

# STRATEGIC PLAN

*Approved by the Board of Directors on August 17, 2022*

## VISION

*To assure that the highest quality of specialty medical care is delivered to more uninsured persons in need by maximizing the resources of local hospitals, physician and other provider volunteers, thereby providing conscientious stewardship of the community's charitable resources.*

## MISSION

Access Now's mission is to provide access to specialty medical care for uninsured patients of participating safety net clinics so that no patient goes without care for lack of a willing and/or available provider.

## BUSINESS GOAL

Access Now assures the highest quality of specialty medical care is delivered to more uninsured persons in need by maximizing the resources of local area hospitals, physician and other provider volunteers, thereby providing conscientious stewardship of the community's charitable resources.

## PRIMARY STAKEHOLDERS

- Patients
- Referring primary care clinics
- Provider volunteers and Health system partners
- Funders

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## GOALS

1. Develop a diverse, representative and high performing Board of Directors.  
*\*\*Covers Governance or Leadership*
2. Ensure organizational capacity necessary to effectively and efficiently operate Access Now.  
*\*\* Covers management and administration*
3. Ensure that Access Now's programs fulfill on-going and future client needs within mission.  
*\*\* Covers programs*
4. Create a sustainable model to help Access Now stay fiscally sound.  
*\*\*Covers financial and fundraising*

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**GOAL ONE: Develop a diverse, representative and high performing Board of Directors.** *\*\*Covers Governance or Leadership*

**OBJECTIVE**

1. Continue on-going board recruitment by using a best practice model

**INITIATIVES**

- Encourage Board member recruitment through the use of a board matrix to create more diversity in skills, makeup, and representation with emphasis on principles of equity, diversity and inclusion.
- Provide board training on equity and inclusion
- Review board documents including a board job description and expectation sheet, conflict of interest and others to better outline board member responsibilities.
- Continue to use a formal board recruitment, nomination, orientation process.
- Ensure leadership succession planning for the board officers and committee chairs.

**OBJECTIVE**

1.2 Evaluate Access Now's committee structure and ensure on-going board engagement

**INITIATIVES**

- Review committee structure and descriptions and make changes as necessary
- Look at adding non-board members on committees
- Provide opportunities for professional development for board members
- Ensure on-going board education
- Chart Board and committee meeting attendance

**OBJECTIVE**

1.3 Ensure on-going board compliance

**INITIATIVES**

- Review the strategic plan annually.
- Ensure board oversight with 990 and annual audit
- Review and update the By-laws as necessary

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**GOAL TWO: Ensure organizational capacity necessary to effectively and efficiently operate Access Now.** *\*\* Covers management and administration*

**OBJECTIVE**

2.1 Retain, develop and recruit high-quality, diverse staff with appropriate skills to advance Access Now's mission

**INITIATIVES**

- Provide professional development opportunities for staff.

- Ensure staff are language accessible to the majority of clients served by the organization

### **OBJECTIVE**

**2.2** Maintain the necessary operational support and systems to create a high performing organization.

### **INITIATIVES**

- Review and upgrade technology systems and equipment as necessary
- Ensure compliance with Virginia Association of Free and Charitable Clinics (VAFCC) membership regulations
- Ensure compliance with National Association of Free and Charitable Clinics (NAFCC) membership standards for the Gold Level

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**GOAL THREE: Ensure that Access Now's programs fulfill on-going and future client needs within mission. \*\* Covers programs**

### **OBJECTIVE**

**3.1** Maintain and expand our provider volunteer base.

### **INITIATIVES**

- Regularly celebrate successes made possible by supporters and volunteers
- Ensure volunteer providers are registered in VARISK2
- Secure the annual physician agreements/pledges to fulfill ongoing service needs

### **OBJECTIVE**

**3.2** Evaluate and improve performance, service delivery and patient and provider satisfaction

### **INITIATIVES**

- Annually conduct and review patient, provider and clinic satisfaction surveys
- Monitor enrollment and referrals quarterly, including current demographic and needs data
- Review and report outcome measurements attainment quarterly
- Explore means to increase the submission of HCFA data by volunteers

### **OBJECTIVE**

**3.3** Educate and orient referring clinics

### **INITIATIVES**

- Host an annual meeting of referring primary care clinics
- Update and provide copies of referring clinics Handbook
- Provide quarterly reports of clinic performance and data

**OBJECTIVE:**

**3.4** Seek out and actively participate in collaborative initiatives with community partners to expand and enhance services to our clients and partner primary care clinics.

**INITIATIVES:**

- Active membership and participation in the VAFCC and the local coalition, Greater Richmond Health Safety Net Coalition (GRHSNC)
- Implement and evaluate the vision care expansion initiative in conjunction with CrossOver Clinic and MEDARVA Healthcare
- Continue to attempt to expand service offerings for children through the current limited efforts with the Children’s Hospital of Richmond (CHOR)

**OBJECTIVE:**

**3.5** Actively practice equity, diversity, and inclusion efforts in all aspects of client service delivery

**Initiatives**

- Secure EDI training for all staff
- Evaluate and modify as necessary all client forms for EDI accessibility
- Promote language accessibility for client services
- Host a Spanish interpreter training class for staff and community partners
- Provide social media posts in non-english languages

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**GOAL FOUR: Create a sustainable model to help Access Now stay fiscally sound. *\*\*Covers financial and fundraising***

**OBJECTIVE**

**4.1** Expand and diversify funding sources to support operational growth

**INITIATIVES**

- Create a fund development plan that is approved and updated annually
- Ensure there is an active fund development committee
- Strongly encourage 100% board and staff giving
- Develop a Gift and Grant Policy
- Annually administer a successful United Way campaign for all RAM entities

**OBJECTIVE**

## 4.2. Increase community awareness among targeted audiences

### **INITIATIVES**

- Make presentations to community organizations to increase awareness of Access Now's impact
- Continue the quarterly newsletter (Patient Navigator) to patients and providers
- Place a full page acknowledgement ad in the RAM magazine, RAMifications, and further utilize the ad in electronic communications as possible
- Serve as a voice of advocacy for the patients we serve.
- Continue to evaluate the web and social media presence of Access Now and make necessary changes.

### **OBJECTIVE**

**4.3** Create a reserve fund by investing reserves, surpluses and other saved funds into an investment account

### **INITIATIVES**

- The Board through its Finance Committee will monitor and regularly evaluate policies and practices established in 2021
- Create and solidify a spending policy to be effective in 2024

### **OBJECTIVE**

**4.4** Maintain thorough up-to-date information that will satisfy stakeholders' needs for transparency and operational effectiveness

### **INITIATIVES**

- Annual audit and other financial documents available on website
- Continue to create an annual report
- Maintain a platinum level profile on Guidestar (highest)

### **OBJECTIVE**

**4.5** Ensure compliance with relevant regulatory bodies

### **INITIATIVES**

- Ensure compliance with governmental regulatory bodies including the IRS, VA Department of Agriculture & Consumer Affairs (VDACS), state and federal employment agencies, health agencies, etc.
- Annually complete the VAFCC Crosswalk membership standards
- Annually complete the membership standards application of the NAFCC maintaining a Gold Level Standard (highest)