

The logo for HOPE CLINIC features the word "HOPE" in a large, bold, blue font. The letter "O" is replaced by a stylized sun setting or rising over a horizon, with a yellow sun partially obscured by a dark blue and purple gradient background. To the right of "HOPE" is the word "CLINIC" in a smaller, blue, sans-serif font.

**HOPE** CLINIC  
STRATEGIC  
PLAN

**January 2008**

## **MISSION STATEMENT**

Hope is a non-profit, inter-denominational, Christ-centered, medical and social service organization. Hope's goal is to provide compassionate and practical help, ministering to the whole person with dignity and respect. This includes providing comprehensive health care for the medically indigent and a range of other services aimed either at meeting basic needs or equipping people with the tools needed to improve the quality of their lives and/or to become self-sufficient. Volunteer-based, Hope provides an avenue for Christians to serve those in need.

## **PHILOSOPHY OF OPERATIONS**

1. We are called to be Christ-like in our relationships with one another and with those we serve.
2. The value of each person, whether they are being served or serving, needs to be recognized so that their dignity and self-respect are maintained and/or enhanced.
3. Opportunities for personal growth and skill development need to be provided to enable those served to become the men and women God intended them to be. It is important for those served to have opportunities to give back.
4. We are committed to sharing the Gospel and ministering to the spiritual needs of those we serve through prayer, bible studies, and actions.
5. We are called to help fulfill the basic needs for food, shelter, clothing and access to health care for those who are unable to meet these needs.

## **STRATEGIC PLAN VISION STATEMENTS**

1. Hope operates out of a central campus with a strong infrastructure.
2. Hope provides a full range of medical, social and spiritual services ministering to the whole person.
3. Hope provides access to a broad-range of services through collaboration and networking.
4. Hope is well-known in the community.
5. Hope has stable and ample resources.
6. Hope has no barriers to those receiving services.

# Vision 1: Hope operates out of a central campus with a strong infrastructure.

#	Goal	Strategy
<b>1A</b>	<b>Expand Hope Center to include all services</b>	
1A	Expand Hope Center to include all services	Develop building plans
1A	Expand Hope Center to include all services	Increase the number of dental treatment rooms to six
1A	Expand Hope Center to include all services	Increase the number of medical exam rooms to eight
1A	Expand Hope Center to include all services	Add office space needed by programs and administration
1A	Expand Hope Center to include all services	Centralize the reception area
1A	Expand Hope Center to include all services	Add a kitchen and chapel to building
1A	Expand Hope Center to include all services	Raise necessary funding
1A	Expand Hope Center to include all services	Move the 'Wash with Care' program to the "services" side of the campus
<b>1B</b>	<b>Prepare for a smooth transition of program operations to the central campus</b>	
1B	Prepare for a smooth transition of program operations to the central campus	Form a transition team to determine and address implications of move from both a staffing and programmatic perspective
1B	Prepare for a smooth transition of program operations to the central campus	Review existing staff position to determine what staff/functions can be shared and any appropriate reassignments
1B	Prepare for a smooth transition of program operations to the central campus	Increase staff's understanding of the operations of each program
1B	Prepare for a smooth transition of program operations to the central campus	Cross train the receptionists of each program
1B	Prepare for a smooth transition of program operations to the central campus	Consciously work on integration of services to provide holistic care
<b>1C</b>	<b>Develop a technical infrastructure to enhance services</b>	

**HOPE** Clinic Strategic Plan - January, 2008

#	Goal	Strategy
1C	Develop a technical infrastructure to enhance services	Evaluate donor and volunteer databases and acquire appropriate package
1C	Develop a technical infrastructure to enhance services	Develop a technology plan
1C	Develop a technical infrastructure to enhance services	Hire appropriate staff for IT needs
1C	Develop a technical infrastructure to enhance services	Upgrade outdated equipment and add new equipment as determined by tech plan
<b>1D</b>	<b>Develop an effective and comprehensive management team</b>	
1D	Develop an effective and comprehensive management team	Hire Operations Manager to oversee combined campus
1D	Develop an effective and comprehensive management team	Determine what other positions are needed once services are centralized and develop timetable to fill the positions

## Vision 2: Hope provides a full range of medical, social and spiritual services ministering to the whole person.

#	Goal	Strategy
<b>2A</b>	<b>Increase our ability to address the social services and basic needs of our patients and clients</b>	
2A	Increase our ability to address the social services and basic needs of our patients and clients	Incorporate basic household, infant care and personal hygiene supplies into Food Bank
2A	Increase our ability to address the social services and basic needs of our patients and clients	Create new “special giving” programs for things like dishes, blankets, towels, computers, cars and seasonal giveaways
2A	Increase our ability to address the social services and basic needs of our patients and clients	Hire a full-time MSW
2A	Increase our ability to address the social services and basic needs of our patients and clients	Increase our utilization of social work interns
2A	Increase our ability to address the social services and basic needs of our patients and clients	Expand number of volunteer social workers
<b>2B</b>	<b>Expand dental clinic services</b>	
2B	Expand dental clinic services	Increase the number of referral appointments available by 15 per year
2B	Expand dental clinic services	Recruit five additional dental professionals to volunteer on site
2B	Expand dental clinic services	Develop a plan to utilize six treatment rooms
2B	Expand dental clinic services	Explore the possibility of developing a partnership with the University of Detroit Dental School
2B	Expand dental clinic services	Explore possibilities to expand partnership with U of M dental school to include specialty care
2B	Expand dental clinic services	Increase the dental clinic visits to 6,000 visits a year

#	Goal	Strategy
<b>2C</b>	<b>Expand breadth of services available to medical clinic patients</b>	
2C	Expand breadth of services available to medical clinic patients	Explore possibilities of developing a partnership with ER physicians
2C	Expand breadth of services available to medical clinic patients	Strengthen and further develop our network of specialists
2C	Expand breadth of services available to medical clinic patients	Find resources to increase mental health services available
<b>2D</b>	<b>Provide health and life skills educational programming</b>	
2D	Provide health and life skills educational programming	Evaluate patient/client population health education needs and interest
2D	Provide health and life skills educational programming	Create programming for three educational programs not already offered by other agencies
2D	Provide health and life skills educational programming	Recruit volunteer and financial resources needed to offer programming
<b>2E</b>	<b>Minister to spiritual needs and broaden client opportunities to receive prayer</b>	
2E	Minister to spiritual needs and broaden client opportunities to receive prayer	Expand follow-up system for those who accept the Lord at Hope
2E	Minister to spiritual needs and broaden client opportunities to receive prayer	Have regularly scheduled times during which people can receive prayer, support and Bible teaching
2E	Minister to spiritual needs and broaden client opportunities to receive prayer	Form a Hope Stephen Ministry or develop a partnership with existing Stephen Ministry

## Vision 3: Hope provides access to a broad-range of services through collaboration and networking.

#	Goal	Strategy
<b>3A</b>	<b>Increase knowledge of community resources and services</b>	
3A	Increase knowledge of community resources and services	Recruit a volunteer to create and maintain a resource library accessible to all program staff and volunteers
3A	Increase knowledge of community resources and services	Provide periodic staff and volunteer training on outside resources
<b>3B</b>	<b>Expand and strengthen our relationships with agencies to offer joint programming as appropriate</b>	
3B	Expand and strengthen our relationships with agencies to offer joint programming as appropriate	Determine new and unmet educational or programming needs of Hope's clients and patients
3B	Expand and strengthen our relationships with agencies to offer joint programming as appropriate	Work to develop these partnerships as appropriate to meet unmet needs
3B	Expand and strengthen our relationships with agencies to offer joint programming as appropriate	Work with current partnerships to maintain or increase the availability of joint programming (e.g. Washtenaw Community College, Head Start, Michigan Extension Services)

## Vision 4: Hope is well-known in the community.

#	Goal	Strategy
<b>4A</b>	<b>Hope is strongly recognized as an avenue to connect to Christian service</b>	
4A	Hope is strongly recognized as an avenue to connect to Christian service	Increase number of group-based opportunities for volunteers
4A	Hope is strongly recognized as an avenue to connect to Christian service	Create a comprehensive list and description of volunteer opportunities at Hope
4A	Hope is strongly recognized as an avenue to connect to Christian service	Actively engage two youth ministers per year to have their youth groups become involved at Hope Clinic (e.g. volunteering, fundraising, collecting items)
4A	Hope is strongly recognized as an avenue to connect to Christian service	Work with church mission/outreach committees/boards to get information about volunteer opportunities to their congregations
<b>4B</b>	<b>Expand and strengthen our relationships with local churches</b>	
4B	Expand and strengthen our relationships with local churches	Establish gatherings and tours for pastors at least twice per year
4B	Expand and strengthen our relationships with local churches	Recruit volunteers to work on a Church Outreach Committee
4B	Expand and strengthen our relationships with local churches	Develop a system to identify and contact new pastors in the area
<b>4C</b>	<b>Increase Hope's visibility in the community</b>	
4C	Increase Hope's visibility in the community	Develop a consistent Hope image
4C	Increase Hope's visibility in the community	Create yearly schedule of contacts with civic organizations
4C	Increase Hope's visibility in the community	Schedule two group information sessions, including tours, with Hope partners
4C	Increase Hope's visibility in the community	Set up system to schedule and track introductory Hope tours given
4C	Increase Hope's visibility in the community	Increase number of introductory tours given yearly

## Vision 5: Hope has stable and ample resources.

#	Goal	Strategy
<b>5A</b>	<b>Have more predictable in-kind donations</b>	
5A	Have more predictable in-kind donations	Recruit and schedule twelve churches to do a month-long collection of food, dental, and 'Care and Share' items once a year
5A	Have more predictable in-kind donations	Develop a yearly calendar of anticipated donations for the Food Bank, 'Care and Share' program and Dental Clinic
5A	Have more predictable in-kind donations	Identify gaps in the calendar of donations and develop a plan to fill these gaps
<b>5B</b>	<b>Strengthen and develop a full-range of giving opportunities</b>	
5B	Strengthen and develop a full-range of giving opportunities	Contact funeral homes to encourage memorial gifts to Hope
5B	Strengthen and develop a full-range of giving opportunities	Develop a Planned Giving program
5B	Strengthen and develop a full-range of giving opportunities	Grow the Endowment Fund
<b>5C</b>	<b>Intentionally cultivate relationships with current donors</b>	
5C	Intentionally cultivate relationships with current donors	Develop a system of regular thank you calls to donors
5C	Intentionally cultivate relationships with current donors	Hold at least two donor recognition events per year

## Vision 6: Hope has no barriers to those receiving services.

#	Goal	Strategy
<b>6A</b>	<b>Open and develop Wayne satellite clinic (First Year Goals)</b>	
6A	Open and develop Wayne satellite clinic (First Year Goals)	Define St. Mary partnership
6A	Open and develop Wayne satellite clinic (First Year Goals)	Evaluate partnership possibilities with other area hospitals
6A	Open and develop Wayne satellite clinic (First Year Goals)	Open two additional weekly clinic sessions
6A	Open and develop Wayne satellite clinic (First Year Goals)	Begin transfer of Wayne patients from Ypsilanti Medical Clinic
6A	Open and develop Wayne satellite clinic (First Year Goals)	Increase network of churches supporting clinic by at least three
<b>6B</b>	<b>Increase and expand the services offered by the Chelsea Clinic and the community support of the clinic</b>	
6B	Increase and expand the services offered by the Chelsea Clinic and the community support of the clinic	Provide medical care for acute medical needs by scheduling an appointment with an "on-call" physician as the need arises
6B	Increase and expand the services offered by the Chelsea Clinic and the community support of the clinic	Assess the need for further clinic sessions based on the need for "on-call" appointments and add sessions as necessary
6B	Increase and expand the services offered by the Chelsea Clinic and the community support of the clinic	Utilize low-cost medicine programs at chain pharmacies as possible
6B	Increase and expand the services offered by the Chelsea Clinic and the community support of the clinic	Expand medical and non-medical volunteers to cover additional clinic sessions and prevent over-utilization of key volunteers
6B	Increase and expand the services offered by the Chelsea Clinic and the community support of the clinic	Fully integrate Chelsea Clinic into the Hope database
6B	Increase and expand the services offered by the Chelsea Clinic and the community support of the clinic	Provide information to the patient such as diagnosis, treatment, and preventative care by utilizing a computer and printer at the clinic

#	Goal	Strategy
6B	Increase and expand the services offered by the Chelsea Clinic and the community support of the clinic	Provide information to patients about additional services available in the community such as job skills training, smoking cessation, and support groups
6B	Increase and expand the services offered by the Chelsea Clinic and the community support of the clinic	Develop additional information to share with the Chelsea community on how to directly donate or volunteer at the clinic
<b>6C</b>	<b>Decrease language as a barrier to accessing services and service delivery</b>	
6C	Decrease language as a barrier to accessing services and service delivery	Recruit additional on-site translators
6C	Decrease language as a barrier to accessing services and service delivery	Develop a mechanism for on-call translation
6C	Decrease language as a barrier to accessing services and service delivery	Translate Hope materials into common languages
<b>6D</b>	<b>Address transportation barriers</b>	
6D	Address transportation barriers	Explore local free or low-cost transportation options and educate staff and volunteers
6D	Address transportation barriers	Recruit volunteers willing to make deliveries for emergency needs such as food, basic household, personal hygiene and infant care items
6D	Address transportation barriers	Increase number of volunteers willing to transport patients/clients
<b>6E</b>	<b>Expand operating hours for all services</b>	
6E	Expand operating hours for all services	Develop an additional clinic session at the medical clinic
6E	Expand operating hours for all services	Add a Saturday Food Bank distribution time
6E	Expand operating hours for all services	Operate the 'Wash with Care' program during the Saturday food distribution time
6E	Expand operating hours for all services	Increase the hours of dental clinic operations to include Saturday morning and/or evening clinic sessions