



# Florida Association of Free Clinics

## *STRATEGIC PLAN 2010-2012*

Approved by FAFC Executive Committee  
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*Prepared by:*  
Health Council of South Florida, Inc.



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## Introduction

According to the latest U.S. Census Bureau data, 51 million people are without health insurance in this country. In response to this problem, hundreds of communities across the country have taken it upon themselves to seek a solution, developing and supporting Free Clinics that bring together volunteer health care professionals and other community partners to offer free or low cost health care to low-income and impoverished people in their community.

The Health Council of South Florida (HCSF) recognizes that Free Clinics play an increasingly important role in state and community efforts to improve access to care for the growing number of people who are uninsured, underinsured or underserved. Prior to the establishment of the Florida Association of Free Clinic (FAFC), the state did not have an overarching organization to provide support to Free Clinics and allow them to speak in a unified voice. They have often worked in silos, individually attempting to identify resources and apply standards of care with limited support from the health care system, even though they are crucial to the safety net. As a result of the need to have a cohesive association that represents the voice of Free Clinics, the HCSF established FAFC in September 2009. This was accomplished by convening a group of committed community stakeholders interested in advancing the FAFC mission and overseeing the functions of this Association. These stakeholders became members of the first FAFC Executive Committee.

The start-up grant from Allegany Franciscan Ministries allowed FAFC to conduct an initial strategic planning retreat in Orlando with 56 people representing 35 Free Clinics, funders, and suppliers in June 2010. The meeting provided real confirmation that clinics across Florida not only want their own state association, but they have ambitious goals for such an Association. The energy and enthusiasm of the participants that day was obvious. For many, this was a dream come true – being able to meet and network with their counterparts throughout the state, share stories and successful strategies, and discuss common issues and needs that FAFC could address.

This Strategic Plan is an important milestone in an intensive and ongoing planning process for the Association. The Plan was developed as a result of the Strategic Planning Meeting. The analysis of the needs and challenges was completed by the participants and finalized by the Executive Committee. The Association crafted three overarching strategic goals each supported by a set of objectives and strategies that will guide the Association's activities over the next two years.

# Mission and Vision Statement



## **Mission**

To provide support, mentoring, networking opportunities and advocacy through a network that initiates collaboration and the sharing of best practices to improve access to health care for the uninsured in the state of Florida

## **Vision**

Through a collaborative network, the FAFC will strive to improve access to health care for the uninsured in the state of Florida

# Goals, Objectives and Strategies

**Goal 1: Maintain a sustainable, collaborative working environment that enhances the ability to serve the Free Clinics of Florida**

**Objective 1.1: To increase and diversify statewide FAFC Executive Committee representation**

- **Strategy 1.1.1:** Develop and implement a plan to recruit new clinics and committee members from other parts of the state to join the Executive Committee
- **Strategy 1.1.2:** Facilitate and increase Executive Committee members in monthly meetings to discuss and plan the logistic steps for the Association
- **Strategy 1.1.3:** Provide members regular assignments and duties through their participation in the meeting

**Objective 1.2: To increase FAFC membership statewide**

- **Strategy 1.2.1:** Increase awareness and promote the benefits of joining the Association to increase membership enrollment by reaching out to Free Clinics
- **Strategy 1.2.2:** Adapt, revise, and disseminate the utilization survey to FAFC members. The responses from the survey will be analyzed to develop a standardized data collection system

**Goal 2: Provide a platform for the sharing of information and develop/obtain resources to improve service delivery**

**Objective 2.1: To provide networking among Free Clinic members through electronic media, resource development and meetings**

- **Strategy 2.1.1:** Communicate with members through emails and web portal that will provide FAFC updates, calendar of events, clinic news and resources available to members
- **Strategy 2.1.2:** Disseminate quarterly newsletters to its members and interested parties on news and current happenings in Free Clinic arena
- **Strategy 2.1.3:** Design and establish listserv and discussion forum via web portal to increase capacity and facilitate development of the organization and collaboration among members

- **Strategy 2.1.4:** Design a standardized data collection tool that will allow for necessary utilization data for a cost benefit analysis to inform and educate decision makers on the value and cost savings of Free Clinics.

**Objective 2.2: To increase collaboration with various health care providers, medical and pharmaceutical companies to provide cost-saving opportunities to Free Clinics and to leverage in-kind donation and gifts**

- **Strategy 2.2.1:** Design membership benefits packages (e.g. discounted, sponsored pharmaceuticals and equipments)
- **Strategy 2.2.2:** Schedule meetings and presentations seeking collaborations to secure member benefits

**Objective 2.3: To promote quality assurance/improvements**

- **Strategy 2.3.1:** Develop and conduct the “Organizational Policies and Practices” survey
- **Strategy 2.3.2:** Disseminate and collect survey results to help FAFC plan and assess training needs and provide technical assistance activities for clinics

**Goal 3: Educate and raise awareness on the value of Free Clinics and advocate for funding and policy that will benefit Free Clinics**

**Objective 3.1: Inform the general public, state/federal leaders and health care providers about Free Clinic and the value they bring to the healthcare system**

- **Strategy 3.1.1:** Monitor and provide input on state legislative issues affecting Free Clinics ability to provide services
- **Strategy 3.1.3:** Develop and conduct cost benefit analysis to support the existence of the Free Clinics

**Objective 3.2: To understand and respond to healthcare reform**

- **Strategy 3.2.1:** Maintain dialogue with National Association of Free Clinics (NAFC) and industry experts around healthcare reform issues affecting the free clinic sector
- **Strategy 3.2.2:** Provide information and education to Free Clinics on healthcare reform law
- **Strategy 3.2.3:** Serve as a resource in the midst of healthcare reform by strengthening alliances with community service partners to ensure a continuum of care