

### Mission

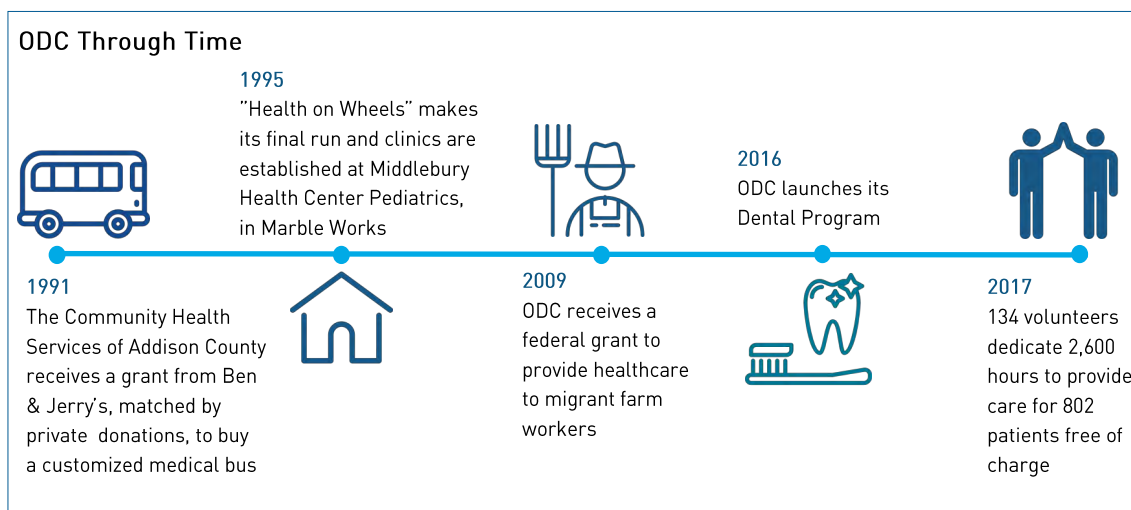
The Open Door Clinic provides access to free, quality healthcare services to those who are uninsured or underinsured in a compassionate, respectful and culturally sensitive manner until a permanent health care provider can be established.

### Background

Established in 1991, the Open Door Clinic (ODC) has a long and impressive history of providing direct healthcare and improving access to care to the uninsured members of our community. In 2017, we saw 802 distinct patients, 372 of whom were new, and provided 1,365 medical visits to 532 patients, 266 of whom were HRSA (migrant worker) patients. This represents a 19% increase in the number of patients seen by a medical provider from the previous year. The top four diagnoses for patients seen last year included: dental problems, hypertension, joint pain and back pain.

The top reasons for seeing a medical provider included health care maintenance (vaccines, check-ups), dental and musculoskeletal issues. Additionally, we held 31 dental clinics, six dental screenings on local farms, and our hygienist and volunteer dentists saw 103 patients for 571 procedures. We also provided flu clinics on 30 local farms to help immunize a large segment of our population who would normally go unprotected.

Through 952 interactions, our certified navigator helped more than 251 community members learn about and enroll in health insurance in 2017. Despite our success with getting many individuals enrolled in Vermont Health Connect over the past four years, there remain many other uninsured or under-insured members of our community who still depend upon our services. Our combined statistics provide us with clear indicators that our work is far from done and there continues to be unmet need in our community.



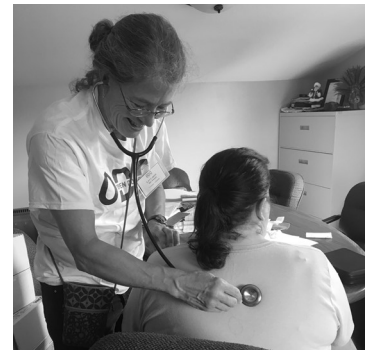
In the last 10 years, the ODC has seen a shift in the population it serves. In 2017, 50% of patients seen by a medical provider were migrant workers with the balance comprising vulnerable Vermonters, all living primarily in Addison County.

While we anticipate this patient ratio to stay about the same, the current political agenda on immigrants – and how our local migrant workers respond to the increasingly unwelcome and threatening environment – could significantly affect the mix of patients we serve over the next three years.

Additionally, our health care system is in great flux; from what payments the federal government will provide to Vermont, to how Vermont Health Connect will change, to how the new relationship between the UVM Health Network and Porter Hospital will evolve.

Through a strategic planning process involving our Board and staff, the ODC explored a number of potential pathways to pursue: (1) maintain our current level and range of services, (2) grow our range of services, and (3) increase our ability to move current patients to permanent medical homes.

We have developed a strategic plan that emphasizes options #1&2, while allowing for flexibility should circumstances significantly change. Goals have been split among our four categories of work: Access, Scope of Service, Support, and Organizational Continuity & Longevity.



## I. Access

*ODC provides a welcoming environment, relevant information and healthcare services to all in our target population. Over the next three years, we will:*

**Improve volunteer support** through a streamlined application process, more information and training.

**Continue to serve as a model for cultural competency in a clinical practice** with additional interpreter trainings, cultural education for other partner organizations, a larger pool of interpreters, and staff development.

**Explore the use of telemedicine** to increase access to bilingual mental health services and providers.

**Increase the number of new patients utilizing navigation services** by including assistance with Medicare and Medicaid, creating a formal referral system, and increasing outreach.

**Increase outreach efforts to more eligible Vermonters** through research, additional face to face contact, and outreach.

## II. Scope of Service

*The ODC is proud of the direct care and case management services we provide to our community members. In such a dynamic environment, we continually assess and explore stability and growth; and aspire to create better access and/or further develop our dental and mental health services to accommodate needs. Over the next three years, we will:*

**Sustain existing range of holistic services (physical, mental and dental health)**, in response to the increasing needs of our patient population as demonstrated by our clinic and statewide statistics and demand for our services.

**Evaluate and prioritize an increase in staff capacity**, in one or more of the following areas: nursing, volunteer coordination, bilingual administrative support for the dental program and organization's overall needs.

**Explore increasing capacity by using more volunteers**, as long as management capacity is increased as well.

**Explore expansion of dental program**, including such ideas as building an operatory at Middlebury Dental Group, increasing hygiene services, and researching collaborations with dental schools and statewide dental programs.



## III. Support

*ODC will continue to provide direct health care services and case management services that holistically support the complex needs of our patients, until more permanent care can be established for those who are eligible. Over the next three years, we will:*

**Grow volunteer interpreter network** by using video training, coordinating with other organizations that provide interpreter support, continuing to encourage local practices to develop their own support systems, and increasing outreach and recruitment efforts in local community.

**Encourage self-sufficiency in our migrant patients** by sustaining the transportation network, assisting in three-way calling, providing resources for English language learning, educating patients about their health within the broader context of the US healthcare system.

**Generate resources for patients**, through voucher programs, expansion of resource guides and collaborations with state and local organizations.

## IV. Organizational Continuity & Longevity

*As the ODC nears its 30<sup>th</sup> year, we will strive to continue to provide culturally competent care and services to vulnerable populations, and to support and nurture our staff. Over the next three years, we will:*

**Increase financial stability during a time of state and national instability** by pursuing opportunities with UVM/Porter, Middlebury College and other larger businesses, continuing research and pursuit of grants, boosting the Board's assistance in fundraising, hosting special events, and celebrating successes.

**Cultivate collaborations and partnerships** with UVM/Porter, Middlebury College, UVM Medical School, Vermont Technical College, Castleton University and other organizations that share interest in the population we serve.

**Invest in our employees** by encouraging professional development, remaining competitive with compensation and benefits, performing annual reviews, and optimizing work environment.

**Explore ways to strengthen Vermont Coalition of Clinics for the Uninsured's platform** by continuing our active coalition role and supporting greater funding through Vermont State Legislature.

**Consolidate ODC's communications program** increasing local and non-local awareness of what the ODC does through relationships with press beyond Addison County, expanded social media outreach, ODC's newsletter, patient-centered newsletter, and enhanced marketing and publicity.

**Build-out *El Viaje Más Caro* storytelling project** by creating beautiful panels for a traveling exhibit and producing a hardcover book including all twenty stories.

### From ODC Patients | De los Pacientes de la Clínica

*"The Open Door Clinic is a wonderful resource for our community, providing excellent healthcare with friendly, caring, and compassionate volunteers. At The Open Door Clinic, you're greeted with a warm smile and you leave feeling better than when you came.*

*"La Clínica Open Door es un recurso maravilloso para nuestra comunidad, ofreciendo atención médica excelente con voluntarios amistosos, afectuosos y amables. En la Clínica, te saludan con una sonrisa cálida y te vas mejor que cuando llegaste."*

*"I don't know what I would do without you. Thank you for everything you do to support me and the other workers. God bless you all."*

*"No sé qué haría sin ustedes. Gracias por todo lo que hacen para apoyarnos a mí y a los demás trabajadores. Dios los bendiga."*

