

STRATEGIC PLAN

2023-2025



tandem health



Tandem Health

1278 N. Lafayette Drive, Sumter, SC 29150

- Adult Medicine
- Behavioral Health
- Immunology
- Pharmacy
- Substance Use Disorder
- Pharmacy

Tandem Health Obstetrics & Gynecology

370 South Pike West, Sumter, SC 29150

- Obstetrics & Gynecology
- Pharmacy

Tandem Health Pediatrics

370 South Pike West, Sumter, SC 29150

- Pediatric & Adolescent Health
- Pharmacy

Tandem Health Dental

1105 N. Lafayette Drive, Suite C, Sumter, SC 29150

- Dental

Tandem Health Family Medicine – Pinewood

25 East Clark Street, Pinewood, SC 29125

- Family Medicine

Tandem Health Family Medicine - Sumter

319 N. Main Street, Sumter, SC 29150

- Family Medicine Residency Program

LEADERSHIP MESSAGE



"We are committed to excellence and will continue to strive to make a difference in Sumter as we work to keep changing health care and enriching lives."

We are delighted to share our updated strategic plan with you.

As a community health center, our mission is to promote and provide access to all regardless of ability to pay and to ensure that we provide integrated services that foster good health, well-being, and resilience in the patients we serve.

The strategic planning process has allowed us to proactively assess the external and internal environment for emerging trends, expectations, and issues, prioritize our commitment to the individuals and families we serve, address evolving healthcare needs, and adopt a social policy-focused environment.

The plan emphasizes the importance of intentional and sustainable growth, establishing an inclusive and equitable environment, providing quality services, and proactively connecting with the communities we serve while providing a nurturing and supportive environment for our patients and the staff who serve them.

We take pride in the initiatives highlighted in this report, and we extend our deepest gratitude to our dedicated staff, board members, and community partners for the role they continue to play in our success.

We are excited for what's to come and look forward to enhancing our services to meet the growing demands of the communities we are committed to serving.

Annie Brown, MHA, BSN, RN
Chief Executive Officer



OUR PLANNING TEAM

OUR STAFF

Annie Brown, *Chief Executive Officer*
Curt Ackerman, *VP Business Development*
Rob Bailey, *Director of Population Health*
Joyce Bair, *Director of Risk Management & Quality Improvement*
Jason Gray, *Chief Information & Technology Officer*
Ashley McCoy, *Director of Clinical Operations- Peds & OBGYN*
Perry Morris, *Chief Financial Officer*
Taurie Rhoten, *Director of Clinical Operations- Adult/Family Medicine*
Marion Richardson, *Corporate Compliance Officer*
Allison Shuler, *VP- Clinical Operations*
Janelle Smith, *Chief Clinical Officer*
Monica Wilson, *Revenue Cycle Manager*
Lindsay Windham, *Accounting Manager*
Kristen Varner, *Human Resources Officer*

OUR BOARD

Heidi Adler
Jack Barnes, *Secretary*
Alli Boyd, *Vice Chairwoman*
Carolina Cruz
Janesha Edwards
Jonathan Flinchum, *Chairman*
Page Hilton
Muriel Johnson, *Treasurer*
Selena Smith
Shavon White
Lydia Woods-Johnson
Contessa Wright



OUR PROCESS

Our updated strategic plan was developed with input from a wide variety of constituents, as well as a review of relevant data. The process used demonstrates our continued commitment to advancing our vision while upholding the core values of our organization.

Planning workshops were held with a team comprised of board members and staff to identify strengths, weaknesses, opportunities, and threats; review trends in legislative environments; review the mission and vision; study service area needs; and identify strategic initiatives.

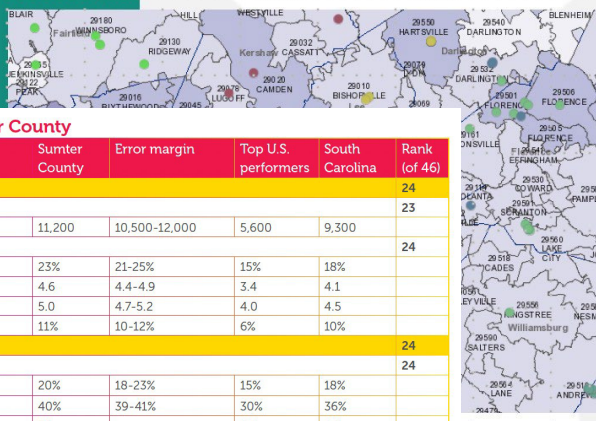
Tandem Health engaged the services of a planning consultant familiar with the work and unique needs of federally qualified health centers. The executive leadership team directed the overall planning process with the guidance and facilitation of the consultant.

Additional meetings were held with the CEO and staff to finalize the goals, strategies, and action steps. The strategic plan draft was then presented, reviewed, and approved by the Board of Directors.

Prenatal and Perinatal Health. Prenatal and perinatal health is a significant public health concern in the service area. The service area has higher rates of infant mortality, low birth weight births, preterm births, births to teen mothers, and maternal smoking than national averages. African-American mothers in the service area experience significantly worse birth outcomes than their white counterparts:

Indicator	Service Area	Service Area White	Service Area Black	South Carolina	United States
Infant Mortality (per 1000 live births)	6.7	3.9	9.3	6.8	5.8
Low birth weight (5-year average; % of all births)					
Preterm Birth (<37 week gestation; % of all births)					
Births to teen mothers (ages 15-19; % of all births)					
Cigarette use during pregnancy (% of all births)					

Uninsured Not Served



Source: County Health Rankings: Sumter County

2022 rankings	Sumter County	Error margin	Top U.S. performers	South Carolina	Rank (of 46)
Health outcomes					24
Length of life					23
Premature death	11,200	10,500-12,000	5,600	9,300	
Quality of life					24
Poor or fair health**	23%	21-25%	15%	18%	
Poor physical health days**	4.6	4.4-4.9	3.4	4.1	
Poor mental health days**	5.0	4.7-5.2	4.0	4.5	
Low birthweight	11%	10-12%	6%	10%	
Health factors					24
Health behaviors					24
Adult smoking**	20%	18-23%	15%	18%	
Adult obesity	40%	39-41%	30%	36%	
Food environment index	7.9		8.8	6.7	
Physical inactivity	34%	31-36%	23%	29%	
Access to exercise opportunities	69%		86%	65%	
Excessive drinking**	20%	19-21%	15%	22%	
Alcohol-impaired driving deaths	40%	35-45%	10%	33%	
Sexually transmitted infections	889.2		161.8	698.2	
Teen births	30	28-32	11	23	
Clinical care					26
Uninsured	12%	11-14%	6%	13%	

The Strategic Planning Team used information from the UDS Mapper, a data source that reports information from the Uniform Data System (UDS), along with US Census data with geographical reporting, to carefully analyze its service area.

OUR MISSION & VISION FOR THE COMING YEARS

MISSION

Tandem Health is a community-owned organization dedicated to building healthy communities by providing quality health care that is affordable and accessible with compassion and dignity for all people.

VISION

Your trusted community partner for a healthier tomorrow.

Our strategic planning team reviewed our organization's current mission and vision and determined that the statements continue to represent and describe our current and future purpose.

OUR COMMUNITY STAKEHOLDERS

For the planning process to be effective, we believed it was critical that it be conducted in the context of the community we serve. We proactively sought input from our community leaders to better understand their perception of Tandem Health, and to build strong support for the plan's future implementation. Individuals representing community stakeholders, including hospitals, non-profits, and public agencies, were invited to provide input by participating in a survey. Some of the feedback the group provided is bulleted.

What should be the priorities for Tandem over the next few years?

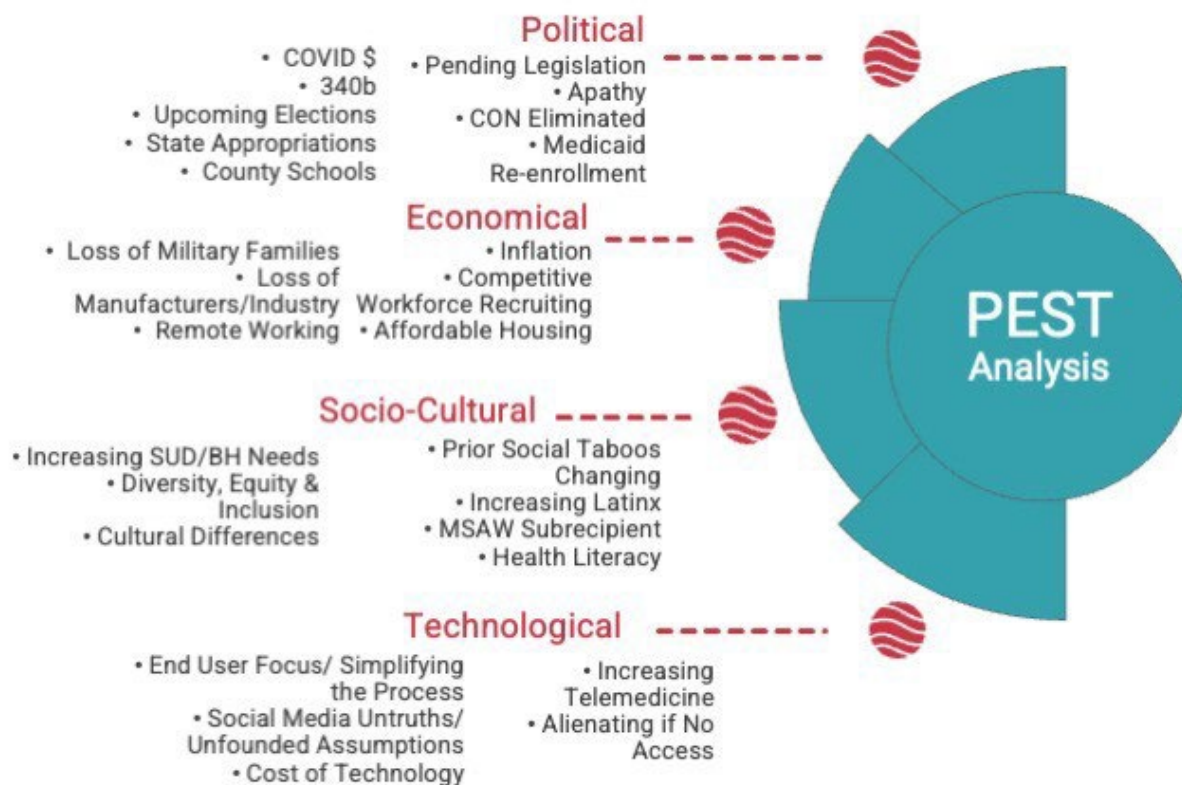
- ☐ Increased visibility and community awareness of Tandem and its services.
- ☐ Collaborative partnerships and sharing of resources with other providers, non-profits, and community organizations.
- ☐ Expanded clinical learning & academic partnerships.

What are Tandem Health's strengths?

- ☐ Providing high-quality services.
- ☐ Collaborative efforts to partner with other organizations to address community needs.
- ☐ Community outreach.

PEST ANALYSIS

In a PEST analysis, individuals brainstorm the “big picture” characteristics of the organization’s external environment (this could be a community, region, country, etc.) and from this, draw conclusions about significant forces of change operating within it. This exercise provided the Strategic Planning Team with a context for more detailed planning. Similar to a SWOT, the PEST Analysis allowed us to look at the “big picture” factors that might influence our strategic decisions. Below are the Political, Economic, Socio-Cultural, and Technology issues that were identified by the Strategic Planning Team as having an impact on Tandem Health.



SWOT ANALYSIS

SWOT is a useful technique for understanding the Strengths and Weaknesses of an organization, and for identifying both the Opportunities open to it and the Threats it faces. Our SWOT provided insight into what direction to take Tandem Health. It is a tool that helped us to look at the internal and external environments and what impact it will have on the organization. It also provided valuable information to assist us to make decisions and create a meaningful analysis of the potential challenges, that we may face. Below are Tandem Health's strengths, weaknesses, opportunities, and threats as identified by the Strategic Planning Team.



OUR GOALS: QUALITY

**We will demonstrate our
commitment to continuous
improvement.**



How will we do it?

Strategy 1:

Evaluate and improve Quality, Compliance and Risk Management Committee and Communications.

Strategy 2:

Enhance and improve quality assurance processes to ensure effectiveness of performance improvement outcomes.

Strategy 3:

Leverage innovative and emerging technologies that results in meaningful and effective tools to manage compliance, risk and quality efforts.

Strategy 4:


Ensure that all staff understand their role and how it contributes to our quality program and the success of its outcomes.

Strategy 5:

Improve the effectiveness of our risk management program to increase safety and minimize risk to patients and staff.



OUR GOALS: DEVELOPMENT



We will increase the community's awareness of our capacity to serve, enhance, and nourish the health & well-being of its residents and families.

How will we do it?

Strategy 1:


Continue to enhance promotional efforts to educate community about Tandem's patient-centered care model.

Strategy 2:

Develop and implement a fund development plan that includes gifts, events, grants, annual giving, and philanthropic activities.

Strategy 3:

Enhance advocacy activities and collaborative relationships at the local, state, and federal level to further support public initiatives and policies aimed at the improvement of the overall health and wellbeing of our community.



OUR GOALS: FINANCE

We will continue to be responsible stewards of our financial resources to maintain our long-term program sustainability while pursuing new revenue streams.



How will we do it?

Strategy 1:

Diversify our payer mix to ensure the revenue necessary to support our mission to serve the under- and uninsured populations.

Strategy 2:


Implement material cost reduction initiatives and improve controllable expenses throughout the organization.

Strategy 3:

Develop a fully integrated grants and contracts management process that utilizes a value-based care approach to pre- and post award workflows and responsibilities.



OUR GOALS: GROWTH



We will provide access to high-quality, affordable healthcare services that meet evolving community needs.

How will we do it?

Strategy 1:


Create a standardized process for evaluating the feasibility and sustainability of new service opportunities.

Strategy 2:

Create a standardized process to evaluate existing services and programs' ongoing effectiveness and impact.

Strategy 3:

Create a standard process for implementation that ensures efficiency, accountability, and effective communication in the launch of new programs, sites or services.



OUR GOALS: ORGANIZATIONAL EFFECTIVENESS

We will enhance internal systems and practices to ensure services are responsive to the unique needs of our staff, patients and community by demonstrating excellence at every touch point.

How will we do it?

Strategy 1:

Conduct a thorough analysis of current company culture, employee feedback, stakeholder interviews, and market trends to identify, create and disseminate organizational core values.

Strategy 2:

Develop mechanisms to embed organizational core values into existing processes, performance evaluations and recruitment practices.

Strategy 3:

Establish a continuous learning environment through effective leadership development and training that will produce transparency, accountability and excellence.



OUR GOALS: TEAM



We will foster an environment that attracts and retains a diverse, talented workforce.

How will we do it?

Strategy 1:

Develop and implement a coordinated employee development plan to promote the confidence, competence, and career advancement of our team.

Strategy 2:

Nurture a work environment that accepts and values individuality, and employees feel we are invested in them both personally and professionally.

Strategy 3:

Develop a culture where employees are engaged, empowered and included in decision-making.

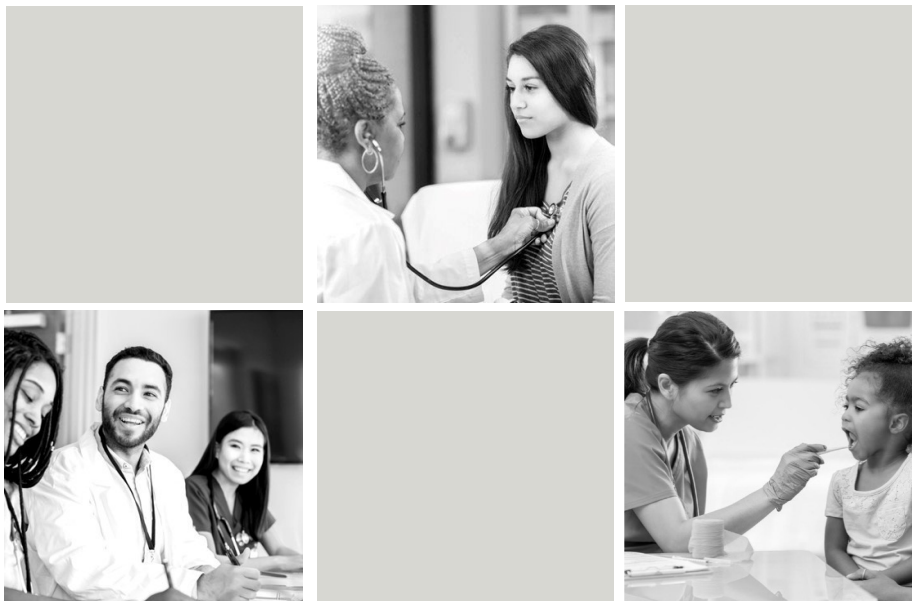


COMMUNICATING THE PLAN

The strategic plan is the framework that all employees and governance will use for creating their planning processes and day-to-day work. It is a “living” document that will be monitored quarterly, reviewed annually, and updated every three years.

Tandem Health steadfastly believes that strategic plans and processes only work when they are embraced by all employees and the Board and are integrated into each decision and action.

Communication of the strategic plan will be a constant, enhancing the understanding of the mission and vision. The strategic plan will be communicated through face-to-face interactions, electronic, and print media.



ACCEPTANCE & APPROVAL

The plan represents the commitment of the Board to the mission, vision, and organizational goals and strategies. The Board recognizes that active governance and oversight are required, and the staff is committed to the plan's implementation with quarterly tracking and alignment with Tandem Health's performance management systems for additional accountability.

The Board of Directors of Tandem Health approved the strategic plan on April 25, 2023.



1278 N. Lafayette Drive
Sumter, SC 29150

www.tandemhealthsc.org

Strategic Planning
facilitated by:



330Partners

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