

Strategic Plan
Working Document

Fiscal Years 2015-2019

Approved by Board of Directors: ____11/5/14____

Executive Director, GKFC

Date_____

Chair, Board of Directors, GKFC

Date_____

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Executive Summary

The first documented free medical clinic in the United States was in New York City in the 1700s (Olasky, 1996). San Jose Clinic in Houston was established in 1922. However, the current free clinic movement began in the 1960s in California. Each of these clinics have a story of their own, but they share common characteristics: (1) are community based; (2) are private and nonprofit; (3) are volunteer-driven; (4) offer services for free or token payments; (5) emphasize compassionate care; and (6) focus on target populations considered most at risk (Weiss, 2006). These clinics began on shoestring budgets, and grew over time to meet the health care needs in their communities. The Greater Killeen Free Clinic (GKFC) has followed this path as well.

Since 1994, the GKFC has fulfilled a unique mission in Killeen and surrounding communities by providing health care for uninsured, low income adults and children – the working poor. This has been accomplished because of the dedicated group of health professionals and other community volunteers who give of their time and talents at the free clinic

GKFC has transitioned from a small one night a week clinic staffed only by volunteers to a regionally recognized provider of health services for individuals who struggle to maintain stable lives and households. As the Free Clinic moves into its 21st year, we celebrate its growth and successes, and continue to look forward to further expansion including adding mental health services, expanding the chronic care program and addressing dental needs in a substantial, defined and collaborative manner.

GKFC has also engaged in various collaborative projects, both locally and state wide to advocate proactively for the needs of the uninsured population and to develop a seamless plan for delivery of health services to the uninsured in the Central Texas area. This strategic plan calls for the continued exploration of new, innovative partnerships; for development of more sustainable and diversified revenue streams; and for more efficient use of resources.

The population in this area is projected to grow by 7.7 percent in the next five years. It was estimated that in 2013 30,421 persons or 13.36 percent

lived at the poverty level or below. Approximately 26.3 percent (4.8 million) adult Texans are uninsured, and 15.3 percent ages 19 and below (US Census Bureau). What this data means is that the impact of the uninsured is deeply felt at the community, regional and state level, as the cost of uncompensated care is passed down. The need for the Free Clinic to continue to expand its services and leverage new partnerships in its role as a safety net provider is critical in helping this community to take care of its citizens.

Mission Statement

The mission of the Greater Killeen Free Clinic (GKFC) is to use its available resources to provide quality health care to all eligible medical beneficiaries, children and adults who are underserved or have limited access to health services.

Core Values Statement

Health Care Advocacy: We will be an open, unbiased advocate of health care that is valued by the community and meets the needs of clinic patients.

Accountability: We will develop a compassionate partnership with our patients that engender shared responsibility and mutual accountability.

Social Responsibility: We will be a transparent organization open to any and all, while being good stewards of the clinic's resources.

Vision Statement

The vision of the Greater Killeen Free Clinic is to provide health services that offer a comprehensive approach toward health; to build innovative partnerships; and to become an advocate for those who have limited or no access to health care services.

History of the Organization

In 1993 a needs assessment of social service clients in Killeen identified transportation and affordable health care as the most lacking. A task force was formed to create a free clinic for the Killeen area. Many community leaders, medical practitioners, and other concerned citizens formed a steering committee and brought the idea to fruition in less than a year. The clinic found a home in the Bell County Public Health District's Killeen office, and in November, 1994, it began operating one night a week. Approved in May, 1994, the initial Board of Directors, operated the clinic with a five hour per week employee until January 1996 when an executive director was hired. In 1999, the clinic expanded its operations to two evenings a week. In 2002, the free clinic received its first Komen grant, and began holding mammogram clinics. The clinic became a United Way Partner in 1995.

The free clinic faced the greatest challenge in its history with the tragedy of Hurricane Katrina. Through its pool of volunteers and referral networks, and in coordination with local hospitals, the clinic served hundreds of patients at the city's shelter clinic, and then added a clinic to its weekly schedule for two months, only for hurricane evacuees.

The Bell County Public Health District shared much of its Killeen building space with the Free Clinic until November 2011 when the Clinic moved into the Killeen Arts and Activities Center, after receiving a Community Development Block Grant for expansion.

The strategic focus areas of the free clinic at that time were:

- Acute care medical clinics two nights and one morning a week, where patients are served on a first come, first served basis.
- Social services assessment for first-time patients, with referral and follow-up as needed by a licensed social worker.
- Extensive medical referral networks which include diagnostic, subspecialty, optometry and dental.
- Pharmaceutical Assistance Program (PAP) in collaboration with Metroplex Hospital, Bell County Indigent Health Services and local physicians. Patients with chronic health issues who cannot afford their medications are enrolled in a PAP with the assistance of trained social work staff.

- Planning for chronic care focusing on diabetes, hypertension, and attendant heart issues (March 2014)
- Planning for mental health services focusing on depression and anxiety (March 2014)
- Planning for chronic disease management, education and health promotion (Summer 2014)

After an extended planning period, a major expansion of services occurred in 2014. Early in the year a Well Women's Clinic was added, providing gynecological services outside of family planning. Inclusion in the State's Medicaid 1115 Waiver Project brought resources to the chronic care/chronic disease management program, which began in the Spring of 2014. Targeted mental health services were also added in April 2014, as part of an additional waiver project. The Free Clinic partnered with the three local hospitals and Bell County in the Waiver's uncompensated care portion of the project. The Health Promotion program also kicked off late in 2014.

Current Focus Areas

The current strategic focus areas of the free clinic are:

- Acute care medical clinics three days a week on a first come, first served basis.
- Social services assessment for first-time patients, with referral and follow-up by a licensed social worker.
- Extensive medical referral networks which include diagnostic, subspecialty, optometry and dental.
- Chronic care focusing on diabetes, hypertension, asthma/COPD, heart disease, and thyroid disease; by appointment.
- Pharmaceutical Assistance Program which provides free medications for patients enrolled in the chronic care program.
- Chronic disease management, education and health promotion.
- Targeted behavioral health services by referral from the Bell County Criminal Justice System, and other partnering organizations.

Comment [1]:

Comment [2]:
Redundant with Strategy 7. I eliminated Strategy 7 and let Strategy 1 as written.

Upon approval, the following strategies will chart the course for the Greater Killeen Free Clinic from 1 January 2015 through 31 December 2019.

STRATEGY 1: Increase Number of Patient Visits

Goal: Expand services provided and hours of operation

Objective: Increase number of patient visits by at least one and a half fold beyond the 5200 visits that occurred during 2013.

Tasks: Revise operational assessment. Increase number of health professionals and volunteer staff support in order to achieve stated objective. Develop plan for adequate work space and patient waiting areas to accommodate growth.

Who: Executive Director/Clinical Supervisor

Completion: June 2018

STRATEGY 2: Treat Chronic Conditions

Goal: Provide a primary medical home for uninsured, low income patients.

Objective: Provide primary care, with emphasis on treatment of diabetes, hypertension, asthma/COPD, heart disease and thyroid disease.

Tasks: Coordinate with Texas Medicaid Transformation 1115 Waiver partner, Seton Hospital, Harker Heights, to meet project metrics. Develop firm guidelines on medication assistance; elicit community partners to support expanded services.

Who: Clinical Supervisor//Executive Director

Completion: Ongoing

STRATEGY 3: Mental Health Services

Comment [3]:
Director asked that this completion date be extended.

Goal: Provide mental health services by referral from partnering organizations.

Objective: Under Texas Medicaid Transformation 1115 waiver project, provide access to mental health medical treatment integrated with primary care to the homeless and to referrals from the Criminal Justice System.

Tasks: Develop treatment protocols; establish written guidelines for program referral; develop medication formulary; determine funding for medications; coordinate with Waiver partner to develop project metrics.

Who: Texas Medicaid Transformation 1115 waiver Nurse Practitioner and Social Worker; Texas Medicaid Transformation 1115 Waiver Partner Baylor S&W; Clinical Supervisor/Executive Director

Completion: March 2015

STRATEGY 4: Preventative Health

Goal: Expand health promotion program.

Objective: Provide preventative health services, well women's care and health promotion activities as an integral component of clinic services

Tasks: Expand health promotion activities utilizing community assets and resources.

Who: Executive Director

Completion: March 2015

Comment [4]:
Marlene tells me this is completed. Should we delete?

STRATEGY 5: Dentistry Services

Goal: Expand Dental Services to better address regional dental needs.

Objective: Develop concept for increased dentistry services.

Tasks: Pursue collaboration with other charity clinics and other interested parties in establishing a regional plan for dental services. Develop funding strategies for funding the plan.

Who: Executive Director

When: December 2015

Comment [5]:
Marlene tells me she has completed this or will by December. Should we delete?

STRATEGY 6: Collaborate and Partner with regional health-related entities

Comment [6]:
Marlene says this has or will be complete this year. Should we delete?

Goal: Sustain current and develop new partnerships that benefit the clinic, other agencies and consumers of services.

Objective: Develop enhanced outreach to all area hospitals and health service organizations. Collaborate with agencies such as Bell County Indigent Health Services to more efficiently use resources at a reduced cost.

Tasks: Continue collaboration on Texas Medicaid Transformation 1115 waiver with project partners. Research sharing of medical personnel and clinic costs. Solicit commitments for increased professional health service volunteers.

Who: Executive Director

Completion: Ongoing

STRATEGY 7: Training Program

Goal: Provide required and appropriate training opportunities in order to sustain clinic's short-term and long-range training objectives.

Objective: Assure a well-trained group of paid staff and professional volunteers.

Tasks: Establish a training program that provides professional development and customer service training for administrative and professional staff as well as volunteers. Ensure Community Health Worker status is maintained.

Who: Executive Director/Clinical Supervisor

Completion: Ongoing

STRATEGY 8: Visibility

Goal: Enhance the visibility of GKFC at Local, State and National Levels

Objective: To work in collaboration with local, state and national organizations/agencies in order to obtain increased resources for free clinics

Tasks: Develop comprehensive marketing plan in order to raise awareness in local community of clinic programs and events. Increase partnerships with area colleges and universities. Continue leadership role with Lone Star Association of Charitable Clinics (LSACC) and National Association of Free Clinics (NAFC) to include working with legislative partners.

Who: Executive Director/Board of Directors

Completion: Ongoing

STRATEGY 9: Fiscal Requirements

Goal: Generate adequate operating funds in order to sustain clinic's short term and long term goals.

Objective: Stable funding base for clinic's daily operation

Task: Develop a sustaining revenue stream through enhanced grant proposals; fundraising activities and improved outreach to philanthropic individuals and organizations. Develop a "signature" annual fund raiser.

Who: Executive Director/Board of Directors.

When: Ongoing but completed NLT December 2018

IMPLEMENTATION:

One hundred and twenty days from Board approval of the above Strategic Plan, the Executive Director will provide an updated written Action Plan for presentation to the Board defining the steps necessary for implementing the above strategies within the specified windows. Status of implementation progress will be reported by Executive Director to Board of Directors at each bimonthly meeting.