



Strategic Plan 2019 - 2021

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Introduction

From its launch in 1997 to its present network of community health centers, Friend Health has provided primary and preventive health care services to the vulnerable and medically underserved populations in the heart of Chicago's south side.

Friend Family Health Center, Inc. (FFHC) was developed under the Friend Family Foundation which was established by Berman and Hannah Friend in the 1930s. Funding from the Michael Reese Health Trust allowed for major facility renovations and enabled the merger of two University of Chicago (U of C) clinical practices – the Woodlawn Infant Clinic and a clinic housed at FFHC's current flagship location on the U of C campus.

In 1998, FFHC became a federally qualified health center (FQHC) and soon after expanded its services to additional Chicago communities. A significant number of the census tracts within its service area are designated as Medically Underserved Areas (MUA) and Health Professional Shortage Areas (HPSA), which are characterized by insufficient numbers of health care providers. The composition of FFHC's target population is consistent with national trends: the uninsured are disproportionately concentrated amongst families with lower incomes, young adults, and persons of color.

Throughout its tenure, FFHC has provided primary health care services to its target population in a manner that is accessible, affordable, comprehensive, and culturally appropriate. FFHC ensures that patients have access to a full-range of primary and preventive health care services as well as the necessary supplemental services which are either delivered directly or through established arrangements or referrals. FFHC's direct services include:

- Medical care;
- Health prevention;
- Well-child services;
- Vaccine-preventable immunizations;
- Elevated blood lead level screening;
- Communicable diseases and cholesterol management; and
- Family planning services.

In December of 2018, FFHC acquired Human Resources Development Institute, Inc. (HRDI). Founded in 1974, HRDI is a leading provider of behavioral health services in Chicago including, alcohol and substance abuse prevention and treatment, mental health, youth prevention, family services, community health, case management, HIV/AIDS prevention and education, corrective services, and gambling prevention and education. As of March 2019, Friend Family Health Center, Inc. is doing business as "Friend Health" to better reflect the expanded scope of services of the combined entity. Likewise, Human Resources Development, Inc. is doing business as "HRDI, a wholly owned subsidiary of Friend Health".

Introduction (cont'd): HRDI History

In 1973, Dr. C. Vincent Bakeman and Mrs. Doris M. Lomax gathered on the South Side of Chicago with a group of enthusiastic community advocates who all shared one common goal. This goal was to address the lack of mental health care services for African Americans: specifically, for African-American males who were stricken with mental illness, disability, and/or incarceration. A study conducted by the Illinois Department of Mental Health had found that the highest recidivism rate for the mentally ill in the state was among young African-American males living on the South Side of Chicago.

Dr. Bakeman and Mrs. Lomax not only developed a solution that addressed these issues, but also created an organization that has since changed the lives of tens of thousands of people from all racial and ethnic backgrounds. On January 22, 1974, HRDI, was officially incorporated.

HRDI was invited to Alabama in November 2003 to provide its services for individuals with substance abuse problems, mental illness, behavioral challenges, and developmental disabilities.

HRDI's Developmental Disabilities Programs consist of 13 licensed and certified community-based group homes with the capacity to serve 39 adults with developmental disabilities. Each home provides 24-hour supervision, care, and guidance in daily living, and also links with community partners to meet client's comprehensive needs.

Overview of the Planning Process

Friend Health engaged CTY Consulting Group, LLC to facilitate the creation of a strategic plan to set direction and priorities for the newly combined organization over the next three years. The plan takes FFHC’s mission, vision, and values into consideration to provide an actionable plan to guide FFHC’s continued growth and success.

Following a kickoff meeting with senior leadership, nine external interviews were conducted with select members of the Board of Directors and key community partners. Interviewees included:

Tommie Arnold	Brenda Battle	Bill Eager
Sean Harden	Dr. Daniel Johnson	Dr. Art Jones
Glenn Landmesser	Dr. Fred Rachman	Arshele Stevens

The senior leadership team, comprised of leadership from both organizations, began meeting in January 2018 at a strategic planning retreat. Topics covered include:

- Mission Statement
- Vision Statement
- Values Statement
- Value Proposition
- SWOT Exercise
- Team Assessment Exercise
- Strategic Discussions about growth, technology, decision-making, and operations integration

A draft strategic plan was created and circulated. The leadership team met in March 2018 to review the plan, suggest changes, and assign owners and timelines to the objectives for FY2019. The leadership joined again in March 2019 to reassess the plan for FY2020. The Strategic Plan contained in this document and the Implementation Plan are the result of these efforts.

Strategic Conclusions

- Friend Health is well respected and considered a key provider of health care in the Chicago market.
- HRDI has a solid reputation and is well known in the behavioral health space.
- The merger between the two organizations holds a lot of potential value, the challenge will be realizing the value quickly.
- Dental care for children and adults is a significant need.
- Value based and other risk sharing payment models provide a significant financial opportunity if negotiated and executed properly.
- Friend Health continues to be solidly average in many clinical quality indicators.
- Friend Health could do a better job of marketing, telling the story of the value brought to the community is important.
- Leadership succession planning is critical to ensure the long-term viability of Friend Health.
- The leadership team appears to be solid and capable.
- There is a need to maintain a focus on financial data and analysis.

MISSION STATEMENT

To provide a high quality, patient-centered, integrated system of care for ALL.

VISION STATEMENT

Achieve the best health outcomes for the individuals, families, and communities we serve.

VALUES STATEMENT

- ***We Respect*** each and every person with whom we interact.
- ***We Act with Integrity*** and the highest level of moral character.
- ***We Focus on Customer Service*** and providing our patients with a positive experience.
- ***We Value Each and Every Provider and Staff Member*** and appreciate their respective contributions.
- ***We Practice Responsible Financial Stewardship***, understanding that is how we remain viable for the long-term.
- ***We Focus on Delivering Outstanding Clinical Quality.***
- ***We Believe that Teamwork*** is key to improving the health of our patients.
- ***We Encourage Open and Honest Communication*** between team members and with our patients.
- ***We Hold Ourselves and Each Other Accountable*** for our decisions and actions.

VALUE PROPOSITION

Through our unique:

- Comprehensive, integrated care delivery organization;
- Experienced and committed governing board and leadership team;
- Dedicated, caring, compassionate providers and staff;
- Responsiveness to community health needs;
- Community-based mental health services;
- Relationships with hospitals, health systems, and other community organizations;
- Access to specialty care;
- Ability to see all patients;
- Ability to serve high acuity behavioral health needs;
- Diverse staff that is culturally sensitive and competent; and
- Acceptance of all payers.

We deliver value to our stakeholders by:

- Reducing health disparities within the communities we serve;
- Being located where our patients live and work;
- Delivering high quality, compassionate care;
- Being fiscally responsible;
- Providing access to world class specialty care; and
- Caring for our communities in a culturally sensitive manner.

Strategic Imperatives, Goals, and Objectives

Strategic Imperative #1: Enhance and Grow Targeted Services

Patient's expectations of available services and convenient access continue to rise. Convenience, specialty care and leveraging technology are all differentiators that will help to fuel smart growth. Concurrently there are opportunities to enhance growth in the Administrative arena and grow awareness among targeted stakeholders.

Goal #1: Expand and Grow Targeted Clinical Services

Objectives:

- 1 Implement a comprehensive dental offering.
- 2 Implement a comprehensive adult and pediatric psychiatry offering.
- 3 Expand primary care access including same day access.
- 4 Implement a comprehensive behavioral health telemedicine program.
- 5 Explore the feasibility of becoming a Center of Excellence for a chronic condition.
- 6 Explore the feasibility of acquiring and operationalizing a mobile unit.
- 7 Grow the primary care expertise for patients over 65.
- 8 Identify locations with excess capacity and work with new or transient patients to fill the capacity – increase the 3 year retention rate 3% per year.

Goal #2: Grow Targeted Diagnostic Services

Objective:

- 9 Implement a basic diagnostic Ultrasound service.

Goal #3: Expand and Grow Targeted Administrative Services

Objectives:

- 10 Identify opportunities to expand care coordination.
 - 10.1 *Continue the implementation of expanded care coordination initiatives.*
- 11 Explore opportunities to offer Behavioral Health Services beyond FFHC.

Goal #4: Increase Brand Awareness

Objectives:

- 12 Develop and implement a multi-pronged, strategic marketing campaign focused on raising awareness of FFHC's capabilities with patients, payers, and potential partners.
- 13 Launch and support a social media presence to support the marketing campaign.

Strategic Imperative #2: Recruit and Retain the Best and the Brightest

Being at the cutting edge of the provision of community health care will require strong leadership and a clear vision. Being able to execute the mission and advance the organization towards the vision is only possible with a cohesive, energized, focused senior leadership team, an engaged, committed Board of Directors, providers that feel valued, and staff that understand the value they bring to the patient experience.

Goal #5: Support a High Functioning Leadership Team

Objectives:

- 14 Biannually, create opportunities for the leadership team to meet offsite.
- 15 Create and monitor individual professional development plans for each member of the leadership team.

Goal #6: Continually Evolve Governance Capabilities

Objectives:

- 16 Create a Board of Directors matrix of skills, demographics and other characteristics desired and compare to what is currently on the Board.
- 17 Recruit Board members to fill the identified gaps.
- 18 Identify opportunities to recruit non-Board member volunteers on to committees.
- 19 At least annually provide opportunities for Board member development and education.
- 20 Form a Mental Health Advisory Board.

Goal #7: Reduce Staff and Provider Turnover

Objectives:

- 21 Identify root causes of provider turnover.
- 22 Implement programs to mitigate the identified root causes of provider turnover.
- 23 Develop and implement a leadership development program for interested and qualified providers.
- 24 Identify additional opportunities to work with medical residency programs, specifically focused on filling difficult to recruit providers.
- 25 Identify root causes of staff turnover.
- 26 Implement programs to mitigate the identified root causes of staff turnover.
- 27 Develop and implement a leadership development program for interested and qualified staff.

Strategic Imperative #2: Recruit and Retain the Best and the Brightest (cont'd)

Goal #8: Develop a Succession Plan for Key Positions

Objectives:

- 28 Identify critical staff, provider and leadership positions.
- 29 Develop short term/temporary replacement plans for each position identified.
- 30 Develop permanent replacement plans for each position identified.

Goal #9: Update and Revise the Performance Management and Reward and Recognition Program

Objectives:

- 31 Annually review the compensation of staff and providers to ensure it is within targeted ranges.
- 32 Annually review the benefits package to ensure it is market competitive.
- 33 Establish individual training plans for each staff member.

Strategic Imperative #3: Optimize Programs and Facilities to Achieve the Best Outcomes

The core programs of an organization are critical for an organization's identity and focus. Over the course of time some programs that were once meeting a market need and in high demand, may longer be relevant. Without proper recognition of this, programs tend to remain as part of the organization and instead of delivering value they detract value. Looking at all programs and services on a regular basis is a key part of being a good financial steward. Being able to maximize the opportunity presented by the merger of FFHC and HRDI quickly is important and should be reflected in the ability of leadership to improve clinical and patient satisfaction metrics.

Goal #10: Create and Implement a Process to Determine Program Viability

Objectives:

- 34 Develop an algorithm to objectively assess the viability of a program.
- 35 Apply the algorithm to all existing programs.
- 36 For underperforming programs decide whether to improve or shut down.

Goal #11: Optimize the Integration Opportunities Between Primary Care and Behavioral Health

Objectives:

- 37 Establish and execute an integration plan focused on optimizing the integration between primary care and behavioral health.
- 38 Establish key outcome indicators to assure a successful integration.
 - 38.1 *Develop and implement a shared services implementation plan*
- 39 Achieve Integrated Health Home certification.
- 40 Optimize the real estate portfolio.
 - 40.1 Build and operationalize a new facility.

Goal #12: Optimize the Investment of Resources in the EMR

Objective:

- 41 Explore the feasibility, costs, timing, and effort to implement a new EMR.
 - 41.1 *Assemble EMR implementation team and begin implementation process.*

Strategic Imperative #3: Optimize Programs and Facilities to Achieve the Best Outcomes (cont'd)

Goal #13: Achieve Top Decile Outcomes in Key Clinical and Patient Satisfaction Measures

Objectives:

- 42 Achieve Healthy People 2020 goals in the following primary care clinical quality measures:
 - 42.1 *Diabetes: A1C < 9 (80%)*
 - 42.2 *Hypertension: bp <140/90 > 61%*
 - 42.3 *Cervical Cancer Screening > 93%*
 - 42.4 *Colorectal Cancer Screening >70%.*

- 43 Achieve Healthy People 2020 goals in in the following behavioral health clinical quality measures
 - 43.1 *% individuals with mental health conditions who receive treatment > 72%*
 - 43.2 *% individuals with alcohol or SUD conditions who receive treatment > 11%*

- 44 Achieve top decile scores in the following patient satisfaction measures:
 - 44.1 *Access: how satisfied are you with access to appointments? >90%;*
 - 44.2 *Wait time: how satisfied are you with the wait time? >90%*
 - 44.3 *Customer Service: How satisfied are you with staff? >90%.*

- 45 Identify the key health outcome indicators that are critical for the success of a pop health initiative.

Strategic Imperative #4: Diversify and Optimize Financial Opportunities

To maximize revenue opportunities in the future, health care organizations will need to be nimble and flexible. Always looking for new opportunities will require the willingness to try new payment models, be able to demonstrate the value to the community when seeking philanthropic support and grants or venturing into new unchartered ventures. This confidence will only be possible if volunteer and staff leadership have a thorough understanding of costs to provide services and the return related to investments.

Goal #14: Identify and Participate in Value Based Care Payment Models

Objectives:

- 46 Identify and participate in opportunities to leverage the financial benefits of an integrated organization.
- 47 Identify and participate in opportunities to leverage the financial benefits of high performing clinical quality measures.

Goal #15: Optimize Philanthropic Opportunities

Objectives:

- 48 Establish a philanthropy/fund development plan.
- 49 Increase philanthropic support year over year for three years.

Goal #16: Optimize Grant Opportunities

Objectives:

- 50 Develop a strategically aligned and effective grant process.
- 51 Increase grant revenue year over year for three years.

Goal #17: Optimize 340B Revenue Opportunities

Objective:

- 52 Explore the feasibility of expanding the 340B program.
 - 52.1 *Develop an implementation plan for expansion of 340B services to additional sites*

Strategic Imperative #4: Diversify and Optimize Financial Opportunities (cont'd)

Goal #18: Identify and Optimize Community Development Opportunities

Objective:

53 Identify opportunities to invest in the community that align with our mission.

Goal #19: Reduce Operating Expenses

Objectives:

54 Develop and implement tools to improve patient flow, maximize space utilization, and optimize workflow.

54.1 Identify and implement next generation of tools to improve patient flow, maximize space utilization, and optimize workflow.

55 Develop and implement a compliance program focused on proactive risk management.

Goal #20: Create Portfolio Investment Strategy