



Building a Healthy Community

Empower "U", Inc.

Community Health Center



Strategic Plan 2016 – 2018

Executive Summary

Board Approved 03/07/2016

*A Message from the
Empower “U”, Inc. Community Health Center’s
Board of Directors to the Community*

The Board of Directors of **Empower U, Inc.’s** Community Health Center is proud to present this three year strategic plan for 2016-2018 to our community. Incorporated since 1999, our young organization is still growing. In November 2013, we became one of Miami-Dade County’s newest Federally Qualified Health Center. We are proud to have had the pleasure of serving more than 100,000 consumers since we first opened our doors in 1999. We are committed to growing a viable and sustainable community-based organization that is ever responsive to the changing health care needs of Miami-Dade County and particularly its inner city community. Our success is intimately connected to the support that we have received from our community, our dedicated, talented and caring staff and our partner organizations and the faith based community. We look forward to working with you, the community, as we move ahead to achieve our goals.

Introduction

Empower "U", Inc. is a nonprofit, community-based organization. The organization was founded in 1999 by two African American women living with HIV/AIDS and was one of the first minority HIV/AIDS community based service organizations founded and managed by HIV positive consumers in Miami-Dade County. The organization was founded to give individuals living with HIV infection input into the service delivery process and to address HIV health disparities in communities of color through the involvement of consumer participation. Through the efforts of its indigenous staff, Empower "U", Inc. gained a reputation for identifying, testing, and diagnosing, and linking to medical care and support service individuals at greatest risk for HIV and those living with HIV infection who were lost to care.

These individuals were found in the most disenfranchised population in Miami-Dade County where the founders resided. The founders' mission was to empower, educate, and promote better health care choices for individuals and families infected with and affected by health disparities, particularly HIV/AIDS spectrum disease, and populations at risk within communities of color. The vision of the organization was "Until there is a cure for HIV and the it mission was accomplished, all people living with HIV/AIDS would have equitable access to care, thus live longer, healthier lives, and new HIV infections will be eliminated"

In November 2013, Empower "U", Inc. became a federally qualified community health center, and began providing primary medical care. With this new designation, Empower "U", Inc. now works to reduce disparities in other chronic conditions that affect communities of color in Miami-Dade County. In addition, Empower "U", Inc. promotes health and wellness among this population.

Empower "U", Inc. is located in the Miami-Dade Health Department's Life Zones IV and V which have the highest concentrations of HIV/AIDS, street drug use, the highest rate of uninsured and underinsured, and the highest rates of poverty in the county. Local residents call the area the "Triangle of Death": because it is plagued by high rates of HIV infection and AIDS cases, poverty, and overwhelmed by substance use and trade. In addition to HIV infection, the area's socio-economic factors are drivers of health disparities such as high rates of hypertension, diabetes, cancers, low birth weights, infant mortality, and HIV. As the organization grew, through capacity building and strategic planning, the plans for addressing other health disparities which impacted the community and sustainability were embarked upon. The initial strategic plan was a product of a staff, Board, and stakeholders retreat held March 13-14, 2009 at Florida International University facilitated through assistance from the Centers for Disease Control and Prevention.

The purpose of this update Strategic Plan is to delineate goals, strategies, and performance objectives for the next three (3) year period (2016-2018) to continue organization growth and sustainability. The 2016-2018 Strategic Plan builds on the 2014-2016 Strategic Plan. The Board of Directors received input from key stakeholders, staff, and consumers of services and the plan was reviewed and approved in March of 2016.

Our Mission and Vision

Empower "U", Inc. is the community's newest, non-profit, Federally Qualified Health Center in Miami-Dade County. In July 2014 the Board of Director updated and approved the bylaws and the mission of the Corporation.

MISSION STATEMENT

Empower "U", Inc. mission is to empower, educate and promote better health care choices among historically underserved minority communities disproportionately impacted by health disparities.

VISION STATEMENT

The long-term vision of Empower "U", Inc. is that every person in the community – regardless of race, ethnicity, gender identity or ability to pay – to will have equal access to health care and optimum utilization of primary health care services to promote the elimination of health disparities among historically minority communities.

In line with the mission the values are:

1. Improve access to health care
2. Provide culturally competent quality health care.
3. Respect the dignity of the people we serve
4. Empower patient to value good health in their own lives and the lives of family and community members.
5. Ensure the organization's financial sustainability for operations.

PROGRAMS AND SERVICES

Empower "U", Inc. as a Federally Qualified Health Center, is a comprehensive program of care which includes adult and pediatric primary care, perinatal and OB/GYN services and referrals, behavioral health, oral health and dental referrals, immunizations, laboratory service, and prevention services. In addition to comprehensive primary care, Empower "U", Inc. provided HIV specialty care and support services that include HOPWA (Housing Opportunities for Persons with AIDS); HIV medical case management, HIV testing and outreach, HIV prevention interventions and linkage to care service

PARTNER ORGANIZATIONS

Empower "U", Inc. is pleased to have federal, state and local partners such as HRSA's Bureau of Primary Health Centers (BPHC), the Centers for Disease Control and Prevention (CDC), the Florida Department of Health (FLDOH), and local partners that include a family of Community Health Centers and private partners such as Walgreens and Skyemed Pharmacies.

As a Ryan White Part A/MAI provider, Empower "U", Inc. has MOU and linkage arrangement with the Miami-Dade County's Ryan White providers to make and accept referrals for medical case management, food banks, oral health care, substance abuse counseling, and primary medical care.

Empower "U", Inc. accepts referrals from the Health Department, local hospitals, and drug court to connect individuals to medical care. Empower U has reciprocal referral agreements with the other five FQHC to provide services to all patients regardless of their HIV status or ability to pay. Walgreens and Skyemed pharmacies provide medication adherence counseling to Empower U's patients. Moreover, Empower "U", Inc. has service agreements with government agencies, including the Florida Department of Health in Miami-Dade County for STD screening and the Miami-Dade Transit Authority to distribute transportation passes to low-income clients so that they can attend medical appointments.

Goals, Objectives & Strategies

Goal 1: Board and Staff Development *(Aimed to improved recruitment and training for directors to enhance skills to govern and to retain dedicated competent staff)*

Objective	Strategy
Identify and eliminate barriers to recruitment of Board Members and Staff	<ol style="list-style-type: none"> 1. Complete a Board Self-Assessment 2. Advertise Board Openings 3. Members will promote recruitment 4. Invite potential candidates to tour agency 5. Invite promising candidates to apply for membership 6. Develop a succession plan for Board and Staff members
Identify team building and training workshops for the Board and set target dates for training.	<ol style="list-style-type: none"> 1. Training: Monitor FACHC and NACHC training calendars 2. Include budget line item for travel and training 3. Training Board: Develop an annual Board training/meeting/special events calendar. 4. Training Staff: Support workforce staff development and mentor local community members for roles in health care industry especially youth 5. Training Staff Support the career progression of our dedicated highly valued staff who are committed to the mission of the agency and who see Empower U as a place to have fulfilling and productive careers with educational and advancement opportunity 6. Team Building: Hold weekly managers meetings, monthly staff meetings, and Board retreats 7. Team Building: Recognize staff and Board accomplishments and special dates such as birthdays, Christmas Party, etc.
Board Governance	<ol style="list-style-type: none"> 1. Ensure that the Board is representative of the community and is consumer driven. 2. Work collaboratively with the health center executive staff to set and approve policy. 3. Monitor policy to ensure that the mission is achieved 4. Conduct operations in compliance with regulatory requirements

Goal 2. Assure the provision of culturally competent quality primary health care.

Objective	Strategy
Assess and Improve service Delivery	<ol style="list-style-type: none"> 1. Implement an E.H.R. system capable of capturing meaningful use data effectively and efficiently 2. Develop an ongoing training plan for E.H.R. maintenance, IT hardware and software staying compliant with HRSA, Medicaid, CMS, and PCMH
Create an Organizational Culture of Quality	<ol style="list-style-type: none"> 1. Involve the entire staff of the organization including Board and consumers to assist with assessing and improving services based on a systematic, priority-driven and organized framework
QA/QI Committee	<ol style="list-style-type: none"> 1. Continue to work on and report out to QA/QI committee on data elements used to evaluate patient care and service 2. Use the PDSA model to identify problems, make change, and see if the changes for improvement work and train key staff to use the model 3. Continue to implement safety standards for patients and employees

Goal 3. Improve access to quality primary medical care: (Aimed at increasing the number of health center patients regardless of race, ethnicity, gender identity, or ability to pay to 4500 by January 2016)

Objective	Strategy
Develop and advertising plan	<ol style="list-style-type: none"> 1. Develop a plan to advertise primary health care service (print, radio, social media, and website) to increase patient recruitment 2. Continue to investigate and implement transportation needs and services 3. Continue to investigate and implement service expansion hours e.g., extra day after 5:00 PM and on Saturdays
Improve work flow design.	<ol style="list-style-type: none"> 1. Expand lobby to accommodate consumers/patient growth 2. Make lobby/waiting areas family friendly 3. Build out intake and registration area 4. Recruit, credential and privilege provider to accommodate consumer/patient growth
Integrate HIV Testing into Primary Health Care	<ol style="list-style-type: none"> 1. Prepare Comprehensive Integrated Prevention Service (CIPS) Exam Room 2. Consult with local CHC that have implemented CIPS projects 3. Train existing staff on CIPS integration 4. Credential, hire, train and privilege mid-level provider to work with supervisory providers 5. Complete integration within 6 months 6. Explore and investigate integration of mobile HIV testing into CIPS project
Integrate HIV case management , Housing Program and prevention program consumers into the health center	<ol style="list-style-type: none"> 1. Discuss integration plans with existing staff to get insight, ideals, and buy-in 2. Train medical case management, housing, and prevention staff on CIPS integration and improving access to care 3. Monitor CIPS integration
Wellness Program	<ol style="list-style-type: none"> 1. Develop a wellness for patients and the workplace 2. Start with simple exercise and nutrition programs in afternoons and weekends
Provide service on site currently being provided via MOU and contracts	<ol style="list-style-type: none"> 1. Include onsite OB/GYN service 2. Include onsite dental service 3. Continue to investigate and develop a plan to expand from a dispensary to a pharmacy 4. Explore partnerships to help facilitate expansion into areas such as OB/GYN, dental and pharmacy
QA/QI Committee	<ol style="list-style-type: none"> 1. Continue to work on and report out to QA/QI committee on data elements used to evaluate patient care and EU service

Goal 4. Maintain level of service and explore and expand current FQHC service to include Empower U, Inc.'s historical service within the health centers scope of service. (The AIM is to recognize existing programs e.g., outpatient substance abuse counseling, Housing Service, Specialty Medical Case Management, HIV/STD prevention service as components of the FQHC).

Objective	Strategy
Maintain level of treatment scope of service.	<ol style="list-style-type: none"> 1. Review HRSA additional service to identify existing service that may easily fit categories 2. Identify existing service that are appropriate for inclusion into the scope of service 3. Prepare and submit a change of scope of service to HRSA

Goal 5. Patient Center Medical Home Designation (Aim is to continuously improve quality and tailor patient care to the needs of the patient and community that we serve.).

Objective	Strategy
PCMH Accreditation	<ol style="list-style-type: none"> 1. Research the PCHM standards and guidelines 2. Request technical support from the HRSA PCMH Initiative e, g, telephone, email, and training assistance on preparing for the PCMH recognition process and comply with the standards and details regarding the application process. 3. Get Joint Commission on Accreditation of Health Care Organization

Goal 6. Business Sustainability (Aim is to ensure organizational growth)

Objective	Strategy
Ensure Adequate Resources	<ol style="list-style-type: none"> 1. Complete 100% of all charts within 72 hours and forward to billing office 2. Submit all claims within 14 days of receipt from medical center 3. Review and resubmit all denial claims within seven days
Maximization of Resources	<ol style="list-style-type: none"> 1. Research and apply for alternative funding sources e.g. 340B, third party payers, Medicaid, Medicare 2. Increase the health center's revenue from third party payers by securing & maintaining contracts
Partnerships	<ol style="list-style-type: none"> 1. Develop and strengthen partnerships with key stakeholders at the local, state, and community level
An active Board of Directors that is adept at fundraising and advocating for EU.	<ol style="list-style-type: none"> 1. Identify and attend fundraising trainings 2. Read literature on fundraising 3. Staff research, develop & present fundraising plan to the board for approval 4. Purchase/Sell Tickets to Events 5. Make a personal donation or get a friend to make a donation 6. Solicit sponsorship from corporate contacts

Goal 7: Stand-Alone medical center in the community.

Objective	Strategy
Identify existing and space needs for existing operations and future growth.	<ol style="list-style-type: none"> 1. Have discussions with patients, staff and board about existing needs that would make the health center environment more comfortable and efficient as a work place and a medical home. 2. Make a space wish list 3. Make a list of future programs and space needs 4. Evaluate existing space to see if there is growth potential. 5. Evaluate the cost effectiveness of existing space. 6. Engage assistance of commercial realtor and contractors 7. Develop move out timeline 8. Decide on financing options 9. Seek Capital funding opportunities. 10. Discuss plan with Health Department and Community State Holder e.g., Commissioners