

Linking the Parish Mobile Clinic - Strategic Plan

Introduction

Strategic planning for this project focuses on assessing needs and resources, defining a target patient base, and establishing a set of goals and objectives. The initial stage follows plans and designs coordinated strategies with evidence of success; logically connects these strategies to needs, assets, and desired outcomes; and measures and evaluates the process and outcomes.

External Environmental Analysis

To be successful, healthcare organizations must have an understanding of the external environment in which they operate; and they must anticipate and respond to the significant shifts taking place within that environment.

Service Provider Analysis / Medically Underserved Area

Lincoln Parish is designated as a Primary Care Health Professional Shortage Area (HPSA) and a Medically Underserved Area (MUA) by the U. S. Department of Health and Human Services. This designation represents that Lincoln Parish does not have enough primary care providers to service the population. This fact becomes even more glaring once you move out of Ruston and into the more rural communities of the Parish.

In the communities of Simsboro, Grambling, Dubach, and Choudrant there are no primary care providers present. All primary care providers for Lincoln Parish are located in Ruston. After meeting with the mayors of these more rural communities, they see this fact as a very big problem for the citizens of their communities and for their abilities to receive healthcare. Factors that were identified as barriers for citizens of these communities in receiving primary care included: transportation, access, loss of wages due to/from travel to appointments, and social influences.

Regulatory Environment Analysis

Health Care Reform has been the topic of much debate over the last year, and the full effects and/or sustainability of the New Health Reform Law are yet to be seen. On March 23, 2010, President Obama signed comprehensive health reform, the Patient Protection and Affordable Care Act, into law. Below are several of the main points of the law:

- Health coverage would expand coverage to 32 million Americans who are currently uninsured
- The uninsured and self-employed would be able to purchase insurance through state-based exchanges with subsidies available to individuals and families with income between the 133 percent and 400 percent of poverty level.
- Separate exchanges would be created for small businesses to purchase coverage.
- Individuals and families who make between 100 percent – 400 percent of the Federal Poverty Level and want to purchase their own health insurance on an exchange are eligible for subsidies.
- Expands Medicaid to include 133 percent of federal poverty level which is \$29,327 for a family of four.



- Insurance companies can no longer deny coverage based upon preexisting conditions.
- By 2014, everyone must purchase health insurance or face a \$695 annual fine, with some exceptions.

The bill includes many other changes and details that will greatly impact our current healthcare model. Even as many of the provisions in the law are beginning to take effect, the fight over health care reform rages on. Repeal efforts are coming from the halls of Congress to the court room to statehouses across the country.

This is a very important factor for the mobile medical clinic and the population in which it serves. The uninsured population of Lincoln Parish could be drastically reduced by 2014 if Health Care Reform is not repealed by that time. With this type of change the mobile medical clinic may also have to refocus and determine if its target population would include insured patients that may be underserved.

Internal Environmental Analysis

A successful organization must also look inward to gain an understanding of organizational competencies, capacities, and resources, as well as how each contributes to the formation of organizational strengths.

Funding

Funding for the mobile medical clinic will initially come 100% from Lincoln Health Foundation. The goal of Lincoln Health Foundation is to improve healthcare and outcomes for residents of Lincoln Parish. This is a great fit for the mobile medical clinic and is a great asset to overall success of this project. However, it will be important to seek out other sources of funding to ensure the long-term sustainability of this project and to end the reliance on one source of funding.

Information Systems

Linking the Parish, Inc. and the mobile medical clinic will utilize the latest technology when it comes to information systems. The clinic will utilize an Electronic Medical Record (EMR) called eClinicalWorks. This system is known as one of the premier EMR systems and will be ideal in this type of setting.

Internal Stakeholders

Linking the Parish, Inc. has a strong Board of Directors representing various segments of the community and of healthcare. This varied background and medical experience will serve Linking the Parish, Inc. well and will enable strong decision-making and will provide for great vision of the potential impact of the mobile medical clinic.

The Board will consist of: Shaun McIntire (President of the Board), Terry Ewing (Secretary of the Board), Stephanie Griffin (Treasurer of the Board), Jim Oakes, Mari Murimi, PhD, and Patricia Bourgeois, RN.



Strategic Plan – Year 1 of Operation

During Year 1 of operation the main goals of the mobile medical clinic will be to become operational, to begin providing healthcare services to the uninsured, and to begin evaluating the future direction of the mobile medical clinic. Within this framework there are many operational activities that must be accomplished that can be found in the Phased Implementation Plan or Operational Plan. The specific objectives, targets, and goals that must be achieved during the first year are found below.

Objectives of Year 1 of Operation

The objectives of the first year of operation are:

1. To deliver a viable platform for access to preventative care to the uninsured population of Lincoln Parish.
2. To maintain the flexibility to expand the scope of services.
3. To establish consistent and proportional access to services for all communities.
4. To establish key strategic relationships.
5. To gather data to re-evaluate the needs of the parish and identify currently unknown areas of need.
6. To implement a comprehensive marketing and promotional plan.
7. To identify and address over-arching educational needs of patients.

Critical Success Factors

Once the mission statement and key objectives are properly conceived, it is then possible to identify key performance areas for the organization. These areas identify activities that absolutely must be accomplished if the organization is to achieve its purpose and realize its mission. For the mobile medical clinic project, these key performance areas will be called Critical Success Factors.

With the above factors in mind and considering the mission and vision of the mobile medical clinic, the following Critical Success Factors have been identified for the first year of operation. The following six Critical Success Factors have been identified and must be executed at a high level in order for this project to be successful: Funding, Access, Education/Outreach, Outcomes/Impact, Support, Service/Workforce.

1. FUNDING

- a. Linking the Parish, Inc. will have a proper structure for funding and will pursue appropriate resources
 - Graph depicting sources of income (quarterly)
 - Update of donations, grant activity, and other sources of income (quarterly)
- b. Linking the Parish, Inc. will operate within budget
 - Budget Variance Report (quarterly)
- c. There will be complete financial transparency
 - Financial Statement and Balance Sheet (quarterly)
 - Financial audit (yearly)



2. ACCESS

- a. The mobile medical clinic will be accessible by the uninsured population of Lincoln Parish
 - Graph of location visits (quarterly)
 - Graph of patients seen by location (quarterly)
 - % of patients visiting clinic that show with insurance (quarterly)
- b. A mobile medical clinic will be purchased as the treatment venue for delivering healthcare to the uninsured of Lincoln Parish
 - Update of status of purchase of mobile medical clinic (monthly)

3. EDUCATION/OUTREACH

- a. Education outreach will be a priority
 - Number and type of educational programs (quarterly)
 - Number of participants of educational programs (quarterly)
- b. A marketing plan will be established to gain recognition and trust
 - Update of marketing strategies and marketing plan (quarterly)
 - Website statistics (quarterly)

4. OUTCOMES/IMPACT

- a. The uninsured of Lincoln Parish will have access to basic healthcare
 - Number of patients seen in mobile medical clinic (quarterly)
 - Report of trends identified as unmet needs (quarterly)
- b. Screenings will be performed by mobile medical clinic
 - Types of visits being performed by mobile medical clinic (quarterly)
 - Assessment of any clinical impacts that are being seen (annual)
- c. Information Systems will be used to acquire demographic and clinical data to monitor and assess needs
 - EMR system being used 100% (quarterly)
 - Zip code analysis of patients seen in mobile medical clinic (quarterly)
 - Analysis of any patients presenting to mobile medical clinic with insurance (quarterly)

5. SUPPORT

- a. Linking the Parish, Inc. will foster successful partnerships with stakeholders and community leaders to promote the mobile medical clinic and public health
 - Update of outreach efforts with community leaders (quarterly)
 - Update of any outreach or community events sponsored or conducted by mobile medical clinic (quarterly)
- b. A reporting plan will be established between Lincoln Health Foundation and Linking the Parish, Inc. to ensure accountability and continued support
 - Update of Operational Plan and Critical Success Factors to LHF (quarterly)
 - Annual presentation of Critical Success Factors and program highlights (annual)



- c. A volunteer utilization plan will be established and implemented
 - Number of active volunteers (quarterly)
 - Volunteers by area of service (quarterly)
 - Volunteer feedback analysis (quarterly)

6. SERVICE/WORKFORCE

- a. The mobile medical clinic will interview, screen, and hire qualified, competent, and compassionate staff
 - Update of staff hired by mobile medical clinic (quarterly)

- b. All services provided by the mobile medical clinic will be client oriented and include a commitment to continual evaluation and improvement
 - Analysis of customer surveys (quarterly)
 - Update of any community feedback (quarterly)

The overall effectiveness of the project will rest on its ability to meet these Critical Success Factors as well as accomplish two equally important tasks: to operate efficiently in the short run and to adapt to change over the long run.

