.c`		Implement a plan to eliminate gaps in health care equity that have been identified through data on access and quality outcomes.	Dr. Locke Simons
2.a	Address the unmet need for health care services for targeted vulnerable populations.	Expand and enhance outreach and collaboration to a) support the care the persons living with HIV/AIDS; b) increase prevention strategies including the use of PrEP; and c) support HRSA's initiative to end the HIV/AIDS epidemic.	Dr. Jason Dahlberg,
2.b		Continue Controlled Substance Initiative intended to reduce opioid abuse through a multidisciplinary and multidimensional approach. Ensure patient access to comprehensive Medication Assisted Therapy (MAT) that is integrated into the primary care medical home model.	Dr. Locke Simons
3.a	Increase capacity/access and expand services system-wide with a focus on meeting the continued demand for services in the Greenwood area.	Expand Village Family Practice to accommodate additional 1.0 FTE provider by 2023.	Paul Grogan, Miriam Ferguson (expansion) and Locke Simons (provider staffing)

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3.b		Continue to monitor potential need for same day/overflow capacity and evaluate opportunities that present.	Dr. Locke Simons, Dr. Jason Dahlberg, and Paul Grogan
3.c		Provide financially viable telehealth options appropriate to patient need and preference.	Dr. Locke Simons
4.a	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.	Complete redesign and transformation of The Children's Center to support increased capacity and comprehensive team-based care model.	Miriam Ferguson and Paul Grogan
4.b		Convert Lakelands Family Practice to Lakelands Family Medicine and Pediatric Center and add pediatrics (1.0 FTE provider).	Miriam Ferguson and Paul Grogan
4.c		Relocate Hometown Pediatrics to accommodate current and the potential for increased demand and correlated provider capacity. (Location TBD - see Objective 7.a)	Miriam Ferguson and Paul Grogan
5.a	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. Primary focus areas for clinical integration include: a) Objective 2.a HIV/AIDS and PrEP; b) Objective 2.b MAT services; and c) clinical support for Medicare Annual Wellness Visits.	Dr. Dominic Mellette
5.b		Implement PharmD facilitated disease management at two pilot sites through collaborative relationship with Presbyterian College School of Pharmacy.	Dr. Dominic Mellette
5.c		Develop third commercial/community pharmacy location in Clinton.	Dr. Dominic Mellette

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6.a	Expand access to behavioral health services to address the barriers that are preventing CHC patients from receiving needed services	Expand integrated behavioral health model to additional CHC practice sites as indicated by demand for services and supported by available resources.	Dr. Locke Simons
6.b		Implement regular meetings, shared reporting, and exchange of patient care information in order to optimize the collaborative practice model with Beckman Center for Mental Health.	Dr. Locke Simons
7.a	Ensure that facilities and services in the Clinton area of Laurens County are able to meet current demand and future growth.	Adopt a coordinated approach to addressing Objectives 4.c and 5.c that also considers capacity for family medicine and the long term viability of LC4 lease arrangement.	Paul Grogan
8.a	Enhance support services to patients and families with special needs and	Develop peer support models for patient and family support and to enhance work with vulnerable populations.	Brooke Holloway
9.a	Maintain an optimal workforce to meet current patient care and business need and position the organization for future growth and expansion of services.	Develop and implement plans with the educational system (including residency training programs) to educate, engage, and secure commitments from potential future employees.	Brooke Holloway
9.b		Implement activities that provide a learning environment and promote the active engagement of the workforce at all levels in fostering an equitable, inclusive, and respectful workplace.	Brooke Holloway and Miriam Ferguson
10.a	Maintain a corporate culture and a corresponding public profile that positions CHC as a patient centered organization that is a great place to work.	Conduct a triennial employee experience survey and develop a response plan and follow up communication plan based upon the findings.	Sue Veer and Brooke Holloway

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10.b		Conduct regular reviews of online Patient Experience Survey and maintain surveillance of social media outlets to identify opportunities for improvement as well as public relations testimonials	Brooke Holloway
11.a	Ensure the uninterrupted continuation of governance and leadership	Expand recruitment of prospective board members to include public advertising and direct solicitation of candidates from business and civic organizations that represent identified demographics or skill sets.	Sue Veer
11.b		Continue the development of planned and emergency leadership transition plans for the senior management team and other key leaders.	Sue Veer
12.a	Maintain the infrastructure necessary for current business operations and to position the organization for continued growth and development.	Provide necessary upgrades to facilities and equipment to support access, quality, and operational effectiveness.	Miriam Feguson and Paul Grogan
12.b		Implement and maintain state-of-the -industry technology that enables responsiveness to emerging standards of patient care and supports efficiency and effectiveness of operations.	Miriam Ferguson