



VIM in Schuylkill & Carbon Counties

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LETTER FROM Executive Director

In June 2022, VIM in Schuylkill & Carbon Counties undertook a comprehensive and rigorous effort to plan for its future. We approached this activity knowing how critically important it is for an organization to engage in strategic planning. The unpredictability of our nation's healthcare policy, the rapid changes in technology and use of data, and the changing demographics in our community have made the need for planning especially acute. Our strategic planning initiative included a deliberative and thorough investigation that explored nearly every part of our organization and included interactions with our many stakeholders. Patients, staff, board members, volunteers, philanthropic organizations, individual donors, and community leaders joined us for focus groups, feedback sessions, discussions, and meetings that have been essential to our planning process. To all of you who have been part of this effort, we thank you. Of course, a plan is only a beginning. Each of us must now work to make these dreams real and to hold ourselves accountable for the future of "*VIM in The Skooks*". We are committed to pushing toward achievement—developing metrics to measure our progress and making course-corrections along the way. ***VIM in The Skooks*** and our sister Organization/ The Community Mission have a long history of rock-solid core values, a commitment to volunteerism, and a culture that transforms challenges into opportunities. Although the future is always full of uncertainties, we are confident that this plan will guide us as we continue to provide essential care to those in need.

Sincerely,

Bob Alonge CEO

THE STRATEGIC PLANNING PROCESS

This plan sets *VIM in The Skooks*' course for the next four years, detailing the critical initiatives needed to ensure our patients continue to receive free- quality, patient-centered health care. It was created by *VIM in The Skooks*' staff over a six-month period and made stronger with the input and insight from our Board Strategic Planning Task Force and other advisors, subject matter experts, and many other stakeholders.

Our planning work included:

- Internal assessment activities: reviewing the clinic structure, processes, operations, data and trends;
- External assessment activities: identifying and assessing changes and trends likely to have a significant impact on the clinic and conducting learning conversations with other clinics and organizations of interest;
- Convening patient focus groups, and surveying and meeting with local safety-net organization representatives (both medical and non-medical representatives). Meeting with funding organizations;
- Communicating with local, regional and national free clinic organization leaders and elected officials, and
- Enlisting staff, volunteers, interns and a corporate social responsibility department to help.

Our planning team distilled the volume of data and other information into a list of the most salient issues, sharing them with the Board Task Force. Our active discussion around matters related to demography and the environment, politics and policy, technology, the economy and health sciences informed our Strengths/Weaknesses/Opportunities/Threats (SWOT) Analysis activity, which yielded the following significant themes:

• **VIM in The Skooks'** mission and culture are special, well-regarded, philanthropically-supported and worthy of preserving • The need in Schuylkill County for our Free, comprehensive, compassionate and quality services by patients/prospective patients and community partners alike will continue for the foreseeable future • Our growing pool of dedicated volunteers—so essential to our operations—is evolving and we must prepare accordingly.

• The growing demand for data by our stakeholders will require us to update our tools and systems to support efficient data collection, analysis, reporting and decision-making

• The federal and state political environments and associated policy implications are dynamic and we must remain attentive and ready for various scenarios.

• Institutional and grant support for healthcare is gradually shifting focus to health (in the broadest sense) and addressing the root causes of health disparities such as poverty, social-isolation and diminished advancement opportunities; Building on our collaborative safety-net partnerships while continuing to deliver comprehensive services under one roof is imperative.


These themes underlie the strategic initiatives organized within one of the following 4 areas of focus:

1: Provide Free Quality Patient-Centered Health Care Focus Area

**2: Sustain and Strengthen
VIM in The Skooks'
Volunteer Model of Care
Delivery Focus Area**

**3: Drive Organizational
Excellence**

**4: Develop Sufficient
Resources to Meet
Strategic Plan Goals &
Objectives**



Moving forward, annual goals will be set to ensure successful execution of the plan, with milestones and target dates to track progress. As well, our strategy will be revisited from time to time and adjusted as needed given the dynamic environment and times in which we operate.

WHO WE ARE

Our Mission:

Volunteers in Medicine is a non-profit, community-based organization developed to help meet the primary health care needs of the working uninsured and the underinsured populations in Schuylkill and Carbon Counties, Pennsylvania. The program is designed to provide free primary and preventative health services for those individuals who are employed but have no access to or cannot afford health insurance.

Vision Statement:

May we have eyes to see those rendered invisible and excluded; open arms and hearts to reach out and include them; healing hands to touch their lives with love; and, in the process, heal ourselves. We will do this by using: Education, Prevention and Intervention-where there once was none.

OUR FOCUS

It is well known that racial, societal and economic factors have a direct impact on people's health and their ability to access health care and other resources needed to have a healthy life. Not only are Free and Charitable Clinics and Pharmacies on the frontlines of natural disasters and the coronavirus pandemic, but they are on the frontlines of injustice in health care. We are committed to working toward health equity and addressing the racial, societal and economic factors that influence people's health.

Our patients face a variety of complex challenges and barriers to health care access. Free & Charitable Clinics have been deeply committed to providing whole-person health care to take on social determinants of health and health disparities.

Free and Charitable Clinics work hard to help address the many issues that people in their community face, including, but not limited to:

- **lack of accessible, affordable health care**
- **lack of access to affordable medications**
- **food insecurity/food deserts**
- **lack of transportation**
- **safe housing**
- **health literacy**
- **language barriers**



CORE VALUES

We believe in patient-centered, high quality, professional healthcare that is compassionate, caring and empowering. Our core values support this belief.

- **RESPECT COMPASSION** Promoting an environment of mutual respect among employees, volunteers, patients and community members that is accepting of all people. Providing hope and care while recognizing and affirming the dignity of each person.
- **EXCELLENCE** Striving for the highest quality and standards sustained by passion, innovation and integrity.
- **TEAMWORK STEWARDSHIP** Working as a community to maintain a culture of support, collaboration and trust, among our patients, staff, providers, and volunteers in a joyful and positive environment. Maximizing the resources of the Clinic while providing the highest quality of healthcare possible in a safe and supportive environment.
- **GRATITUDE** Remembering to appreciate and be inspired by the generosity of the community that supports the Clinic with funds, expertise, services, volunteering, and the shared belief in our mission.

VIM in The Skooks' Strategic Plan, detailed above, will allow us to deepen our relationships with County, State and Federal Officials, Organizations and Funders that will help us advance our plans for the present and the future. This plan, albeit detailed, is ever-evolving and subject to changes. Our website, www.vimintheskooks.org is the best way to follow these changes.

Contact us to find ways to Partner with us at VIM,

Bob Alonge CEO