



2019-2021 Strategic Plan

The Good Samaritan Health Center of Gwinnett (Good Sam Gwinnett, GSHCG) is a non-profit organization operating two charitable clinics in Gwinnett County (Good Sam East and Good Sam West, both in Norcross) providing low-cost medical care, dental care, counseling services, and access to medications across the life span of poor and uninsured children and adults.

Description of the Organization

The mission of Good Sam Gwinnett is to demonstrate the love of Christ through providing health and dental services to the poor and uninsured. Our Vision is that everyone in our community would not needlessly suffer from treatable health or dental conditions. Our Goals are to 1) provide quality low-cost and easily accessible primary healthcare and dental services to the uninsured, 2) decrease the demand of the uninsured for non-emergent medical services on the emergency room, and 3) provide a venue for rising medical professionals to become equipped to address the needs of disadvantaged patient populations. The benefits of achieving our goals include helping to eliminate health disparities for poor and uninsured populations, helping to reduce the cost of indigent care on the public healthcare delivery system, and increasing awareness among medical professionals of the unique needs and challenges of the poor and uninsured.

GSHCG, a debt free organization, has provided care to more than 28,000 patients since opening its doors in 2005. Inclusive of all reasons for visiting GSHCG, we have logged more than 190,000 customer encounters. With 49 employees and 300+ volunteers, GSHCG expects to deliver 36,000 encounters during 2019, representing a value of approximately \$10,500,000 and a local economic impact of \$32 Million.

We are committed to meeting the healthcare needs of our community and offer various programs and services that are tailored to better address those needs, including Women's Health, Primary and Family Medicine, Pediatric Medicine, Dental Care, Dispensary and Pharmacy Assistance, Counseling, Health Education, and Resource Referral. We are the only safety-net clinic in the area offering medical, dental, counseling, and pharmacy services under one roof. Good Sam Gwinnett sees patients by appointment and as walk-ins throughout its 52-hour weekly schedule. Our willingness to accommodate unscheduled appointments as well as our Evening and Weekend Program permits us to be utilized as both a primary care and urgent care clinic providing uninsured individuals an alternative to expensive emergency room visits.

Who We Serve

It is estimated 1.9 million people, 20% of all Georgians, are uninsured. Atlanta is where nearly one in four people of working age are without health insurance; the city ranked fifth in the nation for its number of uninsured residents. Gwinnett is the second largest county in Georgia, hosting twelve cities and an estimated current population of 920,000 that is projected to increase to 1.35 million people by 2040. In 2016, the Robert Wood Johnson Foundation reported 24% of the county's residents were uninsured for healthcare. A 2017 US Census report estimates 11% of Gwinnett households are living at or below the poverty level. Using this data, we conservatively estimate 160,000 residents currently have very limited access to affordable healthcare. Looking to the Atlanta Regional Commission's forecast about Gwinnett's population growth during the next twenty years (900k to 1.35 million people by 2040), we anticipate continued annual increases in demand for our services, especially dental care.

Gwinnett County Public Schools System has 143 schools serving 180,000 students, 25% of which are Latino. Across all county schools, the percentage of students living at the poverty level ranges 13-51%. Twenty-nine percent (41) of Gwinnett schools have 75% or more of its students enrolled in the National School Lunch Program offering free and reduced lunch to eligible students. Clearly, poverty is prevalent throughout our service area.

The Center serves the north metropolitan Atlanta area; our healthcare services are made available exclusively to the poor and uninsured. Our patients are predominately Hispanic (73%) married (48%) women (66%), about 40 years old (range: 1-98), with a median household income of \$22,576 supporting 3.2 individuals (88% of the federal poverty level for a family of four). Seventy-four percent are employed, and 67 countries of origin are represented. Most patients have utilized the clinic five or more years, and will visit the clinic 4.2 times each year. Through the payment of fees, patients provide about half of the organization's annual operating funds.

We are a Christian organization and our services are available to all patients regardless of race, color, religion, gender, sexual orientation, national origin, veteran status, or immigration status.

Description of Programs

The five key programs providing the foundation for all activities of Good Sam Gwinnett, Medical, Dental, Counseling, Student Development, and Partnerships are presented below.

Medical Programs

Family Health: Provides primary care services to children, women, and men in need of care for both acute and chronic health conditions.

Women's Health Advantage: Provides payment assistance to women in need of screening and diagnostic mammography, and education about maintaining breast health.

Back to School: Provides uninsured children physicals and vaccinations needed to enroll in school.

Evenings and Weekends: Late evenings and weekend hours designed to provide access to healthcare for the underemployed who cannot readily leave work for health and dental care.

Open Door Laboratory: Provides labs on behalf of uninsured patients who require but cannot afford diagnostic bloodwork.

Dispensary and Pharmacy Assistance: Assists patients who require medications to manage the diseases we treat, including Hypertension, Diabetes, Thyroid Disorders, Gastrointestinal Disorders, and Lipid Disorders.

Health Education: In concert with medical services, teaches our patients methods to achieve maximum health while living with diabetes, hypertension, or obesity.

Dental Programs

Smiles Work: Provides payment assistance to those who cannot afford dental services.

Smiles for Life: Provides low-cost routine oral hygiene services to children of low income households, including oral hygiene education to encourage regular brushing and flossing.

New Smiles: Provides payment assistance for those who need but cannot afford dentures.

Counseling Program

Individual, Couples, and Family Counseling: Using biblical principles, we help patients through challenging life circumstances to help resolve immediate crises and encourage spiritual growth.

To Your Health: A counseling-based classroom education series on topics of interest related to diet, exercise, and stress management.

Student Development Programs

A Step Up: Provides volunteer work experience and mentoring in the medical field for low income and minority high school students lacking a knowledgeable and connected friends and family network.

Bright Path: Working with twelve college and university partners, we offer clinical practicum placements for physician assistant, nurse practitioner, registered nursing, and medical assisting students, providing them with intensive hands on experience working with culturally diverse, medically complex, and uninsured patients. Bright Path contributes significantly to the development of a culturally competent and diverse healthcare workforce.

Agency Partnership Programs

Referral Partners: Working with dozens of partners throughout the region, we provide medical and dental services to the clientele of relief agencies focused on other areas of human services but whose clients are often unable to succeed in the agencies' respective programs due to pain and suffering related to a medical or dental condition. We collaborate with those agencies to address their clients' medical or dental needs while urging the client to continue participation in the programs of the sending agencies.

Partners in Residence: Working with various partners who occupy pro bono office space within our facilities, we provide our clients and others in the community access to financial counseling, social services eligibility determination and enrollment, and rapid rehousing of the homeless.

Assets of the Organization

Good Sam Gwinnett enjoys many assets, including its patients, donors, credentials, partnerships, human capital, volunteer talent, Board of Directors, and financial position.

Patients

Good Sam Gwinnett serves a growing base of loyal customers who see the clinic as their medical home, the majority of whom have utilized the clinic five or more years. On average, a patient will visit the clinic just more than four times each year. Collectively, through the payment of service fees, patients provide the organization with approximately 55% of its required annual operating funds.

Donors

Good Sam Gwinnett solicits current gifts from individuals, churches, corporations, and foundations to secure the future growth and mission of the organization. Its fundraising activities are guided by a Gift Acceptance Policy. Collectively, donors provide the organization with approximately 45% of its required annual operating funds. Many donors have been faithful to the organization since its opening in 2005.

Credentials

Good Sam Gwinnett is distinguished among its peers in several ways, including obtaining GuideStar's Platinum status, receiving the Gwinnett Chamber of Commerce's 2014 Healthcare Excellence Award and 2015 Humanitarian Award, and Gwinnett County's 2017 Certificate of Merit for Community Development. Good Sam Gwinnett has been recognized as a Patient-Centered Medical Home (PCMH) by the National Committee for Quality Assurance (NCQA).

Partnerships

Good Sam Gwinnett has entered into partnerships with many organizations to equip itself to better fulfill its mission and goals. These partners include a dozen academic institutions, nonprofit relief agencies, healthcare providers, participating clinics of the Georgia Charitable care Network, and for profit healthcare organizations with Community Benefit obligations that provide our patients with access to specialty and surgical care.

Human Capital

Good Sam Gwinnett employs dozens of people ranging 20-68 years in age. Duration of employment ranges from less than one year to more than twelve years. The Executive Director holds a PhD, has worked in the healthcare industry since 1982, and for the organization since 2011. The Medical Directors (one at each clinic) are board certified physicians with more than seventy years of combined experience. On average, staff members have more than ten years of experience in the healthcare or dental field, and collectively, more than 300 years of experience.

Volunteer Talent

We were blessed with the volunteer labor of hundreds of individuals who consistently gave us nearly 15,000 hours of service each year. Our volunteer pool is representative of the population we serve, including members of many faiths, as well as beginning healthcare providers to tenured physicians and dentists. More often than not, we receive more offers to volunteer than we can accommodate. Regarding volunteers who are matriculating students completing a clinical rotation at Good Sam Gwinnett, those opportunities are in high demand and often schedule more than nine months in advance.

Board of Directors

The organization is guided by a diverse Board of Directors comprised of thirteen members who assure Good Sam Gwinnett is faithful to its Articles of Incorporation and Bylaws. Members of the board hail from the medical, dental, legal, financial management, human resources, marketing, and academic sectors. In addition to the contribution of pro bono services within their respective fields of expertise, 100% of the Board of Directors give annual cash donations to the organization.

Financial Position

Good Sam Gwinnett completed a capital campaign in December 2015 and raised nearly \$5.7 million. The organization controls 25,000 sq. ft. of medical and dental office space. We have no debt whatsoever. We have operated with a surplus since 2011 and presently have a \$1.5 million reserve. Our Annual Financial Audit, Form 990, and Annual Report are readily available for public scrutiny.

Stakeholder Participation

One hundred percent of the Board of Directors make annual financial contributions to the organization, and half also contribute professional services over and above their responsibilities as board members, offering accounting, banking, human resources, legal, and dental expertise to the company on an in-kind basis. Eight-six percent of the employees make annual contributions to the organization, including the Executive Director who has given monthly since March 2012.

Effectiveness of the Organization

As a safety net clinic, we assert that if not for the Good Samaritan Health Center of Gwinnett all or most of the individuals we treat would have gone without healthcare or sought expensive treatment in the emergency room, treatment that would have been provided at the public's expense through expense fees that subsidize uncollectable cash receivables.

In 2017, Gwinnett County's public hospital system incurred \$178,000,000 in charity and indigent care costs, the cost of care provided but written off because of a patient's inability to pay. Without a viable solution, avoidable patient utilization of the ER will increase as the aging population increases and the growing burden of chronic disease goes unchecked.

During 2018, we received 119 referrals directly from the Gwinnett Medical Center emergency room. On average, a patient visits this clinic 4.2 times in a calendar year. Extrapolating, 496 non-emergent visits to the emergency room were avoided by the original referral to Good Sam Gwinnett. We also treated 312 dental emergencies in 2018, saving these patients an emergency room visit. In total, 812 emergency visits were avoided last year when Good Samaritan was utilized as the first point of intervention.

We also provided more than 3,200 appointments during evening and weekend hours, a 20% increase over the previous year, providing access to low-cost healthcare during times when most primary medical practices are closed, thus serving as alternative to non-emergent use of emergency room services. Combined with those cases sent to us by the emergency room and dental emergencies treated at our clinic, we assert we saved the local emergency rooms more than 4,000 inappropriate visits.

Good Sam Gwinnett creates savings for the community by being affordable and easily accessible to those who utilize our services. The value of services we render represents the likely uncollectable debt the hospital system would experience if not for our charity medical clinic. In addition to these savings, the impact of our programs extend to the improved quality of life to our patients and their families, reduced loss of productivity in the workplace due to illness, and increased exposure and sensitivity among rising medical professionals to the needs of the poor and uninsured. In other words, while our mission specifically targets our patients, it directly and significantly benefits the larger community as well.

2015 encounters	17,343	Estimated value	\$4,875,000
2016 encounters	17,535	Estimated value	\$5,260,500
2017 encounters	25,962	Estimated value	\$7,788,600
2018 encounters	32,882	Estimated value	\$9,371,370
2019 encounters	34,996	Estimated value	\$10,848,000

2019-2021 Strategic Plan Key Elements

I. Relocate Good Samaritan Health Center of East Gwinnett

The current Good Sam East Gwinnett location cannot accommodate more than four dental chairs, and the clinic has only twelve reserved parking spaces, a woefully inadequate number given the number of patients who arrive to the clinic each day. At our Buford Hwy. facility, we regularly park 160 cars a day (patients, staff, and volunteers). Relocation of the East clinic is essential if we are to build capacity in anticipation of the population growth described above. Today, some of our patients abort their appointments in the Good Sam East parking lot because they cannot find a space to park. We need adequate space and parking to accommodate our daily scheduled appointments as well as walk-in requests for services at our East facility; we simply cannot increase the number of patients we serve each day if more parking and space for additional dental chairs is not available.

While the need for charitable health care is great, the need for charitable dental care is greater. According to the Health Resources and Services Administration, there is a current shortage of 7,300 dentists in the US. This shortage results in a “dentist’s market”; the poor and uninsured consumer has little chance of shopping for affordable prices. The American Dental Association reports the average annual per patient dental expenditure is \$684, and dental care is the number one health problem people endure due to the high cost of treatment. GSHCG is the only provider of charitable dental care serving all of Gwinnett; the Dental Service of our West location is oversubscribed and the Dental Service at the East location is near becoming oversubscribed.

To date, the organization has raised \$2,792,405 in capital funds through a block grant award, foundations, and donors, and has identified potential sources for an additional \$850,000 in foundation and private donor funding to support this relocation initiative.

Problems:

1. Architectural limitations of the East clinic are such that only four dental operatories can be installed.
2. As our dental appointment waiting list grows, odds increase that people with dental pain will utilize the emergency room for immediate treatment, even though that relief will be temporary, resulting in repeat emergency room care for tooth pain.

3. Parking is limited to the extent that we are unable to bring as many appointments to the clinic as the clinic size can accommodate. The East location simply cannot reach its optimum capacity while competing with neighboring businesses for communal parking spaces.

Solution:

Relocate the Good Samaritan Health Center of East Gwinnett to a larger facility so that additional dental operatories may be installed to more adequately serve the demand for charitable dental care. Projected date of relocation: June 2020.

Expected Results:

1. Gwinnett has a robust medical and dental safety-net for its poor and uninsured citizens.
2. Dramatic reduction in inappropriate use of emergency services for treatment of tooth pain.

II. Expand within Gwinnett County Utilizing a Quick Clinic Model

While poverty in Gwinnett County is concentrated along its border with DeKalb County, there are pockets of poverty throughout the county as evidenced by the number of cooperative ministries and food pantries serving the poor in different communities across Gwinnett, and the fact that 41 of the public school system's 143 schools have greater than a 75% enrollment in the Free and Reduced Lunch Program.

Problems:

1. Gwinnett County is home to only two full-time charitable medical organizations - our two clinics in Norcross and another nonprofit organization in Lawrenceville. Ten cities in the county do not have a charitable health clinic.
2. A fragmented public transportation system makes it difficult for poor and uninsured residents of central and north Gwinnett to reach either Good Sam Gwinnett clinic in Norcross.
3. The cost of replicating a full-scale version of a Good Sam clinic in central and north Gwinnett is cost prohibitive.

Solution:

Establish tenancy within existing nonprofit agencies in strategic locations in order to install small-scale and limited scope clinics to provide mild acute care for otherwise healthy individuals.

Expected Result:

Affordable expansion of the organization to provide convenient access to low-cost healthcare in multiple locations across Gwinnett.