



Strategic Plan 2020

Our Mission:

Cultivate partnerships and deliver quality health care to strengthen rural communities.

Our Vision:

Serve rural communities, free of barriers, to live life well.

Our Values:

Quality patient-centered care; providing a continuum of care in multi-disciplined, collaborative teams

Innovative leadership; turning creative ideas into practical solutions

Inclusive and culturally competent; promoting practices that treat all individuals with dignity and respect

Passionate and compassionate; caring about, and for, our patients, our fellow employees, our partners and our communities

Executive Summary

Leadership Engagement

The Health Care Collaborative of Rural Missouri (HCC) engaged Debra Box, In the Box Consulting, in August, 2019, to assist in developing the strategic plan for the years 2020 – 2022. The following activities were identified to obtain board, staff, and community input for the planning process, create goals and strategies, and identify key performance indicators to monitor plan success:

1. Assess current data available to identify gaps for data needed to strengthen planning decisions
2. Develop and design tools for collecting additional data needed
3. Engage staff, board members and key stakeholders in the planning process
4. Collaborate with other consultants and vendors to solicit input for the plan
5. Convene and facilitate planning sessions
6. Develop a suite of planning documents that include an overview of the goals and objectives identified, an implementation plan to achieve goals and objectives and a dashboard to monitor ongoing plan progress by board and staff

Key Stakeholder Engagement

The following groups were engaged for their input:

HCC Board of Directors Planning Session

On September 19, 2019, HCC board members convened to learn about their role in the planning process, provide feedback on the agency's strengths, weaknesses, opportunities and threats (SWOT), and provide additional feedback they felt should be considered by board and staff leadership in developing the strategic plan.

Patient Advisory Council (PAC) Focus Group Session

The PAC consists of four community members. They were convened as a focus group on October 12, 2019 and responded to questions about the role of the PAC and the needs of the communities they represent.

Vendors and Consultants

Vendors and consultants that have provided services over a significant length of time, providing unique skills that build HCC's capacity, were identified to provide plan input. They included the following:

- Beyond HR
- Grace Advertising
- Platform Civic Strategies

HCC Licensed Providers

The team of HCC licensed providers were convened as a focus group on January 28, 2020. The focus group included 16 certified professionals employed by HCC. Their feedback included HCC values, organizational goals, and processes and communications that were needed to create goals representative of the broad network of services provided, and key performance indicators needed to monitor plan success and individual success.

Samuel U. Rodgers Health Center SURHC/HCC of Rural Missouri

In the first of its kind in Missouri, an urban FQHC satellite clinic will be relinquished to a rural FQHC. A community forum was held by SURHC and HCC to share leadership's commitment to continuous care and a seamless transition for the transition to HCC ownership June 1, 2020 under the name of Live Well Community Health Center.

HCC Board

The board participated in the following activities to inform and support the development of the goals for HCC:

- Board self-evaluation completed November, 2019. A development plan was created to support board recruitment efforts, board education and continued board engagement.
- A board planning session was held on December 10, 2019. The board reviewed financial and program trends and key stakeholder feedback. They identified HCC's strengths, weaknesses, opportunities and threats. They identified additional input needed for the plan and developed the agenda for the January planning session.
- A second board planning session was held on January 28, 2020 to review data and key stakeholder input. The goals for the strategic plan were created at this session.
- A final review of the strategic plan was held June 23, 2020, for implementation in July, 2020.

The following goals were identified to guide HCC:

- 1. HCC communities receive quality healthcare and wellness services.**
- 2. HCC leverages partnerships to support our mission.**
- 3. HCC actively recruits and retains quality professionals.**
- 4. HCC is a good steward of resources and responds to organizational needs.**
- 5. HCC is a beacon for rural health leadership, wellness and social care.**

A final discussion and review of the Strategic Plan goals, strategies and key performance indicators was held June 23, 2020. The plan was adopted by the board. Staff leadership will develop an action plan to achieve the plan goals. The action plan will include measures of success, responsibilities and timeline for implementation.

HCC Strategic Plan		
Vision Statement	Rural communities free of barriers to live life well	
Mission Statement	Cultivate partnerships and deliver quality health care to strengthen rural communities	
Focus Area	Goals	Strategies
Quality, Wellness and Healthcare	HCC communities receive quality healthcare and wellness services	<p>Patient-centered care is provided by multi-disciplinary teams for quality, compliant services</p> <p>Services are provided in an inclusive, culturally competent, and private setting</p> <p>Keep abreast of current trends and innovative practices in rural healthcare</p> <p>Identify available opportunities and build expertise both internally and externally</p>
Development, Policy and Advocacy	HCC leverages partnerships to support our mission	<p>Engaged board of directors with strong understanding of health center and community health governance</p> <p>Increased engagement with existing partnerships, collaboration and advocacy organizations</p> <p>Expand our network by engaging new partners, programs and services</p>
Excellent Workforce	Recruit and retain quality professionals	<p>Analyze current staff workloads and capacity to determine current and future staffing needs</p> <p>Recruit and retain staff that value being part of a learning and high performing team</p>

		<p>Foster efforts to involve, recognize, compensate, and encourage employees to perform as an excellent team through market based research</p> <p>Staff leaders model excellence for their team members; provide input to leadership to create a "workplace of choice" and develop strong consulting teams</p> <p>Position description and responsibilities include cross training with other team members</p> <p>Staff leaders are an integral part of creating effective, clear internal communications</p>
Lean Operations	HCC has a leadership team who are good stewards of resources and appropriately respond to the organization's needs	<p>Administration Manage integrated technology, efficient operating systems and facility management/equipment replacement</p> <p>Finance Management of financial indicators as developed for sustainable programs</p> <p>Clinical Operational response to disasters, risk, emergencies and business continuity</p>
Communications	HCC is a beacon for rural health leadership, wellness and social care	<p>Clear internal communications reflect the values and the quality of care we are committed to provide</p> <p>Educate our communities about resources, practices and opportunities that will improve health outcomes and support a continuum of care</p> <p>Trusted communications reflect our impact, expertise, and our willingness to collaborate to improve rural healthcare for all people</p>

Programs, Services and Locations

	Clinical Locations					School-based clinic sites			
Program/Service	Buckner	Carrollton	Concordia	Lexington	Waverly	Odessa	Orrick	Outreach	Lexington Office
Medical (DO, Nurse Practitioner, Nursing Support Staff (RN, LPN, MA, CNA)	X		X		X			X	
Dental (Dentist, Dental Hygienist, Dental Assistant)	X		X		X			X	
Behavioral Health (LLMSW, LCSW, Adult and Child Psychiatrist)	X	X	X	X	X	X	X	X	
Community Health Worker – Social Determinants of Health Services	X	X	X	X	X	X	X	X	
Presumptive Eligibility	X	X	X	X	X	X	X	X	
Enrollment Assistance: Medicaid/ACA/Food Stamps/etc	X	X	X	X	X	X	X	X	
340B Discount Drug Program	X	X	X	X	X	X	X	X	
Vaccine for Children Program	X	X	X	X	X				
Veterans Choice Program	X	X	X	X	X				
Mobility Management: HealthTran and/or gas cards	X	X	X	X	X	X	X	X	
Well Child Exams	X		X	X	X				
Well Woman Exams	X		X	X	X				
Annual Wellness Visits	X		X	X	X				
Dental Services via mobile dental unit						X	X	X	
Finance Staff									X
Network Staff									X
Human Resources/Administration									X
Telehealth services	X	X	X	X	X	X	X	X	
Mobile dental unit (school and other outreach events)								X	

Free sports physicals at predetermined dates throughout the year	X							X	
Project Connect								X	
Housing Assistance	X	X	X	X	X	X	X	X	X

Partners and Funders Goal Alignment

HCC – 2020/2022	CMS	MO Rural Health Association August, 2019	HRSA	REACH 2019 Missouri policy agenda
<p>Goals:</p> <p>1 – Quality, Wellness and Healthcare: HCC community receives quality healthcare and wellness services</p> <p>2 – Development, Policy and Advocacy: HCC leverages partnerships to support the mission</p> <p>3 – Excellent Workforce: Recruit and retain quality professionals</p> <p>4 – Lean Operations:</p>	<p>Strategic areas:</p> <ol style="list-style-type: none"> Ensuring access to high-quality health care to all Americans in rural settings. Addressing the unique economics of providing health care in rural America. Bringing the rural health care focus to CMS' health care delivery and payment reform initiatives. <p>Objectives:</p>	<p>Goal: Improve health and well-being of rural Missouri residents.</p> <p>Objectives:</p> <p>1 – Improve MRHA infrastructure</p> <p>Strategies:</p> <ul style="list-style-type: none"> -improve board governance - Organizational development and sustainability - Image enhancement and outreach - Leverage partnerships 	<p>Goal 1: improve access to quality health care and services</p> <p>Objectives:</p> <ul style="list-style-type: none"> -Increase and improve the capacity of health care services, systems and infrastructure -Improve the quality and effectiveness of health care services and systems -Connect HRSA patient populations to primary care and preventative services <p>Goal 2: Foster a health care workforce able to</p>	<p>Enact fiscal policies that help Missourians thrive:</p> <ul style="list-style-type: none"> -Missouri's tax policies are not set up to help the state maintain a dependable revenue flow that will enable leaders to meet basic, public needs -Missourians already have seen significant erosion in programs and financial support for infrastructure, K-12 and higher education,

<p>HCC has a leadership team who are good stewards of resources and appropriately respond to the organization's needs</p> <p>5 – Communications: HCC is a beacon for rural health leadership, wellness and social care</p>	<p>1 – Apply a rural lens to CMS programs and policies</p> <p>2 – Improve access to care through provider engagement and support</p> <p>3 – Advance telehealth and telemedicine</p> <p>4 – Empower patients in rural communities to make decisions about their health care.</p> <p>5 – Leverage partnerships to achieve the goals of the CMS Rural Health Strategy.</p>	<p>2 – Advocate for MRHA rural health priorities</p> <p><i>Strategy:</i></p> <p><i>Increase advocacy efforts for MRHA rural health priorities</i></p> <p>3 – Provide education and training opportunities on priority rural health issues impacting Missouri.</p> <p><i>Strategies:</i></p> <p><i>-Host an annual rural health conference</i></p> <p><i>-Pursue development of a statewide mobility management curriculum</i></p> <p><i>-Strengthen rural leadership development opportunities</i></p> <p>4 – Explore and implement innovative programs and services</p>	<p>address current and emerging needs</p> <p><i>Objectives:</i></p> <p><i>-Advance the competencies of the health workforce</i></p> <p><i>-Optimize the distribution and diversity of the health care workforce</i></p> <p><i>-Inform health care workforce policy and decision making through evidence-based assessment</i></p> <p>Goal 3: Enhance population health and address health disparities through community partnerships</p> <p><i>Objectives:</i></p> <p><i>-Leverage community partnerships and stakeholder collaboration to improve population health and address health disparities</i></p>	<p><i>and health and mental health services</i></p> <p><i>-Lawmakers have the opportunity to revisit current tax policies, such as changes to individual income tax rates, and business tax deductions and timely filing discounts that disadvantage low- and middle-income families</i></p> <p><i>-Kansas enacted similar tax policies that led to deep cuts to education, health and transportation, and depleted the state's reserves. Although these failed policies were reversed, restoring quality services will take years.</i></p> <p>Expand Medicaid to increase access to coverage and care:</p>
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		<p>that impact rural health and well-being.</p> <p><i>Strategies:</i></p> <ul style="list-style-type: none"> -Reduce transportation barriers to care in rural MO -Support RCORP funded communities through State Tech Assistance Team. -Explore development of centralized data reporting and analytics for rural health clinics. 	<ul style="list-style-type: none"> -Promote health and disease prevention across populations, providers, and communities -Implement effective health care and public health practices to address community needs <p>Goal 4: Maximize the value and impact of HRSA programs</p> <p><i>Objectives:</i></p> <ul style="list-style-type: none"> -Make program and resource allocation decisions based on data and evidence -Enhance program oversight and integrity 	<ul style="list-style-type: none"> -Missouri is one of only 14 states that has not expanded Medicaid, limiting access to health coverage and care for nearly 350,000 Missourians -Expanding Medicaid would reduce the financial stress on health and mental health centers and particularly rural hospitals and health systems. Across the nation, 89 rural hospitals have closed since 2010, five of those were in Missouri -More than 40 studies published over the last decade have documented the health and economic benefits of expanding Medicaid coverage to low-income and uninsured adults
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			<p>Goal 5: Optimize HRSA operations to enhance efficiency, effectiveness, innovation, and accountability</p> <p><i>Objectives:</i></p> <ul style="list-style-type: none"> -Improve efficiency and effectiveness of operations -Optimize the HRSA workforce to support high-value, accountable, performance-driven organization -Improve stakeholder awareness of HRSA programs and their impact 	<p>Prepare for 2020 census to preserve vital resources for Missouri</p> <ul style="list-style-type: none"> -The census determines how nearly \$700 billion in federal funding is allocated to states as well as apportionment of seats in the US House of Representatives -Missouri receives approximately \$11.3 billion in federal funds based on census data to support programs such as transportation, housing, food and nutrition assistance and K-12 education. Under-counting of populations such as children, minorities, rural residents, senior citizens and other marginalized groups could negatively affect these programs. -Missouri needs to follow the lead of other states that are working to ensure a full and accurate count by investing in formation of a Complete Count Commission and
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				<i>other efforts to engage municipalities, and expand outreach to supplement federal plans.</i>
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