



# STRATEGIC PLAN

Fiscal Years 2023 - 2026

## VISION

Extending the healing ministry of Jesus Christ to rural East Tennessee by providing high-quality, compassionate healthcare of the whole person based on Catholic values.

## MISSION

Continuing the legacy of the Sisters of Mercy by providing primary care to improve the lives of the medically underserved in the rural areas of East Tennessee through our clinics, volunteers and partnerships.

## WHAT WE DO

St. Mary's Legacy Clinic (SMLC) provides holistic primary healthcare to the medically underserved and connects its patients to advanced care through its partners.

## VALUES

**Compassion** – “The love of Christ impels us.” We bring Christ’s love and mercy to those we meet.

**Dignity and Respect** – We uphold standards of care and practices in accord with the innate dignity of those we serve.

**Excellence in Care and Operations** – We are patient-focused; this drives us to continuous improvement and good stewardship of our resources.

**Volunteer Driven** – Volunteers are the heart of our mission and make it possible.

**Partnerships** - We build a community of support by fostering partnerships.

**Education** – We engage in education for the benefit of our patients, volunteers and communities.



Extending the healing ministry of Jesus Christ to rural East Tennessee.

# STRATEGIC OBJECTIVES

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## VOLUNTEER DRIVEN

### Develop our volunteers

#### Phase I

- Develop a volunteer manual
- Prepare a volunteer gaps analysis
- Define the role and hire a Volunteer Coordinator
  - Identify location-specific points of contact to assist with coordination of site visits
  - Individuals should have reach into the host community

#### Phase II

- Targeted recruiting of volunteers based on gaps analysis
- Develop interactive recruiting tools
- Volunteer lifecycle management: formalize volunteer onboarding process, training and follow up

#### Phase III

- Develop enrichment/ongoing education programs for current volunteers
- Continue to recruit new volunteers and recognize the contributions of current SMLC volunteers

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## PARTNERSHIPS

### Grow partnerships and outreach

#### Phase I

- Develop and pilot a model to grow community partnerships and outreach
- Define the role and hire a Community Outreach Coordinator

#### Phase II

- Replicate Phase I model at other site locations

#### Phase III

- Evaluate progress and continuously improve partnership model

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### STEWARDSHIP

Develop relationships that fund and nourish our Clinic and its communities

#### Phase I

- Define SMLC operational model(s) and develop a funding model to support it, including a targeted mix of proposals, grants, fundraisers, community engagement opportunities and Diocesan contributions
- Benchmark other organizations and best practices
- Document community partnerships to inform a stewardship model and build upon established connections

#### Phase II

- Implement stewardship model

#### Phase III

- Evaluate and improve stewardship model

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### EXCELLENCE IN CARE

Enhance breadth and quality of care

#### Phase I

- Define the role and hire a Patient Health Coach
- Identify and address gaps in patient care by building appropriate quality metrics to monitor these gaps
- Utilize data from comprehensive needs assessment to build site-specific partnerships for patient outreach
- Establish community needs assessment as part of our site selection process
- Increase number of patients and service sites
- Continue focus on continuing education and improvement for SMLC providers
- Benchmark and incorporate healthcare best practices to ensure quality of care

#### Phase II

- Build on learning and successes from Phase I

#### Phase III

- Evaluate and improve on process

**EXCELLENCE IN OPERATIONS**

**Stewardship of our resources to form a resilient and flexible foundation that scales to meet the needs of our stakeholders and the strategic plan**

**Phase I**

- Stakeholder Engagement
  - Develop a Communications Plan for each stakeholder constituency
  - Deploy Communications Plan and establish communications calendar
- Care Delivery Models
  - Evaluate care delivery models to determine a cost-effective model that is best suited for each of our local populations served
- Lower cost of care per patient by increasing number of patients
- Infrastructure: Vehicles, Facilities, Vendors, Equipment & Supplies
  - Warehouse expansion: delivering space for Telehealth and office space for volunteers and staff to work
- Strategic Application of Technology
  - Continue to develop a Strategic Technology Plan that serves as a roadmap for digital transformation of SMLC's operations
  - Continue to deploy, integrate, and expand utilization of technology
- Management Metrics / Key performance Indicators (KPIs) – identify and implement KPIs and manage to them
- Governance, Risk and Compliance (GRC)
  - Identify processes and procedures to help SMLC achieve its business objectives, address uncertainty and act with integrity and safe operations

**Phase II**

- Implement and continuously improve operations to deliver excellence

**Phase III**

- Utilize Balanced Score Card to evaluate performance against Strategic Plan and make course corrections as needed