



2019 Strategic Plan

Note: While the wording of our Mission and Vision refer to physicians only, please note that the strategic initiatives contained herein are for the benefit of ALL of our key member provider constituents: Physicians, Physician Assistants, students (both medical and PA), residents.

Our Mission:

WCMS Association: WCMSA is the physicians' voice advocating for the health of the physician, the patient, and the community. We achieve our mission by strengthening physician-patient-community relationships; and by partnering with organizations to pursue mutual goals, support shared interests, and optimize use of combined resources.

WCMS Foundation: WCMSF is the physician and community-led charitable arm of the medical society improving access to quality healthcare, decreasing disparities in health, and promoting health & wellness.

Our Vision:

To be a dynamic physician community dedicated to a healthy, vibrant western North Carolina.

Our Values:

Integrity. Quality. Compassion. Diversity. Innovation.

Our Key Strategic Partners:

Independent Physicians, Employed Physicians, Physician Assistants, Community Leaders, Sponsors/Businesses, Donors/Funders, Health System Leaders, Practice Managers, Patients, Staff

Our 2019 Strategies and Objectives:

Strategy 1: Address the growing trends of physician/provider burnout and diminishing joy in the practice of medicine by strengthening peer to peer relationships and providing physician/provider support systems

1. Continue evolving the WCMS' Healthy Healer Program to include coaching, counseling, on-line resources, advocacy for policy change, and other services, all as resources allow.
2. Continue Affinity Groups as appropriate for membership and further the development of each with guidance from Physician/Provider Champions and input from group members.
3. Implement burnout-prevention workshop/retreat(s).
4. Investigate offering peer-to-peer and professional support for stressors such as investigations by NCMB and malpractice lawsuits.
5. Continue researching and promoting innovative local practices to our membership.

Strategy 2: Provide physician/provider leadership opportunities

1. Collaborate with NCMS' Leadership College by identifying potential participants locally for NCMS, and supporting the work the participants do through the College.
2. Offer local leadership opportunities to early career physician and providers, such as leading the planning/execution of aspects of WCMS' strategic plan, championing an affinity group, and serving on one of our boards or committees.
3. Find opportunities for involvement of membership in community projects.

Strategy 3: Serve as a clearing house for important local, state and national health care trends to guide physicians and providers in making sound evidence-based professional decisions and to enhance their practice of medicine.

Strategy 4: Engage physicians/providers across the region in Legislative advocacy

Legislative Priorities:

- a) Patient and provider protections in new Medicaid Reform law
 - b) Medicaid expansion
 - c) Mental Health Access
 - d) Keeping legislation out of the exam room
 - e) Scope of Practice
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1. Continue in-person visits to legislators with local physicians and providers, both in WNC between sessions and in Raleigh during sessions (e.g., White Coat Wednesdays).
 2. Continue representation of WCMS on Buncombe Board of Health.

Strategy 5: Support efforts to address public health crises as they arise and work to prevent them

1. Opioid Addiction
 - a. Advocate for effective policies/regulations locally and in Raleigh.
 - b. Support and connect local/regional efforts to prevent abuse.
 - c. Promote educational resources for prescribing health care practitioners
 - i. Promote educational opportunities to providers about the STOP Act.
 - ii. Promote educational opportunities to providers about the NC Medicaid guidelines for writing opioids.
 - d. Engage providers to connect their patients to harm reduction services.

Strategy 6: Improve access to care for medically vulnerable populations in WNC

1. Collaborate with our funders and other community partners to continuously redesign WCMS Project Access® (PA) to address the changing needs of medically vulnerable populations:
 - a. Explore and address barriers to dentists participating in PA.
 - b. Screen and find resources for PA patients in areas that address social determinants of health, such as employment, transportation, food security, and housing.
 - c. Explore opportunities to train and build a cadre of trusted Community Health Workers to help PA patients navigate, find resources, and address social determinants of health.
 - d. Explore developing Community Health Worker services to offer to payers, WNC practices, and other interested clients.
 - e. Explore opportunities to offer preconception health services to Project Access® patients.
 - f. As resources allow, expand Project Access® into rural counties where there are federally qualified community health centers and free clinics in need of wraparound services such as screening and prevention, primary care, specialty care, medication assistance, navigational services, interpreter services, labs, imaging, physical therapy, social determinants, and more.
 - g. Continue WCMSF involvement in CareShare at State level. (CareShare Health Alliance is an NC organization which helps communities coordinate care for underserved people through collaborative networks like Project Access®).
 - h. Develop relationship with NC Health Association (NCHA).
2. Employ Health Access Counselors (HACs) to provide ‘in-reach’ counseling to current PA patients to determine their eligibility for the Health Insurance Marketplace (HIM), outreach counseling about same to target populations throughout WNC (including but not limited to African American, Latino, LGBTQ, young adults, rural, persons with psychiatric illness), and counseling to general public.
3. Investigate and apply for supplemental grants and other funding opportunities to fill the void of currently diminishing funding streams.

Strategy 7: Reduce health disparities among vulnerable populations in WNC

1. Continue moving toward health parity by marketing, growing, and improving WIN services throughout the region.
 - a. Expand presence in rural counties.
 - b. Continue strengthening ASL interpreter services by incorporating suggestions from the Deaf community and checking in with the Deaf community, as resources allow.
 - c. Explore new opportunities for interpreter/translation business outside of traditional health care services that address social determinants of health (e.g. job training, education, nutrition, housing, legal aid).
 - d. Implement a certification process for language interpreters to improve qualification requirements and quality of service.
 - e. Partner with MAHEC to expand high quality interpreter training opportunities.
2. Advance WCMS Foundation's Dr. Charles Blair Health Parity Fund, which provides scholarships for minority youth pursuing health careers.

Strategy 8: Promote prevention, health and wellness across medically vulnerable populations in WNC

- a. Advance WCMS Foundation's Endowment Fund--each year, earnings from the Endowment provide essential financial support to local health-related charitable programs serving communities across WNC.
- b. Project Access® will continue partnering with the CDC to participate in the National Influenza Vaccine Campaign.
- c. Conduct outreach into WNC communities to raise awareness of WCMSF programs.

Strategy 9: Offer WCMS' Foundation 501(c)(3) status to engage physicians/providers in obtaining grants for health care/community health improvement/wellness initiatives

1. WCMS Foundation and Project Access® will continue developing the WNC Colorectal Cancer Screening Initiative, in partnership with Digestive Health Partners (AGA), Mission, AMCHC, WNCCHS, ABCCM, Cancer Care of WNC, American Cancer Society, with the goal of moving the initiative into WCMS Foundation.

Strategy 10: Promote health, wellness, and work-life balance for WCMS employees through our Wellness Program, policies, benefits (as resources allow), and a supportive workplace culture.

1. Focus on staff stress and burnout with emphasis on emotional and interpersonal wellness.