

*Unveiling the revised*

## MISSION, VISION, & VALUES



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ILLINOIS ASSOCIATION OF  
FREE & CHARITABLE CLINICS

# Five-Year Strategic Plan

## FINANCE & FUNDRAISING



Diversify revenue streams to support expansion of operations and achieve organizational sustainability

- Maintaining state funding, organizational partnerships, and developing funding streams
- Capacity building and sustainability projects all with the goal to increase visibility and credibility in the sector.

## MEMBERSHIP ENHANCEMENT



Develop incentives and benefits to IAFCC Membership to continue to bring resources, funds, and talents to the table to advance the needs of the sector.

- Build legislative relationships and visibility
- Increase opportunities for connections between IAFCC board members, clinic leaders, staff, and stakeholders

## BOARD DEVELOPMENT & RECRUITMENT



Strengthen board operations and member development to maximize organizational impact

- Advance board recruitment strategies
- Develop board advisory council by trusted minds in the sector

## ADVANCING RACIAL JUSTICE & SOCIAL DETERMINANTS OF HEALTH



Develop and advance a racial justice agenda that encompasses social determinants of health and maximizes impact across the membership network

- Integrate anti-racist and racial justice into all operations and initiatives
- Align with entities that support a racial justice agendas and develop a legislative agenda

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## Current and Future Plans for the Illinois Association of Free and Charitable Clinics

Dear Friends,

By providing health care, dental care, and behavioral health services to 100,000 uninsured and underinsured residents, the 52 Illinois Free and Charitable Clinics play a vital role in our healthcare safety net. Our clinics continue to be responsive to their communities, providing quality health care in safe and welcoming spaces.

The Illinois Association of Free and Charitable Clinics (IAFCC) invested time and resources in its strategic planning process because we believe that our experience in the COVID-19 pandemic offers unique opportunities to learn from and apply real-world benefits.

Through surveys and interviews with stakeholders, alongside meetings and retreats with our committee and board, IAFCC has developed an intentional plan detailing our goals as a state association for the next five years. The attached report includes revised Mission and Vision Statements, as well as updated Core Values for IAFCC. Priority areas include State Association Sustainability; Membership Enhancement; Advancing Racial Justice; Advancing the Social Determinants of Health; and Board Development and Recruitment for IAFCC. We believe that this plan will lead IAFCC to be a responsive and visionary leader for our clinics.

IAFCC is grateful to its dedicated planning committee and talented consultant, Dr. Tiosha Bailey, for leading us in this strategic planning process. We are especially appreciative of the time that our stakeholders took to complete surveys and meet with Dr. Bailey.

This process was made possible by the generosity of the VNA Foundation Anniversary Grant. IAFCC and our members rely on the continued support of foundations like VNA who understand the important work our clinics do in promoting and sustaining health care throughout Illinois.

If you have questions about the IAFCC Strategic Plan, or if you would like to join us in implementing this plan, please contact me.

On behalf of our clinics, the patients and communities they serve, I thank you for your continued support.

*Melissa Maguire*

# MISSION

Strengthen the Illinois safety net to maximize the collective impact of free and charitable clinics by representing and resourcing them to ensure equitable, accessible, and quality healthcare for all.

# VISION

Equitable and high-quality healthcare customized for - and by - every community in Illinois through free and charitable clinics.

## CORE VALUES

**JUSTICE:** Names and seeks to address both symptoms and root causes of systemic issues that cause health inequity, such as the for-profit health care model, racism, intergenerational trauma, and financial/housing instability.

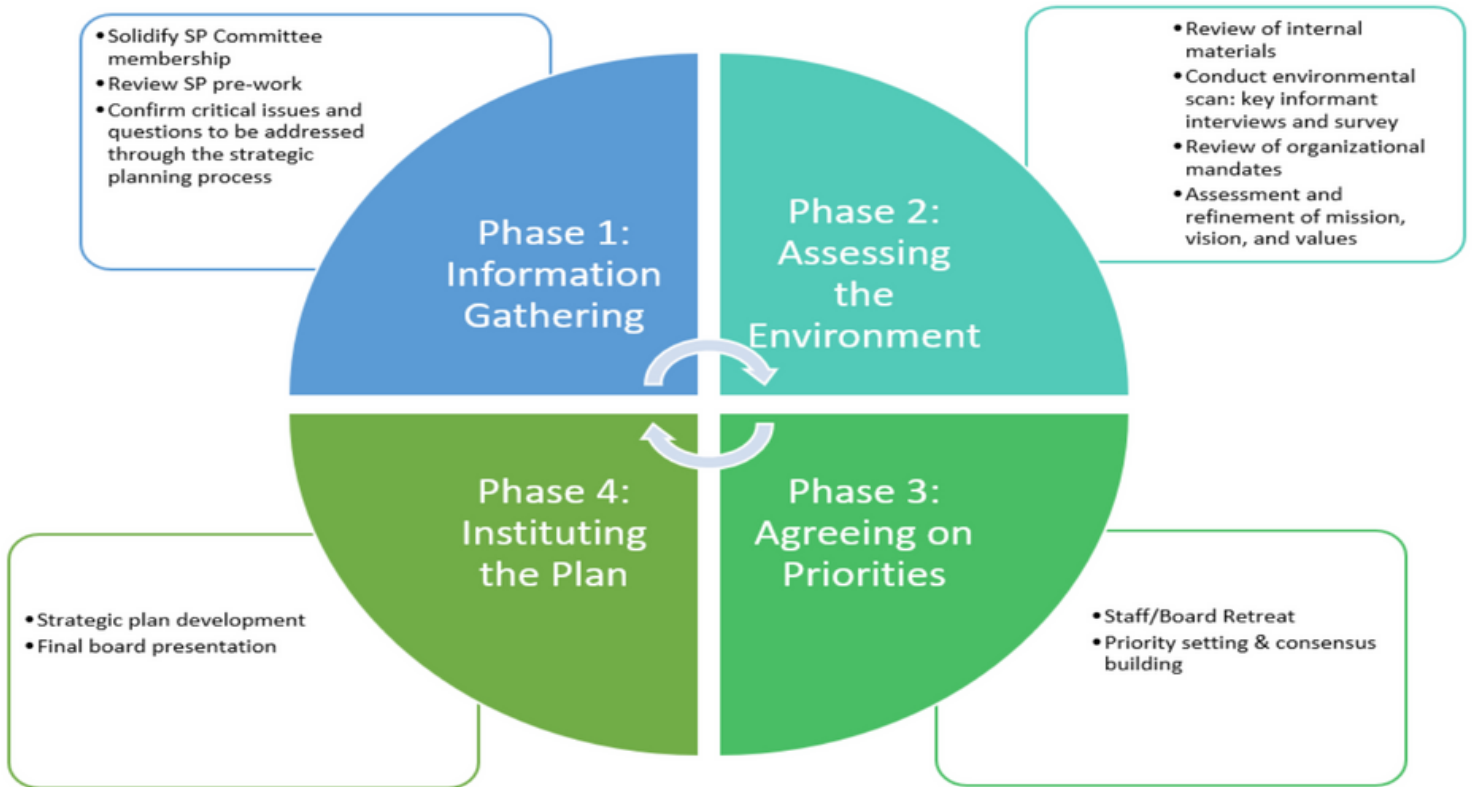
**COMMUNITY:** Fosters collaboration and action that is both informed and led by clinics and the unique communities they serve.

**EQUITY:** Drives purposeful change in communities where there has been historical disinvestment and/or marginalization.

**DISRUPTION:** Leverages the distinctiveness of the free and charitable clinic model to inspire innovative thinking, ensures the presence of the clinic voice in government and other places where policy decisions are made, and employs daring leadership to lean into discomfort when necessary.

## Plan Development Overview:

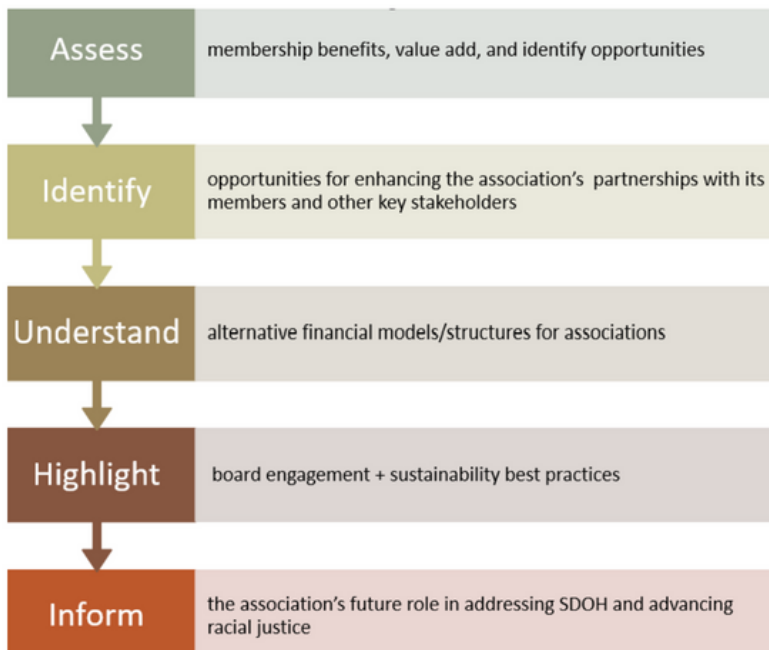
The Illinois Association of Free and Charitable Clinics (IAFCC) partnered with T. Bailey Consulting Firm (TBCF) to support the development of a five-year strategic plan. The seven-month process was led by a strategic planning committee composed of staff and board members; and followed four phases that included information gathering, assessing the environment, agreeing on priorities, and instituting the plan.



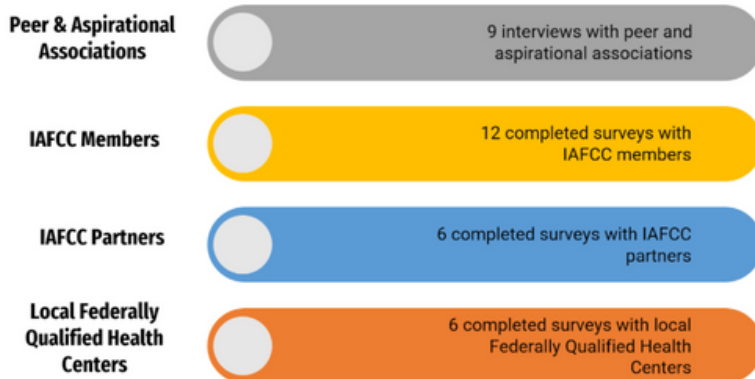
# Environmental Scan Assessment

The environmental scan utilized a range of data collection methods that included the review of internal documents, conducting semi-structured interviews, and the dissemination of multiple surveys that gathered critical insight from key stakeholders.

The assessment boasted five objectives:



Environmental scan recruitment outcomes:



The scan highlighted the following key findings:

- IAFCC has an opportunity to maximize impact through enhanced partnerships with IAFCC members, existing partners, and Federally Qualified Health Centers.
- Unrestricted funding and diversified revenue streams are key factors in supporting association sustainability.
- There is a direct association between the annual operating budget, internal capacity, and services that can be provided.

Most associations started with only a CEO and grew from there.

- IAFCC can and should play a role in addressing social determinants of health. The association is already supporting elements of this work by connecting clinics to each other, providing funding and tools, and building awareness among legislators about free and charitable clinics' (FCCs) contributions to addressing network-wide barriers, but there is always room for growth.
- IAFCC members would like for the association to have a greater presence in advancing racial justice that includes advocacy, sharing best practices across the network, and elevating opportunities for collective impact.

# SWOT Analysis & Findings

The SWOT tool is a framework that supports both assessing and organizing factors that impact the organization's strengths, weaknesses, opportunities, and threats. A SWOT survey was development and disseminated to staff and board members. Findings were analyzed and ranked during the half-day staff and board retreat held in May.

## RANKED SWOT FINDINGS



### STRENGTHS

- Strong advocacy operations
- Engaged members
- VISTA programming that supports internal capacity
- Strong adherence to the mission



### WEAKNESSES

- Lack of external awareness
- Scarcity of fiscal and personnel resources
- Varied member engagement levels
- Lack of influence/power in the healthcare ecosystem



### OPPORTUNITIES

- Diversify funding to effectively balance operational needs
- Connect members to IAFCC to each other and other national entities to support capacity building
- Develop a plan to elevate the association's role and impact externally
- Seek strategic partnerships with key stakeholders to advance mission



### THREATS

- General public confusion about the role of free and charitable clinics
- The everchanging Medicaid landscape
- Volatile economy and risk of reduced funding
- Increased difficulty recruiting VISTA members

"The SWOT supports organizations in gaining important insight of how to work effectively in their "Zone of Genius" by overcoming their weaknesses, leveraging their strengths, taking full advantage of opportunities and being proactive in anticipating how to respond to threats if they should arise"  
-Tiosha Baily, DrPH, MPH

# Strategic Priority 1: Finance and Fundraising

*Goal: Diversify revenue streams to support expansion of operations and achieve organizational sustainability*

## **Objective 1: Effective management of state funding**

- Develop and hire grant-funded positions for key administrative roles
- Utilize state funds to provide capacity building support for member clinics

## **Objective 2: Diversify revenue streams**

- Develop a communication strategy to improve visibility of IAFCC and members
- Recruit new and engage existing board members to advance fundraising efforts
- Evaluate existing IAFCC member fee structure
- Dedicate VISTA member to routinely seek out new funding opportunities
- Secure support from new and existing foundation and corporation partners
- Evaluate and amend existing sponsorship packages
- Explore opportunities to expand existing memberships to include non-traditional partners that serve similar populations

## **Objective 3: Increase IAFCC influence**

- Identify and routinely assess key stakeholder groups that can advance advocacy efforts
- Align with organizations with similar missions and aims
- Develop a communications plan that is inclusive of reaching state legislators and statewide administrators
- Develop and disseminate IAFCC event invitations to current and prospective partners



# Strategic Priority 2: Membership Enhancement

Goal: Enhance IAFCC membership value and generate impact for member clinics

## **Objective 1: Increase funding, to individual member clinics as well as the Association**

- Pursue continued state funding
- Hire VISTA or paid staff with exclusive focus on pursuing grants/other funding
- Develop strategies to increase conference revenue (e.g., sponsorship/exhibitors; expand audience to include registrants outside membership - students, other health care providers, etc.)

## **Objective 2: Generate additional incentives for membership**

- Develop and distribute IAFCC swag
- Explore group purchasing
- Provide technical assistance for collecting and reporting data (Athena support)
- Provide communication tools that clinics can personalize and share (e.g., Canva infographic templates)

## **Objective 3: Represent clinic interests to government leaders and elevate FCC role in broader health care sector**

- Build legislative relationships
- Allocate resources to support policies/lobbying

## **Objective 4: Connect clinics to one another**

- Develop a peer exchange member program
- Create a searchable directory with individual areas of expertise among clinic reps
- Explore the possibility of developing affinity groups (serving specific populations - e.g., rural, Muslim, Latinx)
- Develop a clinic wish-list/extra resource list available online

# Strategic Priority 3: Advancing Racial Justice and Addressing Social Determinants of Health

*Goal: Develop and advance a racial justice agenda that encompasses SDOH and maximizes impact across the membership network*

## **Objective 1: Assess the readiness of the association to advance a racial justice agenda**

- Conduct an internal assessment to:
  - identify injustices in our own organization
  - identify internal and external support needs
  - build internal capacity

## **Objective 2: Integration of anti-racism and racial justice into all operations and initiatives of IAFCC**

- Conduct staff, board, and member education
- Build a call-in culture
- Deploy a committee to lead internal efforts and inform external communications and agendas
- Set annual goals on anti-racism culture internally and develop report card system on progress
- Develop racial justice statement that is included on all materials

## **Objective 3: Align ourselves with other entities that support racial justice agendas**

- Strategically partner and position IAFCC at tables regarding legislation, implementation, advancement of activities involving marginalized populations (i.e., undocumented individuals)

## **Objective 4: Develop a legislative agenda around SDOH-related priorities**

- Identify and disseminate a survey to members to better understand needs
- Assign a VISTA member to oversee this project, synthesize data, and partner with members to confirm priorities.
- Engage Policy and Advocacy Committee to identify the legislative agenda around priorities

# Strategic Priority 4: Board Development & Recruitment

*Goal: Strengthen board operations and member development to maximize organizational impact*

## **Objective 1: Create a clear understanding of board member roles, responsibilities, and goals**

- Create board member onboarding manual
- Assign an overarching mission for the board group

## **Objective 2: Increase board member engagement with IAFCC stakeholders, staff, and members**

- Hold informational events
- Engage board members in VISTA mentorship
- Provide networking events to increase camaraderie among board members

## **Objective 3: Open board membership opportunities to executives and leaders in other institutions**

- Develop advisory council to support FCC Board and Clinics
- Add recruitment details and application to IAFCC website
- Invite prospective members to events (ex. annual conference, networking, FCC Month events)

## **Objective 4: Develop a legislative agenda around SDOH-related priorities**

- Create a Board Member “Toolkit”
- Enhance and tailor social media content to address board recruitment needs
- Disseminate personal invite to annual conference to prospective board members

**Accountability and Next Steps**

Implementation and progress of the IAFCC 2022-2026 Strategic Plan will be governed by the Executive Committee. The Committee will work in partnership with IAFCC staff to solidify the frequency of progress check meetings, an annual action plan will be developed that outlines key performance indicators and timelines, and a quarterly dashboard will be created to track progress over time. In addition, summaries of the dashboard will be reported to the full board quarterly. As part of the FY23 budget process, a line item to support strategic plan implementation was established. Determination of associated expenses that are in alignment with the annual action plan will be determined at a later date.

**Acknowledgements**

IAFCC would like to thank all contributors that participated in the development of the five-year strategic plan.

**Strategic Planning Committee Members**

- Melissa Maguire**, Executive Director, IAFCC
- Jeff Trask**, IAFCC Board Chair, Co-founder & Volunteer,  
Champaign County Christian Health Center
- Steph Willding**, CEO, CommunityHealth
- Ariana Aloisio**, IAFCC VISTA Member
- Laura Starr**, External Affairs Director,  
CommunityHealth
- Levi Moore**, Foxglove Alliance Coordinator  
Hektoen Institute of Medicine
- Lyzeth Mondragon**, Community Impact Director  
American Heart Association
- Suzanne Hoban**, IAFCC Board Member, Executive Director,  
Family Health Partnership Clinic

**Acronyms**

- IAFCC Illinois Association of Free and Charitable Clinics
- FCC Free and Charitable Clinics
- SDOH. Social Determinants of Health
- SWOT Strengths, Weaknesses, Opportunities, Threats
- TBCF. T. Bailey Consulting Firm
- VISTA. Volunteers in Service to America