



2018-21 STRATEGIC PLAN

MANAGEMENT TEAM RECOMMENDATIONS TO THE BOARD OF DIRECTORS

VISION:

Carolina Health Centers offers comprehensive, high-quality primary care and patient support services to improve health, well-being, and quality of life throughout the communities we serve.

MISSION:

Carolina Health Centers removes barriers to health care, supporting healthy communities where everyone has a patient-centered medical home.

VALUES:

*Honesty
Integrity
Openness*

*The Pursuit of Individual and Collective Excellence
Mutual Respect and Appreciation*

STRATEGIC PILLARS:

These pillars represent the principles around which the governance and leadership of Carolina Health Centers, Inc. develops the strategic goals, objectives and action plans that will provide guidance and direction in the decision making and ongoing operation of the organization.

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.

GOALS AND OBJECTIVES FOR 2018-21 (FISCAL YEARS)

JUNE 1, 2018-MAY 31, 2021

	Goal:	Objective	Action Plan	Senior Leader "Owner"
1	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.	<p>Measure, monitor and improve performance in HRSA required and self-selected quality measures.</p> <p>Develop and maintain internal resources to support care coordination and improve quality as measured by Medical Loss Ratio and HEDIS measures,</p>		Dr. Locke Simons Miriam Ferguson
2	Address the unmet need for health care services that are accessible and culturally appropriate for homeless individuals and families.		Brooke Holloway	
3	Increase capacity to meet the continued demand for services in the Greenwood area.	<p>Add or expand a site in the Greenwood area with a possible focus on same day/urgent care need.</p> <p>Focus on improving access by enhancing the ability of CHC sites to function as a system of care rather than as independent practices.</p>		Dr. Jason Dahlberg Dr. Locke Simons
4	Expand the reach of the Department of Pediatrics to: a) reach underserved	Targeted marketing and outreach to engage adolescents in a primary care		Dr. Vernon "Chuck" Whitley

	<p>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.</p>	<p>medical home.</p>	
	<p>Evaluate opportunities to access to a pediatric provider at existing CHC practices: McCormick, Saluda, and Abbeville counties.</p>	<p>Expand pediatrics to a new site that serves Abbeville/Anderson county corridor.</p>	<p>Dr. Vernon "Chuck" Whitley</p>
			<p>Paul Grogan</p>
<p><u>5</u></p>	<p>Expand access and enhance quality through the continued growth of Carolina Community Pharmacy and the CHC Department of Pharmacy.</p>	<p>Integrate pharmacy services into the primary care medical home to achieve optimal clinical benefit. Develop third commercial pharmacy site in Clinton.</p>	<p>Dr. Dominic Mellette Paul Grogan</p>
		<p>Evaluate contract pharmacy options and implement contract arrangements with strategically selected partners.</p>	<p>Paul Grogan</p>
<p><u>6</u></p>	<p>Expand access to behavioral health services to address the barriers that are preventing CHC patients from receiving needed services</p>	<p>Address critical need for behavioral health counselor for LC4/Hometown Pediatrics. Explore options in addition to partnership with Beckman Center to maintain and expand behavioral health services.</p>	<p>Dr. Locke Simons Sue Veer</p>
		<p>Develop a proposal for a pilot peer support group and/or peer support counseling model.</p>	<p>Brooke Holloway</p>
<p><u>7</u></p>	<p>Enhance patient and family support services.</p>		

		Develop and pilot a Family Advisory Council in conjunction with pediatric medical home model.		Brooke Holloway
<u>8</u>	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
<u>9</u>	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
<u>10</u>	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
		Implement an EKG replacement program.		Miriam Ferguson

