Fauquier Free Clinic Strategic Plan 2026-2030

Abstract

The Fauquier Free Clinic has experienced dramatic growth in patient volume, services, and community support over the past five years. Programs for women's health, pediatric care, mental health, and oral surgery are recent and vital services. The Free Clinic's Board of Directors is intent on preserving and stabilizing that growth, maintaining our new patient care capacities, and securing the necessary resources and assets to protect them for the future. We are operating in an especially challenging economic and healthcare environment with decreasing insurance coverage and declining Medicaid participation.

This strategic plan focuses on strengthening mission-critical assets of the program. We have established goals to sustain our outstanding volunteers and staff, ensure long-term access to our facilities, develop substantial financial resources under our direct control, and maintain leadership that is ready for the challenges to come.

Planning Principles

- Sustainability – Prioritize asset maintenance, staff retention and recurring revenue
- Stability before expansion – Protect what is working before adding more complexity
- Independence – develop financial resources under board control, reducing reliance on outside partners
- Operational discipline – Formalize systems that grew informally
- Board stewardship – Ensure governance matches organizational maturity
- Continuity – Avoid new initiatives that strain capacity or dilute mission focus

FUNDING AND FINANCIAL SECURITY

The Free Clinic will secure financial resources necessary to guarantee healthcare service delivery. Emphasis will be placed on reliable, substantial resources under direct control of the Board.

- Hire and equip a full-time fundraising professional to lead development efforts.
- Develop an endowment capable of providing operating funds to support 1/4 of annual expenses.
- Refocus development efforts toward major gifts and predictable multi-year recurring donations.
- Optimize Medicaid collections processes: obtain billing training and professional development for relevant staff, develop a written best-practices guidance document, and conduct an annual audit of claims denials and resubmission rates.

LEADERSHIP AND GOVERNANCE

The Free Clinic will have the community leaders, Board structure, and oversight procedures necessary to maintain excellent healthcare service delivery.

- Establish an ongoing means to invite patient input and feedback to the Board.
- Evaluate current Board composition and committee structure. Make recommendations to the Board Governance Committee for improvements.
- Identify indicators of demand growth in Fauquier and Rappahannock counties: Medicaid disenrollment rates, uninsured population estimates, unemployment trends, and referral patterns from local ERs and urgent care. Assign responsibility for tracking these to a board committee.
- Develop a clear capacity assessment for each service: how many patients the clinic can serve at current staffing, volunteer, and facility levels for each (dental, mental health, medical adult, peds, women's health). Update whenever a significant staffing or space change occurs.
- Assign board-level accountability for federal and state Medicaid policy monitoring. Designate a board member or committee responsible for tracking legislative and regulatory changes, with a defined reporting cadence to the full board.
- Assign board-level accountability for a periodic risk management assessment. Establish a defined reporting cadence to the full board.

FIXED ASSETS AND PHYSICAL PLANT

The Free Clinic will secure the facilities, equipment and infrastructure required to guarantee healthcare service delivery.

- Identify and prioritize big ticket items needed to maintain operations and forecast lifecycle, maintenance and replacement needs. Early examples include dental x-rays, dental chairs, clinic furnishings, and other durable equipment. Create a unified inventory document.
- Develop an IT lifecycle purchasing and maintenance plan, budgeting for future needs and expected replacement timelines.
- Evaluate and extend the current lease for the clinic property at 35 Rock Pointe Lane beyond the current end date in 2029.
- Secure use of shared spaces in partner locations to increase capacity while reducing strain on current building. Establish mental health care options in the CSB space and a telehealth outpost in Rappahannock County.

STAFFING AND VOLUNTEER RESOURCES

The Free Clinic will protect the personnel and volunteer resources necessary for excellent healthcare service delivery.

- Evaluate and secure effective volunteer scheduling and management software for clinic operations.
- Evaluate pay and benefits relative to local market and establish a recurring three-year reevaluation cycle. Report the results to the Finance Committee and the Board.
- Identify critical staff roles (beyond the ED) for continuity of operations planning and cross-training. Consider Medical Director, staff pharmacist, and others.
- Reorganize patient eligibility screening procedures and provide adequate staff and volunteer support for this function.
- Evaluate need for social work or patient navigator role to supplement the current nurse case manager.
- Prioritize recruitment of bilingual team members in hiring and volunteer efforts.
- Increase cohesion and morale among volunteers, investing substantially in internal social events and other recognition and benefits such as clinic logo apparel.