

# STRATEGIC PLAN

2024-  
2026



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# LEADERSHIP MESSAGE



I am incredibly humbled and grateful to have recently joined Heartland Health Services (HHS) as Chief Executive Officer. I want to thank the community for warmly welcoming me into your midst. Your warm reception is a testament to the collaborative spirit that makes this community so special.

To our dedicated staff and board members, I express my utmost appreciation for the incredible work you do day in and day out. Your relentless dedication to providing exceptional patient care, with compassion and pride, is the driver in our organization's purpose. Your unwavering commitment to our mission and vision creates the foundation for building a stronger, more resilient future. I am honored to join your ranks and contribute my skills and experience to the incredible work you have already accomplished.

Over the past few months, HHS has engaged in a comprehensive strategic planning process to chart our course for the coming years. This process, which has included a broad assessment of emerging trends in our external environment and an internal analysis of our own strengths, opportunities, and risks, has resulted in a plan for continuing to achieve our mission in an evolving healthcare landscape with growing needs.

Now, we are thrilled to share that plan with you.

The central question that this updated strategic plan seeks to answer is straightforward: How can we make our resources, and those of our partners, go as far as possible toward advancing our mission?

Fully addressing that question requires careful and nuanced consideration of many factors. As we continue to grow, we must do so intentionally and sustainably. As we build our organizational capacity, we must maintain our commitment to providing excellent services and strong support for our patients and our own staff.

We are proud of the initiatives outlined in this plan and are excited to share them with you. They reflect our values and priorities as an organization. The goals are achievable only because of the dedicated work of our staff, teams, board members, and partners. We are deeply grateful for you and all you do for the community we serve.

Once again, I thank the community for embracing me with such warmth. I am genuinely excited about the possibilities that lie ahead and the opportunity to work hand in hand with all of you to make a profound and lasting impact.

Sincerely,

Dewitt Harrell  
Chief Executive Officer



# ABOUT US



Heartland Health Services is a non-profit, Federally Qualified Health Center that provides primary care, women's health, pediatrics, mental health, addiction recovery, specialty services, discount prescriptions, and after-hours care to patients across Central Illinois.

Heartland Health Services was founded on December 10, 1991. Our first clinic was primarily staffed by volunteers, with only one paid employee. Among these volunteers were primary care physicians, the specialists to whom they referred, nurses, pharmacists, social workers, and clerical personnel, all of whom generously donated their time and services. Most of the supplies and equipment used in the clinic were also donated. Peoria's three hospitals provided diagnostic testing and inpatient services at no charge to our early patients on a monthly rotation.

On February 1, 2004, Heartland was designated as a Federally Qualified Health Center (FQHC). Our focus communities included the largest concentration of low-income adults and children and the greatest percentage of minority groups, individuals who were uninsured or underinsured, those who were medically indigent, and people experiencing homelessness within the city of Peoria and the larger tri-county region. This wide-cast net of care is true to this day and is at the core of our mission. Heartland still receives support from the local healthcare systems, medical schools, community partners, and local businesses.

Heartland is a Patient Centered Medical Home (PCMH) and is recognized by the National Committee for Quality Assurance (NCQA). We are a community health center addressing health equity, health disparities, and social determinants of health. Dedicated to our community, Heartland strives to provide preventative and specialty care to our patients' needs and enhance the overall health of our Central Illinois community. With seven locations essential to the communities we serve, Heartland is in the heart of each neighborhood. We have become a hub for community resources beyond healthcare to aid in patient empowerment and to address social and health disparities throughout many neighborhoods.

Communities benefit from utilizing Heartland Health Services as their medical home of choice. The populations we serve span all ages and lack access to health care and health coverage. We provide care and services to all those who need healthcare, regardless of their ability to pay. As the "Heart of the Community," Heartland Health Services is a trusted source serving Peoria and Tazewell Counties.



# OUR PLANNING TEAM



## OUR BOARD

Todd Baker, *President*  
Jeanine Spain, *Vice President*  
Dave Stenerson, *Treasurer*  
Linda Fox, *Secretary*  
Andrew Rand, *Executive Committee Member*  
Bianca Aranda, *Director*  
Brian Butler, *Director*  
Tiffany Chandler, *Director*  
Vicki Crum, *Director*  
Dr. Francis McBee-Orzulak, *Director*  
Rev. Craig Williams, *Director*

## OUR STRATEGIC PLANNING TEAM

Sharon Adams, *Outgoing CEO*  
Mary Annen, *Project Manager*  
Tony Bartlett, *Chief Financial Officer*  
Dr. Brogan Bahler, *Director of OB/GYN Services*  
Kandy Coleman, *Patient Access Manager*  
Kristen Eckert, *Clinical Sites Senior Manager*  
Dewitt Harrell, *Incoming CEO*  
Brett Hammer, *Controller*  
Lindsey Hammond, *Fundraising & Community Partnership*  
Meaghan Hanrahan, *Clinical Sites Supervisor - Carver/After Hours Care*  
Dr. Christopher Johnson, *Chief Medical Officer*  
Dr. Sarah Koscica, *Site Lead Provider – Garden*  
Jennifer Lee, *Senior Executive Assistant*  
Debra Middleton, *Assistant Clinical Site Manager - Knoxville*  
Rylee Moberly, *Clinical Site Manager – East Bluff*  
Chrissy Morris, *Clinical Site Manager - Garden*  
Chris Owens, *Clinical Site Manager - Tazwood / Olt*  
Dr. Elena Patel, *Site Lead Provider – Carver & East Bluff*  
Nate Price, *Chief Information Officer*  
Michelle Reed, *Director of Clinical Education and Digital Support*  
Katie Saucedo, *Revenue Site Manager*  
Melody Shake, *VP Quality & Compliance*  
Amar Singh, *Accounting Supervisor*  
Regina Siscoe, *Clinical Site Manager - Knoxville*  
Nicole Stephens, *Community Engagement Senior Manager*  
Kristi Williams, *VP Clinical Operations*  
Jenn Wilson, *Human Resources*



# OUR APPROACH



*“In the wake of the COVID-19 pandemic, Peoria and Tazewell Counties' longest-running Federally Qualified Health Center emerged stronger than ever. We remain steadfast in our mission to deliver high-quality integrated healthcare, eliminate health disparities, and cultivate a thriving community. Guided by the lessons learned, we embark on this strategic plan, committed to building a sustainable future for our health center and eliminating chronic disease.”*

*-- Dr. Christopher Johnson, Chief Medical Officer*



In developing this strategic plan, Heartland Health Services reviewed its current situation and its understanding of the community's needs for services and established its desired future position. The purpose of the Strategic Plan is to set and document goals and strategies for the organization. The goals and strategies, when accomplished, are directed at programs and services that will better serve the needs of HHS patients and the community.

HHS remains clearly focused on providing affordable, accessible healthcare, behavioral health, and supportive services for persons in our communities. Management, the governing board, and the staff will use the strategic plan initiatives to direct programs and services to meet and exceed community expectations for affordability, access, quality, and patient-centered health services. The Strategic Plan also supports the professional aspirations of our valued employees. HHS is advancing, and the strategic planning process, firmly embedded in the organizational culture, directs the path for our future.

The HHS mission and vision reflect a conscious decision by the organization to advance the overall health of our community by providing access to affordable, quality healthcare services. The perpetual focus of the organization is to develop programs and services to meet the diverse healthcare needs of the underserved, uninsured, and special sub-populations of our community including persons confronted with health disparities. The strategic plan focuses on goals and objectives to advance the HHS mission and to attain the organization's vision.

For strategic planning to be effective, it is critical that it is conducted in the context of the community it serves and not in a vacuum. This is particularly important in the healthcare environment, where change is dynamic and occurring at a rapid pace. The Board and Leadership Team will continue to evaluate, assess, and adjust the strategic plan on a regular basis, creating a "living" document that is responsive to the changing healthcare environment.

# 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.

A planning workshop was held with a team comprised of board members and staff to identify strengths, weaknesses, opportunities, and threats, review trends in external environments, review the mission and vision, and identify strategic initiatives.

Heartland Health Services engaged the services of a planning consultant familiar with the work and unique needs of non-profits. The Chief Executive Officer directed the overall planning process with the guidance and facilitation of the consultant.

The strategic plan draft was then presented, reviewed, and approved by the Board of Directors.



# OUR MISSION, VISION & VALUES



## MISSION

Provide affordable, high-quality health services and remove inequities to improve the lives of all.

## VISION

Healthy Lives. Thriving Communities. Mutual Trust.

## VALUES

*(HEART)*

**HONESTY.** We conduct our business with integrity. We are honest, transparent, and ethical. We do the right thing.

**EXCELLENCE.** We strive to be among the best at what we do and to set high expectations for each of us individually for our community. The expectation of excellence, which is instrumental to our ability to have a meaningful impact in the world, extends to our teaching, our research and creative endeavors, and our operations.

**APPRECIATION.** We are understanding, empathetic and inclusive as we support fellow employees, and serve all with compassion.

**RESPECT.** We are open to ideas and beliefs of others with humility, equality, and compassion.

**TEAMWORK.** We believe in the strength of collaboration and the sharing of ideas and competencies that foster open communication, trust, and cooperation.

# COMMUNITY & DATA ANALYSIS





## Needs Assessment and Other Data

HHS conducts a comprehensive needs assessment every three years to understand the healthcare landscape and effectively identify community needs. The assessment process involves a multifaceted approach, incorporating quantitative data analysis, qualitative community survey tools, and data provided by hospitals and local and state health departments.

The needs assessment utilizes information gathered from the Uniform Data System (UDS), an annual reporting system that provides standardized information by zip code about the performance and operation of health centers delivering healthcare services throughout the country.

During the planning workshop, information gathered from the UDS was reviewed by zip code, including the health center's penetration of the population of those who are low-income, uninsured, Medicaid recipients, Medicare beneficiaries, and other payers. Demographic information, including race, ethnicity, employment status, primary language, and tobacco use, was also reviewed, as well as the social determinants of health (e.g., housing, food insecurity, and safety).

By analyzing demographic trends, health indicators, socioeconomic factors, and existing healthcare infrastructure, HHS gained insight into prevalent health issues, disparities, and unmet needs within their service areas. This comprehensive view of the healthcare landscape allowed for a more targeted approach to creating goals to address the needs of different groups.

### **SWOT (Strengths, Weaknesses, Opportunities & Threats)**

SWOT is a useful technique for understanding an organization's strengths and weaknesses and identifying both the opportunities open to it and the threats it faces. Our SWOT provided insight into what direction to take HHS. It is a tool that helps us examine the internal and external environments and their impact. It also provided valuable information to assist us in making decisions and creating a meaningful analysis of the potential challenges that we may face.

The strategic planning team used the SWOT analysis to assess their standing in the community healthcare landscape. Among the strengths highlighted is the health center's unwavering commitment to providing quality, affordable healthcare to all, its accessibility through multiple locations, and its long-standing reputation. The board and staff's dedication to the mission were also noted as significant assets.

### **PEST (Political, Economic, Socio-Cultural, & Technology)**

In a PEST analysis, individuals brainstorm the "big picture" characteristics of the organization's external environment and draw conclusions about significant forces of change operating within it. This strategic exercise provided our Strategic Planning Team with a context for more detailed planning. Similar to a SWOT exercise, the PEST Analysis allowed us to look at the "big picture" factors that might influence our strategic decisions. HHS used a PEST analysis to understand the external factors shaping our operational landscape.

# SWOT ANALYSIS

## Strengths

Quality Services  
Financial Position  
Patient Satisfaction  
Leadership Team

## Weaknesses

Phone System  
After-Hours  
Legislative Environment  
Facility



## Opportunities

Service Expansion  
Mobile Services  
Facility Upgrade  
Improved Brand Recognition

## Threats

Cybersecurity  
Workforce Retention  
Increased Competition  
Funding & Sustainability

# PEST ANALYSIS

## Political

340B Legislative Changes  
Reimbursement Model  
Federal & Local Elections  
HRSA Funding

## Economic

Decreasing Population  
Transportation Barriers  
Aging Population  
Workforce Shortages



## Socio-Cultural

Daycare / School Closings  
Increasing Immigrant Populations  
Legalized Marijuana Abuse

## Technology

AI Technology  
Patient Communication  
Telehealth  
Cybersecurity



# OUR GOALS & STRATEGIES



Through collaborative sessions, in-depth discussions, and data analysis, we distilled key insights to formulate precise goals and strategies tailored to propel us toward our overarching mission.

By leveraging the wealth of knowledge gleaned from these sources, we crafted a roadmap that not only reflects our aspirations but also embodies a practical and feasible approach to addressing our community's evolving needs.

Our goals are strategically aligned with our core values, and our strategies are finely tuned to maximize impact, ensuring that every step forward is deliberate and purposeful.

You will find the resulting goals and strategies described in the next pages.

# OUR GOALS: DIVERSITY, EQUITY & INCLUSION



We will foster an equitable organization for staff, patients, and families through inclusion, education, and empowerment.

## How will we do it?

### Strategy 1:

We will re-establish the DEI committee to enhance our capacity in diversity, equity, and inclusion, integrating these principles seamlessly into our operations.

### Strategy 2:

We will enhance screening, tracking, and responsive support for Social Determinants of Health (SDoH) while effectively communicating the availability of these assistance services.

### Strategy 3:

We will increase collaboration with local hospitals to minimize unnecessary emergency visits and lower the rate of hospital readmissions.

# OUR GOALS: DEVELOPMENT



We will implement a development and marketing communications plan to identify and nurture community relationships to enhance brand awareness and garner philanthropic support.

## How will we do it?

### Strategy 1:

We will establish a donor pipeline, annual event, and first-time donor recognition.

### Strategy 2:

We will invest in a relationship and fund development software or platform that will enable us to identify potential donors, effectively nurture relationships, and target high-value connections.

### Strategy 3:

We will craft a marketing communications strategy that enhances brand visibility and effectively promotes our services.

### Strategy 4:

We will strengthen existing health system partnerships and forge new connections with community organizations to expand our network and cultivate new relationships.



# OUR GOALS: QUALITY



We will continue to be nationally-recognized as a top performer in clinical quality by optimizing technology and our performance improvement activities.

## How will we do it?

### Strategy 1:

We will empower patients through comprehensive technology education, enhancing their access to vital healthcare information and resources.

### Strategy 2:

We will form clinical task forces aimed at enhancing quality metrics and outcomes, positioning ourselves as a leading performer among FQHCs.

### Strategy 3:

We will enhance and improve the overall healthcare experience for patients.

# OUR GOALS:

# TEAM



We will be the employer of choice, that attracts, trains, and retains quality team members while fostering a culture of growth and success within the organization.

## How will we do it?

### Strategy 1:

We will enhance recruitment, retention, and develop employees to prepare them for future advancement and leadership roles.

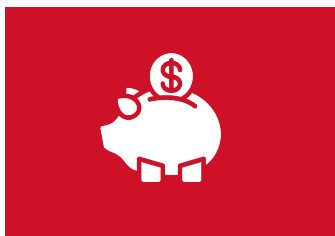
### Strategy 2:

We will design initiatives to facilitate board training, leadership development, and education, with a focus on intentional planning for board member leadership and succession.

### Strategy 3:

We will devise strategies and assess the feasibility for incentivizing providers and team members for their contributions in achieving organizational objectives.

# OUR GOALS: FINANCE



We will maintain and improve its financial sustainability in a dynamic and evolving healthcare environment.

## How will we do it?

### Strategy 1:

We will create a culture of financial accountability by monitoring and reporting financial measures and KPIs.

### Strategy 2:

We will optimize care team efficiency and effectiveness to simultaneously improve operating margins and enhance the patient experience.

### Strategy 3:

We will create a preparedness plan to swiftly respond to revenue disruptions, ensuring preparedness for financial turbulence.

# OUR GOALS: GROWTH, INNOVATION & TRANSFORMATION



We will provide access to high-quality, integrated, sustainable services and service delivery sites through sound infrastructure and transformative processes that meet the needs of our community.

## How will we do it?

### Strategy 1:

We will create a sound infrastructure, transformative processes, and cadences for services and service sites.

### Strategy 2:

We will use innovative services, processes, and technology to lead the path to effective care and healthier lifestyles.

### Strategy 3:

We will promote a culture of innovation and transformation throughout the organization.



# 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.

Heartland Health Services 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 plan will be communicated through face-to-face interactions, electronic, and print media.

The level of success we achieve in reaching our goals hinges on the support we receive from our community. As you go through this report, please consider ideas on how we can collaborate and enhance the well-being of both our patients and community members. We look forward to working together to make a positive impact in their lives.

# OUR COMMITMENT TO QUALITY & EXCELLENCE

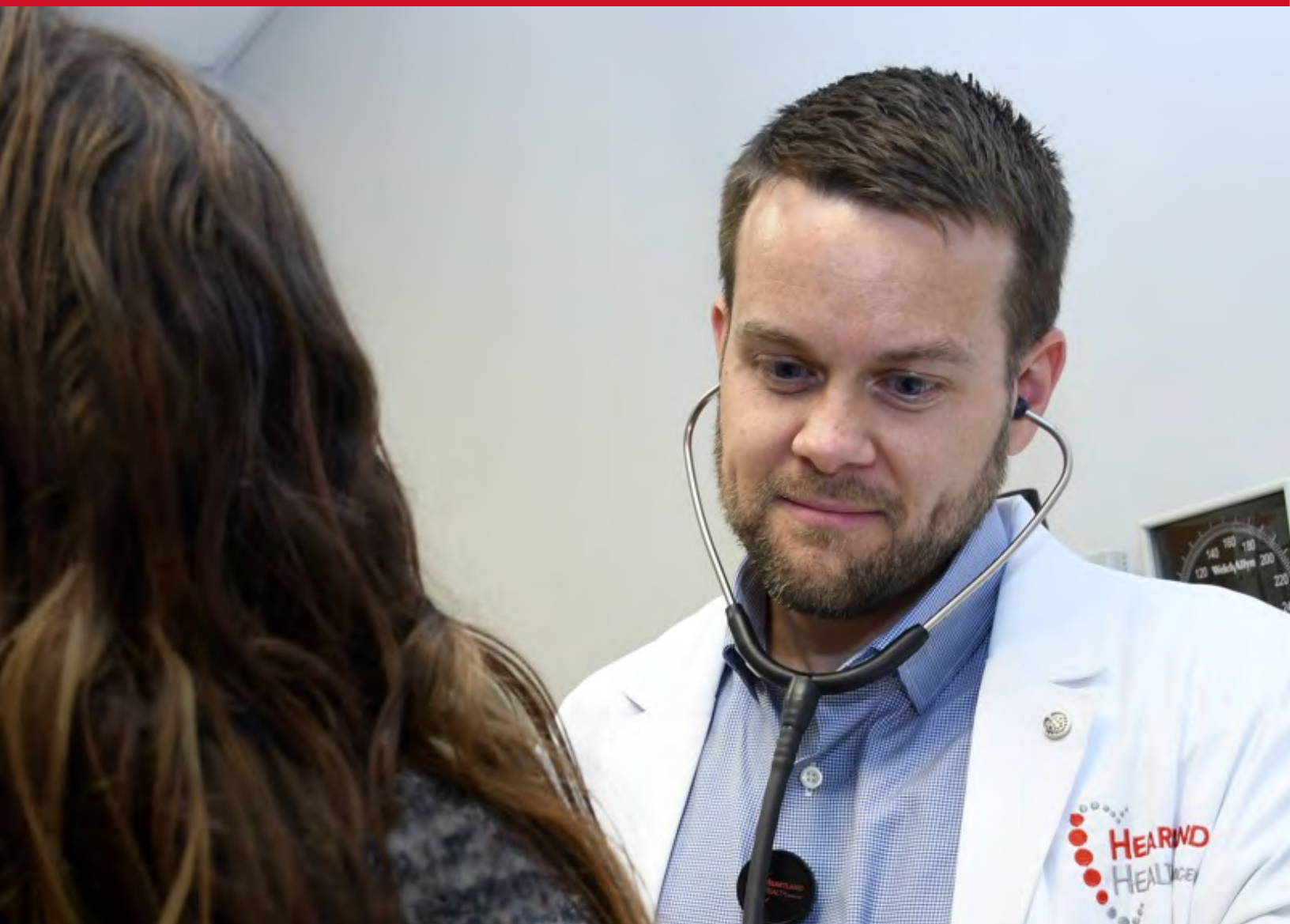


We provide health care services in a community-based setting with experienced and compassionate physicians. We support the health and wellness goals of our patients and community. We specialize in providing improved access, coordinated care, and enhanced patient/family involvement.

We are committed to quality and excellence in our organization and strive for high standards. Quality and excellence are essential for our success. Our maintaining a commitment to these principles has led to remarkable achievements, patient trust, and satisfaction.



# OUR CALL FOR ADVOCACY & PARTNERING



Health centers work hard every day to provide the best care for the communities they serve, and healthcare policies at the national, state, and local levels are critical to supporting this work.

HHS will strive to achieve the Advocacy Centers of Excellence (ACE) recognition for creating a culture of advocacy to ensure policymakers at all levels of government commit to supporting the affordable, equitable, and innovative care that health centers provide.

A change required to solve the unprecedented healthcare challenges faced by the communities we serve is only possible by working together. HHS is committed to focusing beyond what our organization can do alone, using our mandate to mobilize others to maximize our collective impact, rallying support around access to affordable quality healthcare, removing barriers associated with social determinants of health, and a healthier lifestyle.

# 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 Heartland Health Services' performance management systems for additional accountability.

The Board of Directors of Heartland Health Services has approved the strategic plan.





**Carver**

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**Knoxville / After Hours Care**

1800 N. Knoxville Ave., Ste. A  
Peoria, IL 61603  
Phone: (309) 680-7600

**Human Service Center**

228 N.E. Jefferson Ave.  
Peoria, IL 61603  
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**Garden**

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**Tazwood**

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**Olt**

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**East Bluff**

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