

Brooke's notes:

- Mission/Vision (Revise)
 - Mission: CHC offers comprehensive primary care and patient support services to improve health, well-being, and quality of life throughout the communities we serve.
 - Vision: CHC removes barriers to health care, supporting healthy communities where everyone has a patient centered medical home.
 - Sue to send out email to full Board for input.
- Expansion/Capacity
 - Board is concerned about issues w/internal access i.e., not being able to be seen at multiple CHC sites or by multiple CHC providers if needed.
 - Need to address in-system referrals/appointments
 - “Patient-centered,” not “Provider-centered”
 - Develop an Access Policy
- Look at innovative models with behavioral health, e.g., more creative partnership models w/ Beckman. Possibly put together a behavioral health workgroup to include Board Members Kim and Greg.
- When asked to identify the most important/critical barrier to care, the Board identified in-system referrals/appointments (access).

Kelly's notes:

1. Barriers to Care identified by Staff and Board (prioritized by Board):
 - a. Provider and Staff Recruitment and Retention ****
 - b. Patient Access to System
 - i. Paperwork **
 - ii. Access to Physician
 - c. Ongoing patient and peer support **
 - d. Succession Plan for Board
 - e. Pediatrics expansion
 - i. Additional capacity
 - ii. Additional location
 - f. Family practice additional capacity – focus on same day care in Greenwood
 - g. Pharmacy
 - i. Additional capacity in Greenwood
 - ii. Additional location
 - h. Behavioral health provider access

- i. Adolescent checkups
- j. Adolescent and other patient STD screening
- k. Care Coordination
- l. Transportation
- m. Spanish Speaking Staff

2. Next steps in the Strategic Planning Process:

- a. Strategic Planning Committee Meeting – September
- b. Strategic Plan draft presented to Board – October Board meeting
- c. Board Vote on Strategic Plan –November Meeting

Sue’s notes:

Vision/Mission:

(Approved via email vote of the Board of Directors closed on August 18, 2017)

	<u>Current</u>	<u>Proposed</u>
<u>Vision:</u> Desired future state – what the organization strives for	<i>Healthy communities in which everyone has access to a patient centered medical home where comprehensive, high-quality primary health care is provided with dignity, respect, and compassion.</i>	<i>Carolina Health Centers removes barriers to health care, supporting healthy communities where everyone has a patient-centered medical home.</i>
<u>Mission:</u> What the organization is doing to achieve the vision	<i>Carolina Health Centers, Inc. is a community-based, non-profit health care organization dedicated to building healthy communities and improving the individual health, well-being, and quality of life for each person we serve.</i>	<i>Carolina Health Centers offers comprehensive, high-quality primary care and patient support services to improve health, well-being, and quality of live throughout the communities we serve.</i>

Values:

- Discussion suggested that the Board would like to see more descriptive values statements that suggest what behaviors are demonstrative of those values. Not necessarily in disagreement with the current values (below). But suggest further development:
 - Honesty
 - Integrity

- Openness
- The pursuit of individual and collective excellence
- Mutual respect and appreciation
- Need to review with board the full “philosophy and commitment” statement and customer service standards that were approved in 2010. This may serve as a starting point for recommended revisions.

Philosophy and Commitment

- As a company and as individuals we **value** honesty, integrity, openness, the pursuit of both individual and collective excellence, and unwavering mutual respect and appreciation.
- We are **committed** to being **good stewards** of the resources that have been entrusted to us and using those resources to:
 - Provide high quality primary care in a compassionate and patient-focused manner;
 - Connect people to a medical home;
 - Equip our patients with the knowledge, ability, and motivation to make healthy choices and live healthy lives;
 - Eliminate barriers caused by various socio-economic and geographic factors that may prevent people from having access to health care;
 - Continually improve the quality of care and service we provide; and
 - Become the health care provider of choice for people of all ages.

CHC Service Standards

Carolina Health Centers, Inc. is committed to providing exceptional care and service.

Our statement of service standards identifies the qualities and behaviors we expect employees to demonstrate in all interactions with patients, families and each other.

It is our promise to be:

Service Standard: Respectful

- We will acknowledge that our patients are the reason we exist and appreciate that they have chosen us as their health care home;
 - We will treat patients and families as partners and valued members of the health care team;
 - We will respect differences in values, cultures, beliefs, and ages, and will incorporate our awareness of these differences into all our daily practices;
 - We will respect the dignity of all and will show empathy and consideration in our words and actions; and
 - We will protect the confidentiality of information and privacy in the workplace by limiting discussions of confidential information to appropriate, private locations and being careful where personal conversations take place.
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Service Standard: Responsible

- We will maintain a safe, clean, and aesthetically pleasing environment for the benefit of our customers, our colleagues, and ourselves;
 - We will adhere to the highest standards of excellence, operating within the sphere of our knowledge, ability, and scope of practice;
 - We will be good stewards of the resources entrusted to us including our time.
 - We will remain committed to our mission and vision, and
 - We will conduct ourselves and our business with honesty and integrity.
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Service Standard: Responsive

- We will acknowledge our customers with a warm and welcoming attitude;
 - We will identify the organization, ourselves, our position, and offer assistance without being asked;
 - We will offer information and explanations in terms our customers understand and relate to;
 - We will accommodate the needs and expectations of our customers whenever possible; and
 - We will own a question, concern, or problem until it is resolved.
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Strategic Pillars:

While the Board did not specifically discuss these pillars, there was nothing to indicate that this did not remain a solid framework around which to organize future strategies, goals and objectives:

- I. **ACCESS:** Promote access to comprehensive, high-quality primary and preventive health care for everyone regardless of socioeconomic and demographic barriers.
- II. **QUALITY:** 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.
- III. **FINANCIAL VIABILITY:** Ensure continued financial viability to support the long term perpetuation and growth of the organization.
- IV. **TECHNOLOGICAL EXCELLENCE:** Pursue technological excellence as a means to achieve excellence in all endeavors.
- V. **EFFICIENCY AND EFFECTIVENESS:** Ensure that all clinical, business, and support operations are performed with optimal efficiency and effectiveness.
- VI. **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.
- VII. **EFFECTIVE WORKFORCE:** Retain and 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.
- VIII. **COMPLIANCE:** Maintain compliance with the organization's mission, vision, and values as well as all applicable laws, regulations, and codes of conduct.
- IX. **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.
- X. **GOVERNANCE AND LEADERSHIP:** Ensure highly effective governance and leadership that is well positioned to respond to the needs of the communities served.

Management Team recommendations based on needs assessment:

The board's input regarding future strategic objectives was in large part consistent with the recommendations that were submitted by the management team in advance of the retreat. I have highlighted in yellow those areas that seemed to be the most strongly supported. I have also added and highlighted in green additional recommendations that I took away from the board discussion:

Expansion Sites - Department of Family Medicine:

Recommendation: Expand an existing site or open an additional family medicine site in the immediate Greenwood area.

- Focus additional capacity on same day access to care.
- Improve access by shifting the provider culture to operating more as a system of care than individual provider practices.

Rationale: Despite efforts to manage demand using a systems approach – i.e. redirect new patients to outlying sites with excess capacity – the practice sites in the immediate Greenwood area continue to be in the greatest demand and grow to capacity quickly. CHC’s Department of Family Medicine has developed a strong relationship with the Self Healthcare Family Medicine Residency Program, with the Greenwood practices serving as residency training sites. This has enhanced our ability to recruit graduating family medicine residents to meet the continued growth in demand in the Greenwood area, as many of these residents are interested in remaining in the community.

Expansion Sites – Department of Pediatrics:

Recommendations: Option # 1: Additional pediatric location(s) with optimal target locations in rank order being: a) Honea Path or other location bordering or in Anderson County; b) Abbeville/Abbeville County.

Recommendations: Option # 2: Expand pediatric services at an existing satellite family medicine site by having a pediatrician rotate to that sight on a scheduled basis. This would focus on increasing convenient access to well-child care in outlying area(s), which could have collateral benefit in terms of meeting HEDIS quality measures for insurance plans. Care should be taken to implement this option in collaboration with the family medicine providers to ensure they maintain the desired balance of adult and pediatric patients in their practice. Suggested satellite site based on origin of patients using The Children’s Center: McCormick Family Practice. One benefit of this strategy is that it could be implemented as a pilot.

Rationale: We continue to see steady increases in the demand for pediatric services. This coupled with the need for more convenient access for families living in communities outside of Greenwood and the enhanced focus on well-child care by 3rd party payers suggests that the continued growth of pediatric services is both necessary and viable. This is supported by the ongoing monitoring of information from families entering and exiting CHC’s existing pediatric practices.

Expansion Sites – Department of Pharmacy:

Recommendation – Option # 1: Open an additional community pharmacy site in Abbeville, SC.

Rationale: One strategic approach to expanding pharmacy services is to open an additional pharmacy site that would draw business away from – thereby increasing capacity at CCP-NW, which is currently operating at full capacity with no reasonable options for expansion. If the strategic goal is to free-up capacity at CCP-NW the most logical and potentially viable target location based upon current market patterns is Abbeville.

Recommendation – Option # 2: Open an additional community pharmacy site in Clinton, SC.

Rationale: CHC operates 3 medical sites in Laurens County, one of which has the highest volume of prescription site deliveries. In addition, a significant volume of retail (non-340B /health center patient) customers travel from the Clinton area to use the Greenwood CCP locations. The combination of a significant capture-rate of in-house prescriptions and the potential to garner additional retail business support this option. A retail pharmacy presence in Clinton may move some volume from the Greenwood sites, thereby opening some (but probably minimal) capacity. An additional consideration for this option is the fact that CHC now owns a property that may be sufficient for expansion to include a pharmacy.

Target Populations and Services:

Adolescents

Homeless Individuals and Families

Behavioral health services – given the difficulty our community partner has in filling vacant position and the lack of flexibility in service that is allowed in the existing model, CHC should consider exploring a variety of options for expanding behavioral health services including bringing it in-house if that is the most efficacious model. This should not be done without exploring potential solutions with our existing community partner, an effort that may be assisted by board members with former ties to the agency.

Other Initiatives:

The development of a peer support initiative: CHC serving as the coordinating structure for targeted peer support groups as families of children with special needs, mothers with post-partum depression, etc.