WHITEFOORD

2020-2025 Strategic Plan
Letter to the Community

Dear Partners and Colleagues,

As we celebrate 25 years of Whitefoord’s history, even in the midst of such uncertainty in the world, it is critical that we continue to plan for the future.

Whitefoord’s impacts on the Atlanta community have been significant. In 1995, Dr. George W. Brumley and his former student, Dr. Veda Johnson, established Whitefoord to address the health needs of families of the Whitefoord Elementary School area in southeast Atlanta. Through the creation of a school-based health center, one of the first in the state, Dr. Brumley helped us all to recognize that healthy children learn better and achieve more. Recognizing the critical importance of what we now call the social determinants of health, Whitefoord started a child development program to promote early learning and other programs to support families.

Twenty-five years later, Whitefoord has served tens of thousands of patients and families, operating a Federally Qualified Health Center with 3 school-based health center sites and a family medical center along with an accredited sliding-fee scale early education program in collaboration with Atlanta Public Schools. Its impacts, along with that of its close partner the Zeist Foundation, in transforming the community are immeasurable.

As we look toward a future where community health and education is being dramatically impacted by a pandemic and its consequences, we know that we must continue to lead Atlanta’s efforts for all children to have access to health. To do this, we not only must strengthen Whitefoord’s existing programs but collaborate with others to expand access to school and community-based health services for families in the greater Atlanta area. This plan is intended to move us forward on this journey and closer to our vision for health for all children. Thank you for your support of this important effort.

Sincerely,

[Insert electronic signature]

Jean C. O’Connor, JD, DrPH, FACHE
Chief Executive Officer
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Strategic Planning Process

Whitefoord, Inc. develops a new strategic plan every five years to inform and guide our work. The new plan is the result of a ten-month planning and stakeholder engagement process involving Whitefoord’s Board of Directors, staff, partners, and community members. From September 2019 to July 2020, stakeholders were engaged in in-person and virtual workshops, focus groups, and listening sessions for planning feedback.

- September: Staff work on values, environmental scan
- October: Board refinement of values, organizational scan
- November: Community, Parent, and Patient input gathered
- January: Community, Board and Staff workshops on practical vision
- February: Leadership team input
- March: Staff workshop to identify blocks and challenges, and strategic actions
- April: Board review of staff input
- May: Plan refinement and Board interviews
- June: Additional Board review

Collaborative, Multi-Layered Approach
A special committee of Whitefoord’s staff led the work on values. The consulting firm Murphy Dynamics, LLC, led planning activities, facilitated all community workshops, and assisted leadership in preparing the new strategic plan. Extra Good led work on Board interviews. Whitefoord’s Communications Director and CEO led the environmental scan, input gathering between workshops, and refinement of the plan.

Living Document
As a result of this process, we have a living document that provides up with a roadmap for the future. Due to the rapidly changing environment in which we are operating, this plan is what we know today to be the best course of action. In the coming years, we expect to re-maneuver and adjust as needed to help us stay on course to achieve the intended change and results outlined here.
Our Mission, Vision, and Values

The work of Whitefoord is guided by our vision, mission and values.

Mission

Our mission is to create health equity by delivering patient-centered health services complemented by other programs, especially early education, that address the social determinants of health.

Vision

Our vision is equitable access to health for all people, especially children.

Values

At Whitefoord, we are a non-profit organization and public charity. Our values are—

EXCELLENCE. We believe excellence is achieved through service, hard work, competency, quality, consistency, and use of evidence-based practices in our work.

INTEGRITY. Acting with integrity means being honest, acting with accountability, exhibiting humility and fairness, doing things for the right reasons and doing as you say you will do.

COMMUNITY. Community means building a sense of connectedness, teamwork, support for one another, collaboration and creating alliances among participants, colleagues, and with the organization’s mission.

WELL-BEING. We believe that well-being and happiness/joy are central to life, and for our staff, that comes from serving others with compassion and in ways that honor our diversity.

EQUITY. We can create equity in the world by providing support to those who have been offered less opportunity and fostering an environment of respect in which we affirm the dignity of all community members.
Our Evidence-Based Approach

Whitefoord is a Federally-Qualified Community Health Center (FQHC), meaning it is a community-based health care provider that receives federal Health Center Program dollars appropriated by Congress to provide primary care services in underserved areas. As such, it must meet a stringent set of requirements, including providing care on a sliding fee scale based on ability to pay. However, each FQHC in the national network is unique.

At the core of Whitefoord’s model is the understanding that an individual’s health is influenced by many factors at the community and societal level, including access to care but also factors such as employment, education, and housing. This model, known as the Social Ecological Model (SEM), informs all of Whitefoord’s programs and approaches.

For children, we believe in the “neurons to neighborhoods” concept. We believe early childhood and school are critical to lifelong health and wellbeing. We also know that school-based health centers (SBHCs) and school-linked community programs are proven to be among the best ways to integrate health and education, which is why these are a focus of our clinical services. For both adults and children, within our health services at each of our sites, we embrace a patient-centered medical home (PCMH) model of care, where behavioral, medical, and oral health services are offered side-by-side to treat the whole person.

We operate our early education program using the science that demonstrates that a trauma-informed educational environment can help build resilience to or recovery from adverse childhood experiences (ACEs). We also rely on the science that demonstrates that early education is predictive of 3rd grade reading, which in turn is associated with high school graduation and lifelong health.

Figure. Whitefoord’s Social Ecological Model of Health
Opportunity Analysis

Organizational Strengths
Whitefoord has many organizational strengths—
- A 25-year long legacy of important work in the community to improve health
- Deep expertise in operating SBHCs
- Long partnership with Atlanta Public Schools
- Long-running federal funding to serve as an FQHC
- Experience in early education
- A commitment to serving the underserved
- Partnership with the Zeist Foundation in the Edgewood area
- Staff with dedication to the mission

Blocks and Challenges
During the planning process, participants acknowledged important challenges—
- The need to strengthen the relationship between the Board and the staff
- Significant internal information technology and infrastructure needs
- Shortage and retention of clinical and administrative staff
- Excess capacity in some clinical services
- Missed opportunities for new partnerships
- Limited financial resources and financial reporting infrastructure
- Facilities challenges

Opportunity and Aspirations
Through the planning process, staff and partners expressed the desire to—
- Honor Whitefoord’s legacy and founder’s original intent
- Retain the ties to the neighborhood where Whitefoord started
- Serve more individuals through Whitefoord’s health centers, especially SBHCs
- Be an excellent place to work with healthy facilities
- Train healthcare providers to work in community settings
- Increase engagement between the health center staff and the education staff
- Be a well-funded, financially stable organization
- Establish more evidence-based programs to address the social determinants of health
- Have a multitude of positive relationships with partners
- Develop real strategic partnerships with other health-related organizations, like Emory and CHOA
Practical 5-Year Aims

Early in the planning process, Whitefoord stakeholders were engaged in developing a shared idea for where and what the organization wished to accomplish by 2025. The findings were grouped into five practical aims to achieve over the next 5 years—

1. Strengthen Whitefoord’s internal infrastructure and systems
2. Reach more children and families through increased access to SBHCs
3. Deepen the partnership with Atlanta Public Schools around early education
4. Develop and grow new program areas that address the social determinants of health
5. Contribute to the evidence-base around the relationship between equity and health outcomes

These aims are inter-related and require concurrent work.

If Whitefoord achieves these aims, it will increase access to health services, improve health outcomes, increase on-grade reading levels for Atlanta’s 3rd graders (an indicator for lifelong health literacy and chronic disease risks), and ultimately help position Atlanta as a better place to live, grow, and work.
Aim 1: Strengthen Internal Infrastructure

Whitefoord is committed to improving efficiencies in its operations to support children, caregivers, and families in accessing care and services when they need it. Strengthening the infrastructure is essential to being able to carry out Whitefoord’s mission and current programs. Strengthening our internal functions to achieve operational excellence continues to require intentional focus on strengthening core components of the organization’s infrastructure – operational and EHR systems, existing policies and procedures, human resources, facilities, and other areas.

Strategies
1.1 Complete the new Family Medical Center facility and the associated move to the new facility.
1.2 Develop a long-term plan for the location of the administrative functions of Whitefoord in a building that supports the space and technology needs of the organization.
1.3 Establish a plan for facilities maintenance and management that is sustainable over time, and dispose of excess assets that no longer serve the organization well.
1.4 Create a culture that supports workforce development efforts by communicating the importance and value of the work and staff and developing innovative recruitment and retention strategies, professional development activities and partnerships.
1.5 Ensure clinical services lines are offered that meet the needs of the community, such as additional family planning services, OBGYN, and weekend hours.
1.6 Ensure clinical services and programs that are offered are financially sustainable.
1.7 Update and maintain information technology infrastructure that is necessary to operate a clinical network.
1.8 Enhance financial management practices to support growth of the organization.
1.9 Ensure that training and development opportunities necessary for the organization to grow are offered to the staff and Board of Directors.
Aim 2: Access to SBHCs

In order to reach more children and families, along with completing the new Family Medical Center, Whitefoord must grow and expand its school-based health services. There are 54,000 children in Atlanta Public Schools and more than 1.3 million children in 2200 public schools across the state of Georgia. Only a very small number of these children have access to school-based health services. By growing its locations and number of students and families served, Whitefoord will continue to have an impact on the overall health and well-being of children in Atlanta and Georgia.

Strategies
2.1 Establish and maintain strategic partnerships with at least one major health system in Atlanta to expand the number of Whitefoord SBHCs.
2.2 Develop protocol and procedure manuals to ensure adequate staffing and use of data-informed models for the delivery of care in Whitefoord SBHCs.
2.3 Renew the formal partnership with Atlanta Public Schools memorialized in a new memorandum of understanding (MOU) that captures the breadth of Whitefoord’s SBHC work.
2.4 Explore and assess the potential for a collaborative relationship around SBHCs with DeKalb County Public Schools.
2.5 Expand the use of grassroots outreach and technology to increase SBHC utilization and communication with schools and families of children in the schools.
Aim 3: Early Education

The Whitefoord Early Learning Academy (WELA) is a unique public-private partnership between Whitefoord, a non-profit organization, and Atlanta Public Schools (APS) and is designed to capitalize on the strengths and resources of each. Both organizations have a long history of supporting children and families in the city of Atlanta. Together, in 2020 and beyond, we aim to create the model for a successful provider-district collaboration, by providing early care and education to children from birth to the day they start kindergarten to prepare them to succeed in school and in life. We believe that every child regardless of zip code, family status, or adverse experiences should have the opportunity to learn and grow.

Strategies

3.1 Complete the process of co-location of all of the children in the WELA program within the Whitefoord building.

3.2 Increase the number of children in the program across both APS and Whitefoord enrollment to maximize capacity.

3.3 Address the financial model for sustainability of the WELA program.

3.4 Ensure a trauma-informed approach is used within the program.

3.5 Bring additional clinical and specialty support services into the program to meet the needs of the children in the program.

3.6 Select and implement educational materials that support the overall mission of the program and integrate health and education.

3.7 Increase the racial, economic, and ability diversity of the children and families served in the program to ensure that the program is improving educational and health equity.

3.8 Establish relationships with education training institutions and other community resource providers to create a learning environment where lessons are translated to other schools and communities.
Aim 4: New SDOH Programs

Originally known as Whitefoord Community Program, Whitefoord grew out of Dr. George W. Brumley's efforts to eliminate generational poverty in Southeast Atlanta; today, Whitefoord recognizes that adversity comes in many forms and aim to empower children and their families to thrive in a rapidly changing city and world with complex social and environmental challenges. To compliment its FQHC operations, Whitefoord has always maintained one or more other programs to address the social determinants of health (SDOH) of the surrounding community. Whitefoord intends to continue this work and to thoughtfully add or partner with other organizations to ensure access to needed programs.

Strategies
4.1 Complete a new community health needs assessment for Whitefoord’s service area.
4.2 Engage a group of community stakeholders and potential partners to identify and vet new programmatic needs with the goal of establishing at least one additional new program.
4.3 Seek out sustainable funding sources for the desired programs to ensure that they can be implemented intentionally and appropriately.
4.4 Rigorously evaluate new and existing programmatic activities to ensure that the best evidence and information is being used to make decisions regarding these activities.
4.5 Ensure adequate staffing and funding for new programmatic areas and that new programs are evidence-based.
Aim 5: Contribute to the Evidence-Base

Whitefoord not only aims to serve the community, but also to contribute ideas and information that could help to improve health and wellbeing in other communities. The availability of quality data and information is vital to 1) decision making about the current and new services and programs offered to the community; 2) our ability to be good stewards of financial resources; 3) securing new funding streams; and 4) leveraging resources and new opportunities in this ever-changing environment.

Strategies

5.1 Use data and measurement to track the outcomes from Whitefoord’s education program over time.

5.2 Develop formal partnerships with at least two institutions of higher education to enable collaborative research, ideally Community-Based Participatory Research (CBPR) studies, that benefits the larger community.

5.3 Strengthen Whitefoord’s use and analysis of its clinical data to improve the quality of care provided as well as contribute to the evidence-base regarding effective approaches to improving health equity.

5.4 Train staff in basic epidemiology and population health improvement to increase independent staff engagement in data-driven decision making.

5.5 Encourage staff presentations and publications on Whitefoord projects and activities in peer-reviewed settings.

5.6 Regularly provide and utilize data in board decision-making processes regarding programs.
Measuring Success

Whitefoord will use a variety of data sources to measure its progress toward the aims outlined in this plan. Because it is a complex organization that accepts federal, state, and private funds, its programs and each grant has its own set of measures. As a federally-qualified community health center, Whitefoord also looks at community health measures. The measures Whitefoord will use are outlined in the table below.

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<td>Measures of Food Security</td>
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<td>Clinic Data</td>
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<td>Communications Impressions</td>
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<td>Provider Productivity Ratios</td>
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<td>Facilities Costs Ratios</td>
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Conclusion

This strategic plan, adopted by the Board of Directors in July, is an aspirational expression of the goals and objectives of Whitefoord for the next five years. Guided by the plan, Whitefoord leadership and staff will be embarking on testing new technology, drafting policies and procedures, and crafting detailed work plans, to operationalize as many of these goals as are feasible. Benchmarks will be determined, and progress will be regularly measured and reported.

For more information, visit www.whitefoord.org.
Find information about our history, our Board of Directors and Leadership team, services and programs, job openings, how to support our mission and more.
## Acknowledgments

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<tr>
<th>Marie Brumley Foster</th>
<th>Zeist Foundation</th>
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<td>Board Co-Chair</td>
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<th>Stephen Vault</th>
<th>Wellstar Health Systems</th>
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<th>William Alce</th>
<th>Columbia Residential Housing</th>
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<td>Abby Back</td>
<td>Physician Enterprise at Piedmont Healthcare</td>
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<td>April Carr</td>
<td>Frito Lay North America</td>
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<td>Marileigh Coleman</td>
<td>Minerva USA</td>
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<td>Angela P. Fowler-Allen</td>
<td>Community Volunteer/Liaison</td>
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<td>McKesson</td>
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<td>Fontaine Lee</td>
<td>Cumberland Trust</td>
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<td>Garry Long</td>
<td>Community Member, Mayson Avenue Cooperative</td>
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<td>Emory University Hospital Midtown</td>
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<td>Candice Austin Wynn</td>
<td>The rethink Group, Inc.</td>
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Board Members Emeritus: Gayle Gellerstedt and Nancy Brumley Robitaille

Whitefoord, Inc. Board of Directors and Staff
Atlanta Public Schools
City of Atlanta
Dekalb County Public Schools
Emory University
Georgia Primary Care Association
Horizons Atlanta
Jewish Family and Career Services of Atlanta
Task Force for Global Health