Organizational Strategic Plan

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Abstract

The purpose and strategic plan for the development of a new clinic, Changing Diabetes, in the Muskegon area is presented. The plan includes: internal and external assessments, job descriptions, marketing plan and budget. The Changing Diabetes Clinic services are explained, and the mission and goals are summarized. The mission of this free clinic is to provide education, assistance and information to improve the quality of life for diabetic patients in the Muskegon area.

Organizational Strategic Plan

Diabetes is a disease that can lead to complications of heart disease, stroke, hypertension, blindness, kidney disease and neuropathy. According to the American Diabetes Association Diabetes Basics (2011), diabetes affects 8.3% of the population. The purpose of this paper is to present a strategic plan for a free diabetes clinic, Changing Diabetes, in the Muskegon area that will provide education and services to diabetic patients.

**External Environmental Assessment**

In order to help the 10.2% diabetic population (Michigan Department of Community Health, 2011) in the Muskegon area an external assessment was completed. This assessment helped to determine if there was a need for such a clinic by examining the current diabetic services offered in the area, demographic factors, and potential customers.

**Competition**

Currently there are two self-management diabetic centers in the Muskegon area. One is located in the H.E.A.R.T. center at Mercy General Health Partners and the other one at the Lakeshore Hospital in Shelby. These clinics operate Monday-Thursday from 8:00am-1:30pm. The clinic provides education about diabetes self-management and is staffed by professional staff, including a physician, nurse practitioner, certified diabetic educator and a medical assistant. Their goal is to reduce diabetic associated complications and provide education on diabetes self-management. Neither of these clinics are centrally located within Muskegon.

**Demographic Factors**

According to the Bureau of Labor Statistics (2011), Muskegon County's unemployment rate was at 11.1 % in March, 2011 compared to Michigan's unemployment rate of 11.0 %. The median household income in Muskegon County in 2008 was $ 41,274 compared to the Michigan state average of $ 48,606 (U.S. Census Bureau, 2010b). The U.S. Census Bureau (2010b) also listed the percentage of persons below poverty level in Muskegon County in 2008 at 17.9 % compared to the state average of 14.4 %. In addition, the U.S. Census Bureau 2009 estimate (2010b), lists the percentage of persons 65 years and over in Muskegon County at 13.0 %, while the national average was 12.9 % in 2009. Muskegon’s population of people 65 years and over has steadily increased since 2008 increasing from 12.7 % in 2008 to 13.0 % in 2009 (U.S. Census Bureau, 2010b). The current demographic trend in Muskegon County presents new challenges for Muskegon County's healthcare organizations. Muskegon County’s educational attainment was 3.5 % compared to the Michigan state average of 3.3 % (U.S. Census Bureau, 2010a). According to 2005-2009 American Community Survey 5-Year Estimates, the racial makeup of the city was 81.1 % White, 13.5 % African American, 0.8 % American Indian and Alaska Native, 0.5 % Asian, 0.2 % Native Hawaiian and Pacific Islander, 1.7 % from other races, and 2.2 % from two or more races (U.S. Census Bureau, 2010a). Hispanic or Latino of any race was 4.4 % of the population (U.S. Census Bureau, 2010a).

**Customers**

According to the Preliminary 2008 - 2010 Michigan behavior risk factor survey regional & local health department estimates (2011), the percentage of diabetics in Muskegon County is 10.2% and 9.5% in Michigan. The percentage of diabetes is higher in African-Americans than in Caucasians and more prevalent in lower income, lower educational achievement individuals.

**Internal Environmental Assessment**

**Patient Care**

Clients qualify for clinic use under set standards of diabetes and income level. The education on diabetes includes: medications, nutrition, hypoglycemia, hyperglycemia, exercise, and life-style changes. The clients will be encouraged to participate in support groups.

**Financial Resources**

Donations of supplies, education materials, facility, equipment, and medications will be accepted. Grants and other monetary gifts will also help finance the clinic. The goal is to use a rent-free facility, such as rooms in a local church, which has easy access for the handicapped and is close to public transportation.

**Human Resources**

A volunteer staff of nurse practitioners, nurses, social workers, office personnel, and environmental service personnel will be needed to staff the clinic. A coordinator/director will also be needed to run the clinic. In addition, a certified diabetic educator will be required. The clinic will also have a volunteer board of directors or an advisory committee that is composed of the director, other staff, community representatives, and area hospital representatives.

**Information Systems**

A computer system, web site and information system will be needed for the clinic. In addition, a marketing strategy and community outreach program will be implemented.

**Research and Development Capabilities**

The need for further services has been identified. Collaboration with other local agencies is essential for the success of the clinic. Non-profit status will be obtained, and funding sources will be developed. Assessment tools for staff and clients will be developed.

**Educational Systems**

A staff training plan will be developed, using American Diabetic Association criteria. Policy and Procedure manuals will be set-up. Job descriptions for staff will be developed.

**Mission Statement**

The mission of the Changing Diabetes Clinic is to provide education, assistance, and information to diabetic clients in the Muskegon area. We place an emphasis on empowerment, education, and peer support to help our clients become knowledgeable about diabetes and to achieve optimal control over their disease therefore improving the quality of their lives.

**Philosophy**

We at the Changing Diabetic Clinic believe that effective provision of our services benefits the individual client, those associated with the client, and society as a whole. The Changing Diabetic Clinic is committed to the pursuit of quality in providing education, assistance, and information to diabetic clients in the Muskegon area which is accomplished in a safe and therapeutic environment. We also promote collaborative partnerships with all disciplines involved in providing care to diabetic clients.

**Organizational Goals and Objectives**

**Goal #1**

To provide education and support for the clients of the clinic and their family members.

* Educate clients with diabetes on self-monitoring of blood glucose on their first clinic visit.
* Provide ongoing self-management education for clients with diabetes by the end of the first 12 weeks after their first visit to the clinic.

**Goal #2**

To create an environment where peer support and mentorship for the clients are provided.

* Create support groups that the clients can attend on a weekly basis by the end of the first three months in business.
* Get each client to attend the support groups by their second or third visit.
* Set up a mentorship program among the clients by the end of the first six months in business.

**Goal #3**

Promote collaboration between the nurse practitioner and the client’s personal physician in assisting in further education and support.

* Establish a schedule for formal collaboration on a monthly basis between the nurse practitioner and the client’s personal physician by the client’s second visit.

**Goal #4**

Provide a multidisciplinary approach to diabetes education and management to include physicians, nurse practitioners, dietitians, certified diabetes professionals, social workers, and trained medical assistants.

* Establish monthly meetings with the staff to discuss clients and their care. These meetings should start by the end of the first month in business.
* Establish monthly meetings with local doctors and the staff to discuss ways for improving the clinics practice. These meetings to be scheduled by the end of the first month in business.

**Goal #5**

Keep clients free of diabetic complications.

* Provide regular assessments to monitor treatment effectiveness and to detect diabetic complications at the end of the third month of the clinic visit and every three months after that.
* Provide educational materials to further educate clients on diabetic complications on their first clinical visit.
* Have staff go over diabetic complications at each subsequent clinic visit and support group members.

**Organizational Chart**

**Job Descriptions**

**Board of Directors**

The Board of Directors for Changing Diabetes will include the clinical director, the nurse diabetic educator, the community social worker, area community representatives, and area hospital representatives. The people serving on the board of directors will be volunteers who demonstrate knowledge, promote diabetes education, and work collaboratively with each other and the clinic staff.

**Position Title: Clinical Director**

Job Summary: Works under the direction of the board of directors and collaborates with the clinic staff and the client’s personal physician. Responsibilities include providing health care and preventative measures to the clients. The Director must also attend board meetings, provide leadership, and coordinate the diabetic education programs. Educational Requirements: Bachelors of Science in Nursing and nurse practitioner certification (BestJobDescriptions, 2011). The clinical director is a volunteer who has a passion for assisting diabetic clients in the community to manage their disease.

**Position Title: Diabetic Educator**

Job Summary: Works under the direction of the board of directors and the clinical director and collaborates with the clinic staff. This position also serves on the board of directors. Assesses and evaluates the educational needs of clinic clients. Develops and coordinates education programs and promotes consistency in the program content and teaching (Holland Hospital, 2010). Educational Requirements: Bachelors of Science in Nursing and certification as a diabetes educator. The diabetic educator is a volunteer who has a passion for diabetic education and demonstrates expertise in knowledge and skills to serve as a role model to the clinical staff and the clients.

**Position Title: Staff Nurse**

Job Summary: Works under the direction of the clinical director and the diabetic educator and collaborates with the clinic staff, clients, and their families. This nurse practices in accordance with the professional nursing performance requirements of the Michigan Health Code. Educational Requirements: Bachelor of Science in Nursing with experience in diabetes care and/or patient education. The staff nurse is a volunteer who must have a passion for diabetes teaching and serving the diabetic clients in the community.

**Position: Social Worker**

Job Summary: Works under the direction of the board of directors and the clinical director. The social worker serves on the board of directors and assists patients and families in developing coping skills, provides guidance and brings perspective to the situation. Educational Requirements: Master of Social Work with a current license to practice in the state. The social worker is a volunteer who works with the clinic staff and clients, maintains patient confidentiality, and demonstrates the ability to assess, review, and meet the needs of diabetic clients.

**Position: Office Personnel**

Job Summary: Works under the supervision of the clinical director, the diabetic educator, and the staff nurse to provide administrative assistance and support. Maintains patient confidentiality and demonstrates the ability to meet and greet clients, answer phone calls, and assist in coordinating client appointments. Educational Requirements: high school diploma and previous experience in a similar office preferred. This position is voluntary, and the person must have a desire to serve their community.

**Position: Clinic Janitor and or Maintenance Worker**

Job Summary: Works under the clinical director to provide services, such as housekeeping, building and mechanical maintenance, and building upkeep. Educational Requirements: high School Diploma, previous experience in similar position preferred. This position is voluntary, and the person must have a desire to serve their community, maintain patient confidentiality, and demonstrate competence in their work.

**Requirements for all volunteers of Changing Diabetes Clinic**

Proof of education and/or current professional license, driver’s license, references and background checks.

**Job Advertising**

**Sample Job Advertisement**

Changing Diabetes Clinic

Muskegon, MI

We are a non-profit volunteer based community clinic offering education, services and support for non-funded/underfunded diabetic clients and are in search of a volunteer RN/CDE/Board Member.

This position will work under the direction of the Board of Directors and Clinical Director and in collaboration with the clinic staff to evaluate the education needs of the clinic clients and to develop and coordinate educational programs to support the diabetic clients using current best practice guidelines.

Requirements:

This volunteer position requires a BSN degree from an accredited nursing program with an unencumbered Michigan Nursing license and Certification as a Diabetes Educator. This volunteer must possess excellent communication and leadership skills and a passion for diabetic education and expertise to serve as a role model for the clients and clinic staff.

Contact Barbara at 555-555-5555 for more information

**Details of Advertising**

The Muskegon Chronicle is the local newspaper for the Muskegon area. The price for advertising the position is $3.88 a day (Muskegon Chronicle, 2011). The price is $2.20 for a 10 day advertisement (Muskegon Chronicle, 2011). These rates are effective since 1-1-11.

The Journal of Diabetes and Its Complications (2011) is a journal that is a source of information about diabetes and is used by practitioners caring for patients with diabetes. The price of a 30-day job posting, which includes resume access, is $400.00 (Journal of Diabetes and Its Complications, 2011).

An area on-line community and government news site is Mlive.com. This site gives information on news, blogs, photos and videos to the Muskegon area (Mlive, 2011). Advertising on this site is free.

A posting of the volunteer position advertisement for the Changing Diabetes Clinic will also be posted, with permission, at the Mercy Health Partners Hospitals in Muskegon. The postings will be displayed in the medical-surgical and intensive care nursing units at the Mercy, Muskegon General, and Hackley campuses. The Hackley Campus address is 1700 Clinton Avenue, Muskegon, Michigan, 49442 (Mercy Central Hospitals, 2011). The Mercy Campus address is 1500 East Sherman Boulevard, Muskegon, Michigan, 49444 (Mercy Central Hospitals, 2011). The address Muskegon General is 1700 Oak Avenue, Muskegon, Michigan, 49444 (Mercy Central Hospitals, 2011).

**Budget**

**Personnel**

The Changing Diabetes Clinic has a fairly simple budget as it is a free clinic. The clinic will only need eight volunteers to meet their objectives; a clinical director, two diabetic educators, two staff nurses, a social worker, an office professional, and a maintenance worker. As this clinic is a free clinic and will be staffed with all volunteers the clinic will not have any salaries to take into consideration.

**Hours of Operation**

The clinic will be open five days a week, Monday through Friday, but will close on weekends and holidays. Hours of operation on Monday, Tuesday, Wednesday, and Friday will be from eight o’clock in the morning until noon and on Thursdays the clinic will be open from four o’clock in the afternoon until eight o’clock in the evening.

**Income**

Since the Changing Diabetes Clinic will be a free clinic their income will come from donations, grants, and fundraisers. The donations will be both monetary and non-monetary and will come from individuals as well as businesses. The non-monetary donations will consist of supplies such as blood glucose meters, testing strips, office supplies, etc. Grants will also be sought out from such organizations such as United Way, private foundations, and the Robert Wood Johnson Foundation (Anderson Free Clinic, 2011). In addition, local eateries can be approached about having fundraisers at them where a certain percentage of the proceeds for one particular evening would go to the clinic as a donation (Anderson Free Clinic, 2011).

**Expenses**

The Changing Diabetes Clinic will be a free clinic which will be held at a local church. Due to the fact that the clinic will be held at the church and the church is donated the space, the clinic will not have any expenses such as rent or utilities such as electricity, gas, and water. However, the clinic will need to put in their own phone line so will have a monthly phone bill to budget for. The rest of the clinic’s expenses will be in office supplies, medical supplies, postage, advertising, professional fees, and miscellaneous supplies (George Washington, 2007). According to B. Baptista (personal communication, July 26, 2011) of the Anderson Free Clinic, their yearly budget is approximately $586,000. However, their medical clinic is only about $272,000 of the total budget. For the Changing Diabetes Clinic their yearly budget will be smaller than the Anderson Free Clinic even though Muskegon is about one and a half times as big as Anderson, South Carolina where the Anderson Free Clinic is located (City-Data, 2011a, 2011b). The difference in budgets is due to the fact that some of the staff at the Anderson Free Clinic is paid a salary which amounts to approximately 40% of their budget (B. Baptista, personal communication, July 26, 2011). The total yearly budget for Changing Diabetes is estimated to be about $163,000. See the Appendix for a breakdown of the clinic’s expenses.

**Conclusion**

The group project to plan the Changing Diabetes Clinic involves team work, collaboration, planning, and research. The project uses community resources that include: a volunteer board, director, and staff as well as the use of a rent-free facility. The clinic will use grant money to pay for monthly expenses, supplies, and educational materials. Through the efforts of the community, the diabetic patients in the Muskegon area will have access to a free clinic. The goal of this project is to improve the quality of the lives of diabetic patients in the Muskegon area through education, empowerment, and peer support.

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Appendix

Operating Budget for Changing Diabetes Clinic

**Yearly Budgeted**

**Amount**

**Revenue**

Grants 97.800.00

Donations 48,900.00

Fundraisers 16,300.00

**Total Revenue 163,000.00**

**Expenses**

Medical Supplies 9,780.00

Office Supplies 50,530.00

Misc. Supplies 4,075.00

Advertising 4,075.00

Postage 15,485.00

Telephone 56,235.00

Legal Fees 22,820.00

**Total Expenses 163,000.00**

**Net Income (Loss) 0.00**

(George Washington University, 2007)