

Fauquier Free Clinic, Inc.

Strategic Plan

2022-2024



*Adopted by the Board of Directors:
December 3, 2021*

INTRODUCTION TO THE STRATEGIC PLAN

A Message from the Board President and Executive Director

Fall 2021

The Free Clinic Board of Directors and the clinic team are proud to share this Strategic Plan with our community, which will guide our efforts for the next three years. This plan comes at an especially challenging time for our patients and for our health care system, which has been stressed by a global and local pandemic for an extended period. Demand for our services has never been higher, and the patients we serve have experienced illness, income loss, hunger, housing insecurity, and severe stresses of all kinds.

Feedback from our community partners, our volunteers and staff, other health care providers, and especially our patients drove the development of this plan. The response when we asked for input was tremendous and gratifying. The hallmark of a good strategic plan is a short but ambitious set of goals. The plan anticipates expansion for women's health care needs and advanced dental care, and for general program growth and infrastructure support. We believe that the plan here will be hard work, will expand services to address important shortfalls, and will lead to a stronger and more resilient clinic.

The Fauquier Free Clinic began over a quarter century ago as a grassroots response to local families who lacked needed health care services. Those families still need our help so that this community can be healthy and thrive. The plan that follows represents our best effort to continue meeting those needs.



Caroline Riley
Board President



Rob Marino, MSW
Executive Director

EXECUTIVE SUMMARY OF THE STRATEGIC PLAN

Process and Highlights

In February 2021, the Board of Directors of Fauquier Free Clinic (FFC) voted to proceed with an organizational strategic planning process. (Planning activities had been postponed from 2020 due to the global health crisis caused by COVID-19.) The planning process was designed to span the eight-month period of May-December 2021. This resultant Strategic Plan covers the three-year period of January 2022 through December 2024.

The Clinic leadership determined that thorough planning needed to be informed with the voices of its many community stakeholders and partners, and most importantly, its patients. A Planning Consultant was engaged to ensure comprehensive community and patient input, to facilitate planning meetings, and to guide the construction of a valuable Plan.

During the months of May, June, and July, both a Stakeholder Survey and a Patient Satisfaction Survey were developed, implemented, summarized, and studied. Summaries of the input gleaned from these surveys are presented in this document, beginning on Page 5. The extensive survey data provided both a starting point and a horizon for the planning that followed.

Planning kicked-off with a full-day retreat of the entire Board of Directors and the Executive Director, held on Saturday, August 28th. The retreat was highly interactive, and included a review of survey results and candid discussion of organizational Strengths, Weaknesses, Opportunities, and Threats. Organizational Vision, Mission, and Values were revisited and revised slightly. Finally, all of this information was assimilated into a preliminary set of Three-Year Goals.

The retreat was followed in September by two virtual meetings of a six-member Strategic Planning Committee established by the Board of Directors. The Committee refined the seven main Goals, and developed two to four Objectives for each Goal. The Objectives were SMART (Specific, Measurable, Achievable, Realistic, and Time-Bound). A timeline was created spanning the three years of the Plan. Lastly, the Executive Director developed an accompanying Action Plan, which outlines the specific actions, responsible parties, target dates, and evaluative measures for each of the Objectives. The Board also approved a Plan tracking dashboard and methodology in order to stay abreast of achievements, roadblocks, and any necessary changes to the Plan.

A draft of the Strategic Plan was presented to the full Board in October 2021. The Board formally approved the Plan on December 3, 2021. The final Plan is informed by those most impacted, grounded in the realities of what can be achieved, and fueled by the unanimous desire to aspire for excellence.

SUMMARY OF STAKEHOLDER AND PATIENT INPUT

Survey Highlights

STAKEHOLDER SURVEY

In May 2021 the leadership of Fauquier Free Clinic (FFC) initiated a survey of clinic stakeholders in order to inform their strategic planning. An 11-item questionnaire was emailed to 144 community stakeholders representing a broad spectrum of affiliations and partnerships. In total, 74 individuals completed and returned the survey, providing a large and diverse respondent pool. Responses were anonymous to maximize candor.

A slight majority of respondents believed that FFC should expand income eligibility above the current 200 percent of the federal poverty level in order to serve more people. Many commented that expansion of income eligibility should be congruent with demand and resources. Regarding the addition of new services, the top choice for an important service that FFC should provide its patients was Women’s Health. This was followed by Dentures and Advanced Dental Procedures.

Stakeholders were asked about groups of individuals who could benefit from FFC services, but are currently underserved. The most frequently cited group was vulnerable seniors, followed by immigrants/Hispanic community. Other groups cited included children/teens, those in remote areas of Rappahannock County, and the low-income working poor who are not below 200 percent of the poverty level.

Regarding future potential collaborations, the category that received the highest number of mentions was that of mental health and/or substance use providers and groups. Public schools were also frequently cited. Many respondents focused on the ability of FFC to assist with addressing social determinants of health via strengthened partnerships with local agencies that provide relief from food, income, and housing insecurities.

When asked about future challenges facing FFC, the single most-cited challenge was the lack of manpower to keep up with a growing demand. A lack of space to accommodate needed growth was the second-most cited challenge. Third, the ability of FFC to attract and retain exceptional staff was frequently cited as a concern.

Respondents were very vocal on the topic of where FFC excels. The most common theme was that FFC serves patients from all walks of life who have no other options—people with multiple barriers to care. Also mentioned were the high quality of services provided, exceptional community partnerships and collaborations, stellar executive leadership, excellent care coordination, and a high level of community engagement.

For the future, stakeholders would like to see a larger facility (to accommodate growth), expanded dental, mental health, and care coordination services, an enhanced focus on wellness and health education, and extended hours.

PATIENT SATISFACTION SURVEY

To further inform its strategic planning process, the Board of Directors of Fauquier Free Clinic (FFC) determined that it was critical to receive input from its most important group of stakeholders—the patients. During May and June 2021, a voluntary and anonymous two-page Satisfaction Survey was made available to all patients of FFC to complete upon checking out following an appointment. The survey was on paper and also available via SurveyMonkey, and it was provided in English and in Spanish. In total, 289 patients completed the survey. The pool of respondents was very large, clinic-wide, and highly inclusive, providing a representative window into the patient experience.

Patients were asked to rate their satisfaction with 20 aspects of the Clinic experience, covering the categories of Ease of Getting Care, Waiting, Staff, and Facility. The rating scale was from 1 (Poor) to 5 (Great). Every satisfaction rating exceeded an average of 4.5 (midway between Good and Great). Because the ratings were very high overall with no rating less than 4.5, only minute differences of high satisfaction could be discerned.

The lowest-rated items included three that pertained to waiting: Waiting in the exam room, waiting for test results, and time in the waiting room. Further analysis revealed that waiting was less of an issue for patients with dental appointments than for medical and mental health appointments.

The hours that the Clinic is open was another “less highly satisfied” aspect of care. Further analysis between types of appointments revealed that patients with medical appointments were less satisfied with hours than patients with dental or mental health appointments.

Patients were asked to identify those services that they would like to receive from FFC that are not now available to them. A list of seven potential services was presented. The most requested service was for more advanced dental procedures and dentures. Women’s care services (such as gynecology, mammograms, and family planning) were the second-most popular choice. Assistance with life problems (such as rent, food, job, school, childcare) came in third. Hispanic patients made a greater number of requests for each of the potential services. This may reflect a real or perceived lack of culturally competent providers for health care services, or the belief among Hispanic patients that access for them is more limited in general.

Content analysis of open-ended responses at the end of the survey revealed that patients were very happy with the friendly staff, kindness shown, caring and helpful people, and convenience/affordability. They offered very few criticisms or suggestions for improvement.

VISION, MISSION, and ORGANIZATIONAL VALUES
Fauquier Free Clinic, Inc.

OUR VISION

We envision a community where all individuals, regardless of income, have the resources they need to be healthy.

OUR MISSION

The Free Clinic serves the Fauquier and Rappahannock communities by providing medical, dental, and mental health care to underserved residents.

OUR ORGANIZATIONAL VALUES

We treat patients as individuals with dignity and respect.

We are good stewards of the volunteer and financial resources given to us by the community.

We promote teamwork among staff and volunteers. We work hard and have fun!

We are leaders in our community and collaborate with others so we can do what is right for our patients.

FAUQUIER FREE CLINIC, INC.
Strategic Goals and Objectives
Three Years: January 1, 2022 – December 31, 2024

Year One: January 1, 2022 – December 31, 2022

Year Two: January 1, 2023 – December 31, 2023

Year Three: January 1, 2024 – December 31, 2024

GOALS	OBJECTIVES
<p>1. Category: Access to Services</p> <p>FFC will improve access to its services for individuals who have barriers to health care or are underserved.</p>	<p>Objective 1a: By March 2022, the ED and Board of Directors will determine the health metrics and service gaps to be tracked on a continual basis, to inform ongoing planning.</p> <p>Objective 1b: By December 2022, the ED will institute a process for health metric and service gap data collection, and at least annually report to the Board of Directors on unmet medical, dental, and behavioral health needs in the community.</p> <p>Objective 1c: By June 2023, the ED will produce and the Board will consider a plan and schedule for expansion of eligibility, including the factors of income level, insurance status, and age.</p> <p>Objective 1d: By December 2023, ED will expand the days and/or hours that the clinic is open and serving patients, based upon patient input and demand.</p>
<p>2. Category: Infrastructure</p> <p>FFC will have the infrastructure necessary to implement needed services and to expand access.</p>	<p>Objective 2a: By March 2023, the ED will produce a Comprehensive Facility Plan that outlines physical space and parking needs to accommodate planned additions and expansions of services and staff.</p> <p>Objective 2b: By December 2023, the ED will investigate possible means of acquiring additional building and parking space, and present these to the Board of Directors.</p> <p>Objective 2c: By March 2024, the ED will produce a Three-Year Staffing Plan to accommodate desired growth.</p>

GOALS	OBJECTIVES
<p>3. Category: Oral Health Expansion</p> <p>FFC will provide a full array of preventive, treatment, and restorative oral health services, with a capacity sufficient to meet patient demand.</p>	<p>Objective 3a: By March 2022, the ED will produce and the Board will consider a Dental Expansion Plan, including new services to be provided, necessary infrastructure improvements, and personnel targets.</p> <p>Objective 3b: By March 2024, the ED will direct and finalize the modification of the current FFC building to add four new complete dental operatories.</p> <p>Objective 3c: By June 2024, the ED will recruit additional dental personnel, as outlined in the Dental Expansion Plan.</p>
<p>4. Category: Women’s Health Expansion</p> <p>FFC will provide women’s health services to its patients, including gynecology, cancer screenings, sexual health services, family planning, and menopause therapy.</p>	<p>Objective 4a: By June 2022, the ED will produce and the Board will consider a Women’s Health Services Plan, including new services to be provided, necessary infrastructure improvements, and personnel targets.</p> <p>Objective 4b: By June 2023, the ED will recruit additional women’s health personnel, as outlined in the Women’s Health Services Plan.</p>
<p>5. Category: Employee Recruitment and Retention</p> <p>FFC will attract and retain high quality staff.</p>	<p>Objective 5a: By June 2022, the Board of Directors will approve and implement an employee benefits package that is competitive with other health care companies in the region.</p> <p>Objective 5b: By December 2022, the ED will design and implement a personnel classification, compensation, and advancement system that clarifies opportunities for promotion and salary increases for all staff members.</p> <p>Objective 5c: By June 2023, the ED will design and implement a system of incentives for provider staff members, to reward them for longevity and exceptional performance.</p> <p>Objective 5d: By September 2023, the ED will implement annual Employee Satisfaction Surveys, and implement corrective actions as deemed necessary.</p>

GOALS	OBJECTIVES
<p>6. Category: Community Collaborations and Outreach</p> <p>FFC will have ongoing and productive relationships with community partners and groups in order to improve access to ancillary and specialty services for patients, and to best assist patients with life problems that impact social determinants of health.</p>	<p>Objective 6a: By January 2024, the ED will produce and implement an Outreach Plan that includes a minimum of monthly presentations to local health care providers and community groups on the services offered by FFC, who is eligible for services, and how to access them.</p> <p>Objective 6b: By June 2024, the ED will implement formal referral processes and referral tracking between FFC and the local hospital, local behavioral health providers, educational institutions, and agencies working to meet basic human needs.</p>
<p>7. Category: Governance</p> <p>FFC Board composition, structure, and planning will ensure ongoing effective governance and oversight.</p>	<p>Objective 7a: By June 2022, the Board of Directors will reconfigure as necessary the responsibilities, composition, and meeting frequency of the Board and all Board Committees.</p> <p>Objective 7b: By December 2022, the Board of Directors will produce and institute a Leadership Continuity Plan for the Executive Director position.</p> <p>Objective 7c: By September 2024, the ED will produce and the Board will consider a Continuity of Operations Plan for use in times of emergencies and disasters.</p>