



Free Clinic
OF CENTRAL VIRGINIA
Strategic Plan
January 2020 – December 2025

MISSION:

The mission of the Free Clinic of Central Virginia is to ensure high-quality, compassionate and comprehensive healthcare for every member of our community. We fulfill this mission by providing high-quality medical, dental, pharmacy, behavioral health and health education services to those in Central Virginia who do not have the resources to obtain these essential healthcare services.

VISION:

Our vision is that everyone has a medical home that provides for optimal individual and community wellness.

VALUES:

- **Accessibility** – We serve adults who are uninsured or underinsured. Individuals are considered underinsured if their health insurance does not cover the medically necessary service they are requesting, or if there is a demonstrated community-wide lack of access to care. Patients will not be denied medical, pharmacy, behavioral health or basic dental services if they are unable to pay. We request that uninsured patients make a nominal donation. Patients with insurance are charged the required co-payment for services.
- **Volunteerism** – Our mission will be accomplished through a community-based volunteer program which will include medical, dental, pharmacy, and behavioral health professionals, as well as other non-healthcare professionals who provide various support services.
- **Community Involvement** – We extend our care through working relationships with other healthcare providers in our community who agree to make their services available to our patients at no charge. We partner with Community Access Network, Centra Health, Hill City Pharmacy, and other local and regional healthcare providers to create a continuum of services to improve the overall health of our community.
- **Care, Respect and Privacy** – We provide high-quality patient care in a compassionate way, respecting the dignity, privacy and worth of each person.
- **Learning** – We provide educational opportunities to assist our patients in improving their health. We provide practical experience for current and future healthcare professionals through partnership with academic institutions.
- **Advocacy** – We advocate for greater access to healthcare for the underserved, and improved community-wide health outcomes.

MAJOR STRATEGIES:

- Continue to fill gaps in access to care, even with Medicaid expansion (uncovered services, enrollment gaps, individuals between 139% and 250% FPL)
- Increase income eligibility to serve patients up to 250% FPL
- To maximize resources, enroll more non-Medicaid eligible primary care patients, gradually shift Medicaid primary care patients to Community Access Network
- Expand services to include more patient education, specialty medical and specialty dental services
- To improve continuity of patient care, pursue Patient-Centered Medical Home designation
- Improve facility at 1016 Main Street and improve utilization of 5th Street
- Maximize Medicaid reimbursement in alignment with community partnerships
- Strengthen fund development programs
- Increase access to care by opening a new access point in a surrounding county, in partnership with Community Access Network

SUMMARY OF GOALS AND OBJECTIVES:

- **Goal 1: The Free Clinic will improve its internal operations to ensure that the organization is prepared to develop opportunities for growth and to address the changes of the future.**
 - Objective 1.1: Processes are in place to ensure a sufficient number of knowledgeable, well-prepared, and satisfied staff and volunteers.
 - Objective 1.2: Technology is in place to ensure high-quality patient care, and efficient administrative and clinical operations.
 - Objective 1.3: Services provided will reflect best practices and create a standard of care equal to if not better than any other ambulatory care facility.
 - Objective 1.4: The facility at Main Street will provide sufficient safe, attractive and efficient space of a quality equal to if not better than any other ambulatory care facility.
- **Goal 2: The Free Clinic will develop partnerships throughout the service area to strengthen and improve the organization's capacity.**
 - Objective 2.1: Increase externships and other educational opportunities through the service area to strengthen and improve the organization's capacity.

- **Goal 3: The Free Clinic will develop new initiatives/services with its partners that will increase services to and public awareness of those who are medically underserved.**
 - Objective 3.1: Increase access to care for low-income, uninsured and underinsured adults.
 - Objective 3.2: Improve patient outcomes through expanded educational programming.
 - Objective 3.3: Improve patient outcomes through access to prescription medications within Free Clinic budget constraints.
 - Objective 3.4: Improve patient outcomes through access to dental services.
 - Objective 3.5: Improve overall patient access by expanding to an outlying county location.
 - Objective 3.6: Improve overall patient access by expanding the Community Health Center.

- **Goal 4: The Free Clinic will develop resources necessary to meet the goals and objectives in the strategic plan.**
 - Objective 4.1: Implement a comprehensive development plan that results in sufficient funding to support current operations.
 - Objective 4.2: Maximize fee for service revenue.
 - Objective 4.3: Secure funding necessary to expand Main Street location.
 - Objective 4.4: Achieve cash reserve balance sufficient to ensure uninterrupted services.

KEY MILESTONES:

- **3/2020**
 - Complete implementation of new electronic health record (eClinicalWorks) for Dental Clinic.
 - All patients screened and referred to internal or external resources for behavioral health needs.

- **7/2020**
 - Medical Clinic protocols completed, quarterly outcome reports provided to Board of Directors.
 - Oral health and oral intervention measures part of standardized workflow in both Medical and Dental Clinics.
 - Workflows completed for all key medical, dental, pharmacy and administrative tasks.

- **1/2021**
 - New volunteer orientation program is in place.
 - 30% of patients will have incomes between 139% and 250% FPL.
 - Primary care visits at Main Street increased by 10% and medical visits provided by Free Clinic volunteers at Community Health Center increased by 50%.
 - Increase number of dental visits to 4,100, begin providing a limited number of partials through the Dental Clinic.
 - 100% of Main Street renovation funds are in hand.

- **7/2021**
 - Increase Medicaid revenue for medical services to \$90,000 and \$45,000 for dental services.
 - Implement a formal planned giving program.
 - Main Street renovations complete.

- **1/2022**
 - Add gastroenterology, cardiology and endocrinology to Medical Clinic.
 - Add oral surgery and endodontics to Dental Clinic.
 - Receive designation as a Patient-Centered Medical Home (Level 1)
 - Chronic health self-management education programming implemented.

- **7/2022**
 - Free Clinic Clinical Measures meet or exceed local FQHC performance on HRSA Quality Measures.
 - Nurse practitioner, physical therapy, health promotion and healthcare administration externships in place.

- **3/2023**
 - Funding in place for Free Clinic services within an expanded Holcombe H Hurt Community Health Center

- **7/2023**
 - County location is open.

- **1/2024**
 - Expansion of Holcombe H Hurt Community Health Center is complete.

GOAL 1: The Free Clinic of Central Virginia will improve its internal operations to ensure that the organization is prepared to develop opportunities for growth and to address the changes of the future.

OBJECTIVE 1.1			
Processes are in place to ensure a sufficient number of knowledgeable, well-prepared, and satisfied staff and volunteers.			
INITIATIVES	MEASURES	TARGETS	RESPONSIBLE
1.1.1 Improve staff onboarding process, including a new hire packet; orientation process; and in-service training process	New hires receive and complete all required documentation	By 7/1/20 100% of new hires will have completed all required documentation prior to first day of work	Director of Operations and Finance, Hiring Manager
	New hires complete an orientation process	By 1/1/21 100% of new hires will have completed orientation w/in 30 days of hire	
	All employees receive annual training on key job responsibilities (i.e., HIPAA, universal precautions, first aid, CPR, emergency procedures)	By 1/1/21 each employee will have an in-service plan	Hiring Manager
		By 7/1/21 100% of employees will have received required training outlined in their in-service plan	
	Staff report satisfaction with their jobs, as part of annual staff evaluation	100% of staff rate their satisfaction with their job between 8 and 10 on a 10-point scale	
	Patients report satisfaction	90% of patients surveyed “agree” or “strongly agree” with statement “Overall, I am satisfied with the care that I got at the Free Clinic”	Director of Operations and Finance
1.1.2 Improve volunteer onboarding, orientation and in-service process, volunteer onboarding, orientation and in-service	New volunteers receive and complete all required documentation	By 1/1/21 100% of new volunteers will have completed all required documentation prior to first day of volunteer placement	Director of Operations and Finance
	New volunteers complete an orientation process	By 1/1/21 100% of new volunteers will have completed orientation within 30 days of volunteer placement	Director of Operations and Finance

INITIATIVES	MEASURES	TARGETS	RESPONSIBLE
1.1.2 continued Improve volunteer onboarding, orientation and in-service process, volunteer onboarding, orientation and in-service	Volunteers receive annual training on key responsibilities (i.e., HIPAA, universal precautions, first aid, CPR, emergency procedures)	By 7/1/21 core training has been offered to volunteers	Director of Operations and Finance
	Volunteers report satisfaction	90% of volunteers surveyed “agree” or “strongly agree” with statement “Overall, I am satisfied with my volunteer experience at the Free Clinic”	Director of Operations and Finance
1.1.3 Recruit more community outreach volunteers	Number of outreach events per month staffed by volunteers	By 1/1/2021, there are sufficient volunteers to participate in at least 2 outreach events per month.	Pharmacy Access Coordinator
1.1.4 Recruit more volunteer on-site and off-site medical providers (cardiology, endocrinology, gastroenterology).	Successful referrals to local cardiology, endocrinology and gastroenterology	By 1/1/22, 100% of patients requiring cardiology, endocrinology or gastroenterology are able to access this service locally.	Medical Clinic Coordinator
1.1.5 Recruit more specialty dental providers.	Successful referrals to oral surgery and endodontics.	By 1/1/22, 100% of patients requiring oral surgery or endodontics are able to access this service locally.	Dental Clinic Coordinator
1.1.6 Maintain or increase the number of volunteer medical and dental provider hours.	Number of volunteer hours	By 1/1/21, increase the number of volunteer medical and dental hours by 10% from 12/31/19 levels. Increase these hours by 5% annually 2021 – 2025.	Medical Clinic Coordinator and Dental Clinic Coordinator
1.1.7 Strengthen formal volunteer recognition programs	Number of nominations for annual volunteer awards	By 6/1/21, at least three nominations will be received for each volunteer award	Director of Development

OBJECTIVE 1.2				
Technology is in place to ensure high-quality patient care, and efficient administrative and clinical operations.				
	INITIATIVES	MEASURES	TARGETS	RESPONSIBLE
	1.2.1 Develop reporting capability to capture data re: reduction in emergency department and inpatient hospitalizations, as well as improved clinical outcomes	Clinical data in eClinicalWorks is sufficient to measure individual and aggregate clinical outcomes	By 7/1/20 accurate quarterly clinical outcome reports will be created and provided to Board of Directors	Medical Clinic Coordinator
	1.2.2 Transition to eClinical Works for dental services and maximize integrated medical and dental care capabilities.	Services provided in the Dental Clinic are documented in eClinicalWorks	By 3/1/20 all Dental Clinic services will be documented in eClinicalWorks	Dental Clinic Coordinator
		Dental Clinic staff and volunteers are able to correctly use eClinicalWorks	By 7/1/20 90% of patient encounters will be entered correctly in eClinicalWorks, as measured by sample audit.	Dental Clinic Coordinator
		Volunteer dental providers report satisfaction	By 12/1/20 90% of dental volunteers surveyed “agree” or “strongly agree” with statement “I have received adequate training and/or accommodations to effectively document clinic encounters”	Director of Operations and Finance

OBJECTIVE 1.3				
Services provided at the Free Clinic will reflect best practices and create a standard of care equal to if not better than any other ambulatory care facility.				
	INITIATIVES	MEASURES	TARGETS	RESPONSIBLE
	1.3.1 Clinical and administrative processes will be improved to maximize efficiencies.	Policies and procedures exist that incorporate best practices and allow for improved staff and volunteer training.	By 7/1/20 Pharmacy Procedure Manual and Formulary will be reviewed and updated to include workflows for all key activities.	Pharmacy Access Coordinator
			By 7/1/20 Medical Clinic Procedure Manual will be reviewed and updated to include workflows for all key activities.	Medical Clinic Coordinator
			By 7/1/20 Dental Clinic Procedure Manual will be reviewed and updated to include workflows for all key activities.	Dental Clinic Coordinator
			By 7/1/20 Operations Manual will be reviewed and updated to include workflows for all key activities.	Director of Operations and Finance
		Patients report satisfaction	90% of patients surveyed “agree” or “strongly agree” with statement “Overall, I am satisfied with the care that I got at the Free Clinic”	Director of Operations and Finance
		Volunteers report satisfaction	90% of volunteers surveyed “agree” or “strongly agree” with statement “Overall, I am satisfied with my volunteer experience at the Free Clinic”	Director of Operations and Finance

	INITIATIVES	MEASURES	TARGETS	RESPONSIBLE
	1.3.2 New medical, dental and behavioral health protocols and clinical pathways will be developed to maximize integrated and preventive care	Patient clinical outcomes for top five chronic health conditions are improving	By 7/1/20 medical clinic protocols and clinical pathways will be developed for top five conditions	Medical Clinic Coordinator, Nurse Practitioner and Medical Director
		By 7/1/20 accurate quarterly clinical outcome reports will be created that include comparison of Free Clinic clinical outcomes with HRSA Quality of Care and Health Outcomes/Disparities Measures, in addition to local health system measures	Medical Clinic Coordinator	
		By 1/1/22 patient clinical outcomes will meet or exceed local FQHC performance on above HRSA measures	Medical Clinic Coordinator	
		By 7/1/20 oral health and oral intervention measures will be incorporated into daily, standardized documentation methods in both the medical and dental clinics.	Dental Clinic Coordinator, Medical Clinic Coordinator	
		By 7/1/20 medical clinic staff and medical student volunteers are routinely provided education and training about oral health needs, appropriate oral assessment, patient self-management activities to achieve and maintain improved oral health status, and how to help patients with self-management goals.	Dental Clinic Coordinator, Medical Clinic Coordinator	
		By 1/1/21 medical clinic volunteers are providing fluoride treatment as part of integrated care.	Dental Clinic Coordinator, Medical Clinic Coordinator	

	INITIATIVES	MEASURES	TARGETS	RESPONSIBLE
		Medical and behavioral health services are integrated	By 3/1/20 medical clinic protocols and clinical pathways will be developed to ensure that 100% of medical patients are screened for behavioral health needs and a follow-up plan developed.	Medical Clinic Coordinator
		Patients report satisfaction	90% of patients surveyed “agree” or “strongly agree” with statement “Overall, I am satisfied with the care that I got at the Free Clinic”	Director of Operations and Finance
	1.3.3 Free Clinic patients will receive care consistent with the Patient-Centered Medical Home (PCHM) model, where patient treatment is coordinated through a primary care provider to ensure the patient receives the necessary care where and when they need it, in a manner they understand.	Patient-Centered Medical Home designation	By 1/1/22 the Free Clinic will be designated a Level 1 Patient-Centered Medical Home	Director of Operations and Finance, Medical Clinic Coordinator

OBJECTIVE 1.4				
The Free Clinic facility at Main Street will provide sufficient safe, attractive and efficient space of a quality equal to if not better than any other ambulatory care facility.				
	INITIATIVES	MEASURES	TARGETS	RESPONSIBLE
	1.4.1 Renovate 1016 Main Street to add meeting space and improve patient flow.	Architectural plans are complete	By 7/1/20 Board of Directors has approved architectural plans	CEO and Building Committee
		Plan for financing project (raised funds, tax credits and/or loans) is complete	By 9/1/20 Board of Directors has approved financing plan	CEO, Development Director and Development Committee
		Sufficient funding is in hand to cover the costs of the project	By 1/1/21 100% of funding is in hand	CEO, Development Director and Development Committee
		Construction complete	By 7/1/21, Certificate of Occupancy will be issued	Executive Director and Building Committee
	1.4.2 Continue safety and emergency drill procedures	Staff and regular volunteers are able to respond appropriately in case of emergency	By 3/1/20 quarterly emergency drills are conducted	Director of Operations and Finance
	1.4.3 Continue annual facilities maintenance plan and budget	Existing facility is safe and well-maintained	By 3/1/20 routine building maintenance is conducted according to a monthly schedule	Director of Operations and Finance

GOAL 2: The Free Clinic of Central Virginia will develop partnerships throughout the service area to strengthen and improve the organization’s capacity.

OBJECTIVE 2.1				
Increase externships and other educational opportunities at the Free Clinic for future healthcare professions.				
	INITIATIVES	MEASURES	TARGETS	RESPONSIBLE
	2.1.1 Partner with Lynchburg College, Liberty University, Randolph College and Sweet Briar College to develop externships and other educational opportunities to include Nursing, Nurse Practitioners, Physical Therapy, Health Promotion and Healthcare Administration.	Formal partnerships established	By 1/1/22 affiliation agreements for Nursing, Nurse Practitioners, Physical Therapy, Health Promotion and Healthcare Administration will be executed.	CEO
		Number and types of students placed in externships or internships	By 9/1/22 active internship or externship opportunities will be provided to at least 1 student each in Nursing, Nurse Practitioners, Physical Therapy, Health Promotion and Healthcare Administration	CEO, Medical Clinic Coordinator
	2.1.2 Improve student on-boarding, orientation and overall experience.	New students receive and complete all required documentation	By 1/1/21 100% of new students will have completed all required documentation prior to first day of externship placement	Director of Operations and Finance
		New students complete an orientation process	By 1/1/21 100% of new students will have completed orientation on or before first day of externship placement	Director of Operations and Finance
		Students report satisfaction	90% of students surveyed “agree” or “strongly agree” with statement “Overall, I am satisfied with my volunteer experience at the Free Clinic”	Director of Operations and Finance

GOAL 3: The Free Clinic of Central Virginia will develop new initiatives/services with its partners that will increase services to and public awareness of those who are medically underserved.

OBJECTIVE 3.1				
Increase access to care for low-income, uninsured and underinsured adults.				
	INITIATIVES	MEASURES	TARGETS	RESPONSIBLE
	3.1.1 Increase access to care for low-income, uninsured and underinsured adults by revising eligibility criteria to insured individuals with incomes up to 250% FPL	Percentage of patients served with incomes between 139% and 250% FPL	By 2/1/20, Board approves revision to eligibility criteria.	CEO and Board of Directors
			By 1/1/21, increase the percentage of patients with incomes between 139% and 250% FPL from approximately 10% to 30%. Increase this percentage to 50% by 1/1/22.	Pharmacy Access Coordinator and Patient Access Coordinator
	3.1.2 In order to maximize the resources within the Free Clinic/Community Access Network partnership, revise eligibility criteria to encourage individuals with Medicaid to utilize Community Access Network for primary care.	Percentage of primary care patients with Medicaid.	By 1/1/23, decrease the percentage of primary care visits provided to Medicaid patients from 42% to 25%.	Pharmacy Access Coordinator and Patient Access Coordinator
	3.1.3 Maintain primary care services at Main Street and expand services provided at 5 th Street	Number of primary care visits at Main Street.	By 1/1/21, increase the number of primary care visits at Main Street by 10% from 12/31/19 levels (from 2,300 to 2,500). Maintain these visits annually 2022 – 2025.	Medical Clinic Coordinator
		Number of medical visits at 5 th Street provided by Free Clinic volunteer providers.	By 1/1/21, increase the number of medical care visits at 5 th Street provided by Free Clinic volunteers by 50% (from 183 to 366). Maintain these visits annually 2022 – 2025.	Medical Clinic Coordinator

OBJECTIVE 3.2				
Improve patient outcomes through expanded educational programming.				
	INITIATIVES	MEASURES	TARGETS	RESPONSIBLE
	3.2.1 Identify educational programming and potential partnerships to improve clinical outcomes in top five chronic health conditions	Patient education needs assessment completed	By 3/1/21 patient education needs assessment complete	Medical Clinic Coordinator
		Formal partnerships established	By 7/1/21 MOUs with at least 3 partner agencies will be executed	Medical Clinic Coordinator
		Patient education provided to address top five chronic health conditions, with emphasis on chronic health self-management	By 1/1/22 at least 20 patients will have participated in chronic health self-management education	Medical Clinic Coordinator
			By 7/1/22 at least 50 patients will have participated in chronic health self-management education	Medical Clinic Coordinator
		Patient clinical outcomes for top five chronic health conditions are improving	By 7/1/22 patient clinical outcomes for patients participating in chronic health self-management education will meet or exceed local FQHC performance on HRSA Quality of Care and Health Outcomes/ Disparities measures	Medical Clinic Coordinator
		Patients report satisfaction	90% of patients surveyed “agree” or “strongly agree” with statement “Overall, I am satisfied with the care that I got at the Free Clinic”	Director of Operations and Finance

OBJECTIVE 3.3				
Improve patient outcomes through access to prescription medications within Free Clinic budget constraints.				
	INITIATIVES	MEASURES	TARGETS	RESPONSIBLE
	3.3.1 Revise Pharmacy program enrollment procedures to ensure only eligible patients receive medications, and maximize utilization of PAPs and donated medications.	Eligible patients receive medications from the Free Clinic.	By 7/1/20, 95% of patients provided medications with Free Clinic funds are low-income and uninsured.	Pharmacy Access Coordinator
		Patients have timely access to low-cost medications.	By 7/1/20, the average wait time for first fill of medications through PAPs is 4 weeks.	Pharmacy Access Coordinator
		Actual pharmaceutical expenses	By 10/1/20, monthly expenditures of pharmaceuticals are within budget.	Pharmacy Access Coordinator
		Patient clinical outcomes for top five chronic health conditions are improving	By 7/1/22 patient clinical outcomes for top five chronic health conditions will meet or exceed local FQHC performance on HRSA Quality of Care and Health Outcomes/ Disparities measures.	Pharmacy Access Coordinator, Medical Clinic Coordinator

OBJECTIVE 3.4				
Improve patient outcomes through access to dental services.				
	INITIATIVES	MEASURES	TARGETS	RESPONSIBLE
	3.4.1 Expand access to dental services by implementing walk-in services	Patients will have timely access to dental services.	By 10/1/20, the average wait time for a non-emergency dental appointment is less than 4 weeks.	Dental Clinic Coordinator
			Maintain 100% of emergent dental patients are seen the same day.	Dental Clinic Coordinator
			By 1/1/21, increase number of dental visits to 4,100 and maintain 2022 through 2025.	Dental Clinic Coordinator
	3.4.2 Expand access to specialty dental services by providing low-cost partials.	Number of patients provided with partials.	By 1/1/21, 10 patients will have received low-cost partials. Continue to provide partials for 10 patients each year 2021-2025.	Dental Clinic Coordinator

OBJECTIVE 3.5			
Improve overall patient access by expanding to an outlying county location.			
INITIATIVES	MEASURES	TARGETS	RESPONSIBLE
3.5.1 Identify counties for future services	Priority listing of outlying service area is completed	By 7/1/21 determine location of county co-location	CEO
3.5.2 Partner with Community Access Network, Centra Health and/or other community healthcare providers to co-locate Free Clinic services in outlying counties	Formal partnerships established	By 9/1/22 MOUs will be executed with partner organization(s) establishing intent to co-locate	CEO
	Scope of services and infrastructure responsibilities determined	By 12/1/22 formal agreements regarding scope of services to be provided by each entity, as well as infrastructure responsibilities will be approved by Board of Directors	CEO
	Plan for funding Free Clinic staff and other operational costs for the County Clinic is complete	By 3/1/22 Board of Directors has approved formal agreements with FQHC, Centra Health or other community healthcare provider regarding funding of Free Clinic operations within the County Clinic	CEO and Executive Committee
	Shared workflows, clinical protocols and clinical outcomes established	By 3/1/23 policies, procedures and protocols will be established	Director of Operations and Finance, Pharmacy Access Coordinator, Medical Clinic Coordinator and Dental Clinic Coordinator
	Free Clinic providing services within the County Clinic	By 7/1/23 patients will receive services from Free Clinic staff and volunteers at one County Clinic	Medical Clinic Coordinator, Pharmacy Access Coordinator, Dental Clinic Coordinator, and Operations Manager

OBJECTIVE 3.6				
Improve overall patient access by expanding Community Health Center.				
	3.6.1 Engage Community Access Network, Centra Health and potential funders re: expansion Holcombe H Hurt Community Health Center	Formal partnerships established	By 9/1/21 MOUs will be executed with partner organization(s) establishing intent to expand.	CEO
		Scope of services and infrastructure responsibilities determined	By 12/1/21 formal agreements regarding scope of services to be provided by each entity, as well as infrastructure responsibilities will be approved by Board of Directors	CEO and Executive Committee
		Plan for funding Free Clinic staff and other operational costs for the expansion is complete	By 3/1/22 Board of Directors has approved formal agreements with CAN, Centra Health potential funders regarding funding of Free Clinic operations within the expanded CHC	CEO, Executive Committee and Finance Committee
	3.6.2 Prepare architectural plans	Architectural plans are complete	By 7/1/22 Board of Directors has approved architectural plans	CEO and Building Committee
	3.6.3 Expand Holcombe H Hurt Community Health Center	Construction complete	By 1/1/24, Certificate of Occupancy will be issued	CEO and Building Committee

GOAL 4: The Free Clinic of Central Virginia will develop resources necessary to meet the goals and objectives in this strategic plan.

OBJECTIVE 4.1				
The Free Clinic will implement a comprehensive development plan that results in sufficient funding to support current operations.				
	INITIATIVES	MEASURES	TARGETS	RESPONSIBLE
	4.1.1 Implement a visible marketing campaign focused on raising awareness of, and funds for, the Free Clinic	Visitors to Free Clinic website	By 1/1/21 increase the number of visitors to the Free Clinic's website from 500 per month to 750 per month, with 75% being new visitors.	Director of Development
	4.1.2 Expand outreach to foundation and corporations in Central Virginia, conducting exploratory visits with foundation and corporate representatives.	Unrestricted contributions from foundations	Increase foundation giving from \$46,690 in FY19 to \$51,000 in FY21; \$56,000 in FY2; \$62,000 in FY23 and \$68,000 in FY24 (10% each year)	CEO and Director of Development
		Corporate contributions (exclusive of Centra Health and corporate sponsorship for events)	Increase corporate giving 10% each year (from \$6,617 in FY19 to \$7,000 in FY21; \$8,000 in FY22; \$8,800 in FY23 and \$9,600 in FY24)	
	4.1.3 Expand outreach to churches and clubs.	Unrestricted contributions from churches and clubs	Increase giving from churches 10% each year (from \$25,000 in FY19 to \$27,500 in FY21; \$30,250 in FY22; \$33,275 in FY23 and \$36,600 in FY24)	Director of Development
	4.1.4 Continue Clinic Tours to expand individual annual fund donor base and encourage donors to increase their giving level.	Unrestricted contributions from individual donors	Increase giving from individuals 5% each year from \$120,000 in FY19 to \$132,000 in FY21; \$145,200 in FY22; \$160,000 in FY23 and \$176,000 in FY24)	Director of Development
		Number of individual donors	Increase number of individual donors 5% each year (from 548 in FY19 to 575 in FY21, 604 in FY22, 634 in FY23, and 666 in FY24)	
	4.1.5 Expand the pool of possible major donors, providing a bridge from high-end annual support to a major gift.	Unrestricted contributions over \$5,000 from individual donors	Increase contributions over \$5,000 from \$30,000 in FY19 to \$35,000 in FY21; \$40,000 in FY22; \$45,000 in FY23 and \$50,000 in FY24	Director of Development
		Number of individual donors making contributions of \$5,000 or more per year	Increase number of individual donors making contributions to \$5,000 or more per year by 1 each year (from 4 in FY19, to 5 in FY21, 6 in FY22, 7 in FY23 and 8 in FY24)	

	INITIATIVES	MEASURES	TARGETS	RESPONSIBLE
	4.1.7 Develop effective stewardship program, with consistent, planned methods for demonstrating appreciation and stewardship of gifts received.	Stewardship plan is implemented	By 1/1/21 implement a formal stewardship program	Director of Development
	4.1.6 Establish a planned giving program, with special focus on irrevocable planned gifts and bequest commitments.	Planned giving program is implemented	By 7/1/21 implement a formal planned giving program	Director of Development

Objective 4.2				
Maximize fee for service revenue				
	4.2.1 Complete transition to becoming a Medicaid provider for medical services	Medicaid revenue for medical services	By 6/30/21, increase Medicaid revenue for medical services to \$90,000 per year.	Director of Operations and Finance, Medical Clinic Coordinator
	4.2.2 Complete transition to becoming a Medicaid provider for dental services	Medicaid revenue for dental services.	By 6/30/21, reach \$45,000 in Medicaid revenue for dental services.	Director of Operations and Finance, Dental Clinic Coordinator

OBJECTIVE 4.3				
Secure funding necessary to expand 1016 Main Street location.				
	INITIATIVES	MEASURES	TARGETS	RESPONSIBLE
	4.3.1 Plan, prepare and executive a campaign that raises sufficient funding to expand 1016 Main Street location	Commitment from leadership donors sufficient to allow for public announcement of capital campaign	By 3/1/20 40% of funding is in pledged	Director of Development, Development Committee
			By 1/1/21 100% of funding is in hand	Director of Development, Development Committee

OBJECTIVE 4.4				
Achieve cash reserve balance sufficient to ensure uninterrupted operations.				
	INITIATIVES	MEASURES	TARGETS	RESPONSIBLE
	4.1.1 Meet annual income over expense budget sufficient to allow for cash reserves	Days of cash on hand	By 7/1/21, cash on hand will be equal to 6 months operating budget	CEO and Finance Committee