



Strategic Plan Summary 2010 - 2013



October, 2010

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INTRODUCTION

Community Health Center of Cape Cod was established in April 1997 (as the Falmouth Free Clinic) by a group of dedicated volunteers with a passion for ensuring access to health services for everyone, regardless of their ability to pay. In our 13-year history, we have grown from an all-volunteer, free clinic providing episodic care for adults once a week, to a Federally Qualified Community Health Center (FQHC) providing a continuum of health services for adults, children, adolescents, and families.

Today, we proudly serve as the “medical home” for more than 11,000 patients. That’s nearly one in nine individuals within the communities we serve.

As our patients and their families will attest, our team of medical, dental and behavioral health providers, as well as support staff, are committed to our mission and dedicated to providing excellent care.

MISSION AND VALUES

MISSION

To improve the health status of the patients and community we serve through the provision of comprehensive, high quality, compassionate health care to all, regardless of their ability to pay.

VALUES

- The Health Center will be a medical home for all served
- We recognize patients as whole persons, whose environment, as well as physical, mental and spiritual needs impact their overall health
- Health Center services reflect our community and are sensitive to age, disability, ethnicity, gender, language, race, and sexual orientation; we value diversity
- We provide access to medication to everyone we serve, regardless of ability to pay
- Case management services are available to all that require them
- Patients are encouraged to responsibly participate in their own health care decisions
- Service to those in need defines and unites our staff, volunteers and donors
- Professional staff and volunteers are essential to providing high quality care to our patients
- Among staff, multidisciplinary teamwork and individual responsibility are critical to the success of the Health Center
- Technology and decision support systems allow us to remain current, innovate and foster continuous improvement

THE COMMUNITY WE SERVE

Community Health Center of Cape Cod serves the community at four locations: our main office in Mashpee, satellite offices in Falmouth, Bourne and the School Based Health Center at Barnstable High School in Hyannis. The majority of our patients reside in these towns, yet we also serve patients from throughout Cape Cod and Martha's Vineyard as well as the nearby "off-Cape" towns of Plymouth and Wareham, where it is difficult to access services, especially for those in underserved populations.

Our patients include children, adults and families with MassHealth, Commonwealth Care plans, Medicare, private insurance or no insurance at all. We place a special emphasis on underserved and vulnerable populations including the working poor, underinsured, ethnic and cultural minority populations, veterans, the disabled, and low income residents of our service area. We are committed to reducing the barriers to care often experienced by these populations and strive to ensure that every patient encounter is culturally and linguistically appropriate.

Patient involvement in service delivery is key to Health Center planning and operations. The majority of our Board of Directors are patients of the Health Center. As community representatives, they participate in assessing the community's health needs and make decisions regarding the services we provide.

PROGRAMS AND SERVICES

PRIMARY CARE

High quality primary care is the cornerstone of our services. We provide medical care, regular check-ups and screenings, and referrals for diagnostic testing and specialist care. Our scope of services also includes:

- Outreach and insurance enrollment assistance
- Case management
- Prescription assistance
- Foreign and sign language interpreters
- Patient education

BEHAVIORAL HEALTH

Recognizing the link between mental health and total well-being, our primary and behavioral health services are carefully integrated. Psychiatry, mental health assessments and counseling are provided on site at all Health Center locations.

WOMEN'S HEALTH

We offer comprehensive gynecological services for women at every stage of their lives. Services include preventive screenings, gynecological exams, menopausal management, contraceptive choices, infertility counseling, and gynecological surgery.

ORAL HEALTH

Our dental clinic provides preventive, restorative and specialty dental services, with a special emphasis on preventive care for children.

SPECIALTY SERVICES

We have developed programs to address specific health challenges in the community. They include:

- Care Coordination Program - low or no-cost cancer screenings and education
- Family Resource Center - child psychiatry and behavioral health services for at-risk adolescents and their families
- Healthy Immigrant Families - outreach and education to promote healthy lifestyles
- School Based Health Center - medical care, counseling and dental care for students and staff
- Specialty Network for the Uninsured - connects low-income, uninsured people with diagnostic and specialist services
- Veterans' Partnership - primary care and care coordination for veterans

MODEL OF CARE

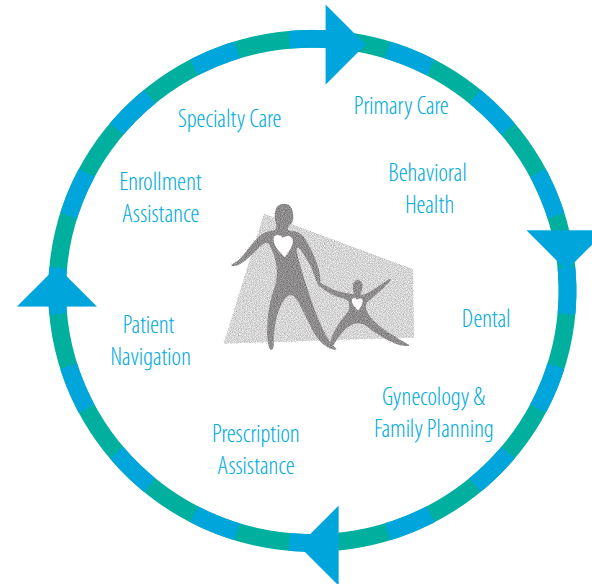
We strive to provide care that is centered around the patient, considering their language, cultural traditions, personal preferences and values, family situations, and lifestyles. Patients, families and caregivers are an integral part of the care team and collaborate with our health professionals in making clinical decisions. Patients have access to a full range of services based on their needs.

MEDICAL HOME

Our concept of a medical home refers, not to infrastructure or a building, but to our philosophy of providing integrated, quality care. In short, we define our care as:

- Accessible
- Affordable
- Patient/Family-centered
- Ongoing
- Culturally appropriate
- Compassionate

With a focus on prevention and improved health outcomes, we provide primary care, dental care and behavioral health services, as well as prescription assistance, case management and referrals to other needed services. The Health Center treats the whole person.



OUR PLAN FOR THE FUTURE

Recognizing the changing needs of our community, the Board of Directors and staff of the Health Center have engaged in a thorough effort to identify health care needs in the community and prioritize our programmatic objectives. This was an open and inclusive process. Giving voice to the community, we held focus groups in the towns we serve. Town selectmen and other officials, school administrators, service agency representatives, advocates, Health Center staff, and interested members of the community participated in lively, constructive discussions.

Based on this input, the expertise of our Board, as well as an assessment of the environment and resources, we identified a strategic plan for the next three years. The plan reiterates our mission to improve the health status of our community and underscores our commitment to excellence in our services and growth for the upcoming years.

We invite you to review the following pages, which summarize our strategic goals and the specific actions we will undertake to improve the health and well-being of the community we serve.

To be recognized as an integral *partner* in the community's health care system through programming based on targeted needs.



Senator Robert O'Leary visited the Health Center to help us promote reading at an early age, through the Reach Out and Read program.

ACTIONS

- Establish ongoing partnerships with consumers, community leaders, human service and other health providers, local businesses, and educational organizations to create an efficient and effective health care system within our community
- Provide ongoing opportunities for consumer feedback and input through increased communication, utilizing newsletters, social media, focus groups and our website
- Maintain high quality and patient satisfaction through continued outcomes monitoring
- Demonstrate fiscal responsibility through care coordination and efficiency
- Build upon strong philanthropic partnerships
- Continue tradition of volunteerism

Ensure *ACCESS* to services that incorporate best practices in integrated care, disease management and prevention.



Primary care providers Anna Hallemeier, MD and Robert Cohen, MD care for children and adults in Mashpee.

ACTIONS

- Ensure that services are available at times and locations in response to consumer demand
- Provide timely access to primary care and diagnostic/specialty referrals
- Reduce barriers to care for our most vulnerable populations; provide access to medication and transportation assistance
- Utilize “best practices” in chronic disease management to develop innovative programming to meet increasing demand for health care services

Develop and retain a *culturally diverse* professional staff.



Lee Wotherspoon, left, and Danielli Lemos of the Healthy Immigrant Families project prepare for an education session in a local supermarket.

ACTIONS

- Promote efforts to attract and retain diverse staff who reflect the community we serve
- Create internship opportunities for students interested in community medicine, dental, nursing, behavioral health, and administrative programs
- Strive to eliminate disparities in health care within vulnerable populations through staff and community education and the provision of linguistically and culturally sensitive care

Use *information technology* to guide decision-making and quality improvement



Information technology is central to the Health Center's quality care. Technical specialist Steve Leclair assists nurse Kirsten McNamara with the electronic medical record.

ACTIONS

- Provide consumers access to Health Center appointments and services via secure e-mail
- Fully develop electronic health record to streamline diagnostic and specialty referrals
- Develop decision support and reporting tools to extract data for use in benchmarking and quality improvement
- Implement core competencies in information technology for all staff
- Ensure ongoing systems to maintain optimal data security and privacy

Foster *integration* and expand the continuum for children, adolescents and their families



Behavioral health services are available at all locations. Counselor Heidi Wright, LMHC, sees a patient who is in for a check-up with her primary care provider.

ACTIONS

- Expand chronic disease programming, including for those with multiple diagnoses
- Increase access to same-day medical, behavioral health and dental appointments
- Provide access to clinical case management and care coordination when needed
- Encourage consumer, family and caregiver voice in delivery of services

Demonstrate ongoing and effective *leadership*



A recent meeting of the Governance Committee of the Board with Directors, from left, Brenda Swithenbank and Anita Thacker and Board President Michael Bihari, MD.

ACTIONS

- Foster a professional, mission-driven focus through formal orientation programs, continuing education and ongoing communication among staff
- Maintain policies and procedures that provided direction and reflect organizational expectations and responsibilities
- Maintain commitment to community outreach and advocacy
- Sustain operational and financial stability
- Prepare for future growth through ongoing development of providers and staff

YOUR VOICE

Community Health Center of Cape Cod is a community-directed organization, meaning that we take our lead from the community we serve and strive to build on and complement other health services available in the region and reduce unnecessary duplication. The voice of the community is heard not just in our planning processes as evidenced in our Strategic Plan, but through our Board of Directors, our partnership endeavors with fellow providers, our donors, and our patients themselves. We are especially honored by the high marks we receive from our patients, who report a satisfaction rate of more than 98 percent.

In the months ahead, we will expand opportunities to receive feedback from the community, through social media and a more interactive Health Center website. Please utilize our website - www.chcofcapecod.org - and follow us on Facebook and Twitter for the latest program information. We urge you to share your thoughts so that we can target our programs and services based on the needs within the community.

THANK YOU

In recent years, we have opened our medical home to more individuals and families. Since 2004, enrolled patients have more than quadrupled to over 11,000 and we continue to enroll between 200 and 300 new patients every month. In that same time, patient visits have increased from 5,100 to 39,900 in 2010.

As part of this growth, locations and hours of operation have been added. Our patients have better access to dental and mental health services as well as insurance benefits and medications. Greater use of technology is facilitating communication between patients and the Health Center.

In concert with the implementation of our strategic plan, we will be undertaking a major expansion of our Mashpee site in the next several months. With the award of a \$6 million Facilities Improvement Grant from the federal government, we will add 20,000 square feet to the existing site. The addition will include exam rooms, a 10-chair dental suite, counseling rooms, and space for support and administrative services. It will enable us to expand primary care and mental health services and offer federally subsidized 340 B pharmacy and urgent care services.

None of this growth and service expansion would have been possible without the input, involvement and generosity of our community. Individuals, families, businesses, faith-based and service groups, community leaders, and local and national foundations have assisted us in the challenge of meeting our community's health and wellness needs. We offer our deepest thanks and our commitment to continue the work that has been entrusted to us.



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