



OBRIA MEDICAL CLINICS GWINNETT
STRATEGIC PLAN
2021 - 2022

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I. Executive Summary

Our Organization **Elevator Pitch** is as follows:

- Obria Medical Clinics is a life affirming medical clinic that provides medical services, education and material resources in order to break down any barrier a woman has from choosing life for her baby. Obria has chronicled over 62,000 patient visits since 2006.

Our Company **Mission Statement** is as follows:

- To empower our community to make healthy decisions regarding their reproductive health, their family and their sexual integrity by providing medical services, foundational education and material services to women, youth and families.

Our Organization **Vision Statement** is as follows:

- A strong community that values and respects the life of the unborn, the life of the mother, the family unit and the physical well-being of our youth.

Our Company's key strengths, weaknesses, opportunities and threats are as follows:

- **Strengths:** (by Department)
 - **Medical**
 - Technological advances
 - National brand
 - Modern Facility & Location
 - Low Cost
 - Accredited by the American Association of Ambulatory Health Care (AAAHC)
 - High level of patient trust in Obria's ability to be a reliable source
 - High quality dedicated team
 - Only non-profit providing free and low-cost prenatal care in Gwinnett
 - Medical Student Participation
 - New OB/GYN on staff
 - **Thrive (Education)**
 - High rate of client participation in Bright Course
 - Participation/retention for those who do plug in
 - High level of client trust in Obria's ability to be a reliable and stable presence in their lives.
 - Increased volunteer engagement in the CCA has contributed higher level of accountability in Thrive
 - Peer led Bible Studies

- Increased education opportunities for Spanish speaking population
 - **Empowered (Optimal Health Education in the clinic and schools)**
 - Support from Obria Group for best practices
 - 2 staff members and 1 sub-contractor trained in Real Essentials
 - 3 staff members trained by Ascend
 - Taking place in the clinic one-to-one
 - Workshops at local college twice a month
 - **Fundraising**
 - Faithful donor base that gives regularly
 - Social media engagement resulting in donations to promote campaigns
 - Industry standard open rate for e-comms at or higher
 - New donor text to give platform, roll over and donor giving experience through the website
 - Ability to do events virtually
 - **Marketing**
 - Solid Organic SEO
 - Paid per click ads
 - Community awareness growing
 - Good base of patient reviews
 - **Community Outreach**
 - Established Church/Pastor relationships
 - Community Connections
 - Growing Community Outreach
 - Ability to meet with community leaders virtually
- **Weaknesses: (by Department)**
 - **Medical**
 - Just began billing
 - Learning OB Care
 - **Thrive**
 - Reduced face to face interaction due to Covid and larger number of participants
 - Keeping the Baby Boutique Stocked
 - **Empowered**
 - Unable to be in the classroom due to Covid.
 - Inability to share stories in the Gwinnett county school classrooms or deviate from curriculum
 - Not in the Christian Schools or churches
 - Funding
 - **Fundraising**
 - Traditionally Church support is only 3% of our budget, 2020-21 is an exception
 - Limited Salesforce use
 - **Marketing**
 - Google eliminating our google reviews & review button

- The funds to spend on marketing
 - **Community Outreach**
 - Hard to connect with new churches/pastors
 - Lack of understanding from the faith community about what we actually do
 - Financial support from local churches
- **Opportunities:**
 - **Medical**
 - Expanding FEMM
 - Participation in the Unite Us app through Kaiser for patient referrals
 - Supportive Pregnancy Care through March of Dimes
 - Preventive Post-partum depression education through University of MI (ROSE)
 - Compliance with AAAHC
 - **Thrive**
 - New layout for Bright Course that provides accountability
 - Eliminating points and moving to packages they earn will give us more control of what goes out of the Baby Boutique and will help inventory
 - **Empowered**
 - SRAE grant
 - Guest speaker program in the public schools
 - Parent Workshops
 - **Fundraising**
 - Expansion of Life Ambassadors
 - Partnership with Giving Design to restructure Salesforce
 - **Marketing**
 - Continued tracking success of paid per click ads
 - **Community Outreach**
 - Invest in government contact relationships
- **Threats:**
 1. Political climate
 2. Gwinnett Board of Education restraints in the public schools
 3. Negative media coverage of Obria Group
 4. Prochoice groups targeting us – i.e. Google removing our Review button

The **Top Opportunities** that we will execute upon this year include:

1. Focus on best practices in Prenatal Care, Supportive Pregnancy Care and ROSE
2. Review all compliance issues and make corrections before next survey
3. Implement new Bright Course plan
4. Apply for SRAE Grant and focus on Community Saturation for Optimal Health Education if awarded
5. Restructure Salesforce

Our Company's **goals** are as follows:

- 5 year goal: Second location
- 2 year goal: Purchase a building
- 1 year goal: All new services implemented with best practices

The following are the **key performance indicators** (KPIs) that we will measure and include in our dashboard:

- \$ Recurring Donations
- \$ One Time Donations
- \$ Grant Funds
- \$ Fundraising
- Accounts payable
- Net Income
- Payroll
- Employee Turnover
- Patient Satisfaction Surveys
- # of new patients
- # of returning patients
- # of patients seeking abortion
- # of patients who choose life
- # of patients in Education Program
- # of material items earned by patients
- # of patients who carry to term
- # of patients who abort
- # of patients who make an adoption plan
- # of patients who miscarried
- # of youth taught in schools
- # of website visitors
- Google reviews
- Quality Improvement Plans

Our **target customers** are:

- Young people ages 15-25 engaged in risky sexual behavior

The key **customer needs** we solve include:

- Healthy choices and healthy pregnancy
- Goal Setting
- Life Mapping
- Sexual Risk Avoidance
- The definition of consent
- Community Resources
- How to apply for Medicaid
- Life Skills
- Biblical Instruction

Our **market size** is:

- Gwinnett County primarily and surrounding areas

Key **market trends** include:

- Easy accessibility to the abortion pill

Our **key competitors** include:

- Planned Parenthood
- Summit Abortion Clinic
- Atlanta Women's Clinic

Areas in which we have **competitive advantage** include:

- Compassionate and non-judgmental care
- Unified Brand
- 4.9 Star Review on Google

Our **services** and their **unique selling propositions** are:

- Free and low-cost services including prenatal care
- Community Referrals
- Education Program
- Material Services

Our key **promotional tactics** include:

- SEO
- Paid Google Ads
- Social Media

We do/will do the following to **maximize the lifetime value** of our customers:

- Offer compassionate, holistic care

We have or will forge **partnerships** with the following organizations:

- Local Churches
- Organizations that rescue sex trafficked youth
- The foster care community

As part of our Operations Plan, we will work on the following **key projects** within the next 12 months:

- Begin billing traditional insurance for abortion determined patients.

- Apply for SRAE Grant
- Continue providing Supportive Pregnancy Care
- Increase Marketing Budget
- Identifying ABM, ABD, & ABV patients and number of babies saved.

Our 5-Year top line **financial projection** is as follows:

Increase our revenue to 1.5M.

II. Elevator Pitch

Our Company's Elevator Pitch:

Obria Medical Clinics is the only accredited, non-profit, life affirming medical clinic in Gwinnett County providing medical services, education and material resources in order to break down barriers to choosing life. Obria has chronicled over 69,000 patient visits since 2006.

III. Company Mission Statement

Our Mission Statement:

To empower our community to make healthy decisions regarding their reproductive health, their family and their sexual integrity by providing medical services, foundational education and material services to women, youth and families.

IV. SWOT

Our Company's Key Strengths: National brand, Modern facility & location, Accredited by American Association of Ambulatory Health Care (AAAHC), Only non-profit providing free and low-cost prenatal care in Gwinnett, High level of client trust in Obria's ability to be a reliable and stable presence in their lives, Increased education opportunities for Spanish speaking population, Faithful donor base that gives regularly, New donor text to give platform, roll over and donor giving experience through the website, Solid organic SEO, Community awareness growing, Good base of patient reviews, Establish church/pastor relationships, Growing community outreach

Our Company's Biggest Weaknesses: Learning OB care, Accurate tracking of saved babies and ABM, ABD, & ABV patients. Reduced face to face interaction due to Covid and larger number of participants, Unable to be in the classroom because of Covid, Not in the Christian schools or churches, Traditionally church support is only 3% of our budget, Lack of understanding from the faith community about what we do, financial support from local churches

Key Opportunities to Consider: Expanding FEMM, Supportive Pregnancy Care through March of Dimes, Compliance with AAAHC, New layout for Bright Course that provides accountability, SRAE grant, Parent Workshops, Expansion of Life Ambassadors, Partnership with Giving Design to restructure Salesforce, Continued tracking of successful paid per click ads, Invest in government contact relationships

Key Threats We Face/Might Face: Political climate, Gwinnett Board of Education restraints in the public schools, Negative media coverage of Obria Group, Pro-choice groups targeting us- i.e. Google removing our reviews & review button

The top Opportunities that we will execute upon include: Supportive Pregnancy Care through March of Dimes, Compliance with AAAHC, Expansion of Life Ambassadors, Partnership with Giving Design to restructure Salesforce

V. GOALS

1. Our 5-Year Company Goal:

- Increase revenue to 1.5M
- Find a larger space if needed
- Obtain partnership with 2 new foundations
- New Service: Second Location

2. Our 2-Year Company Goals:

- Purchase a building
- Obtain partnership with 2 new foundations

1. Our 1-Year Company Goals:

- Obtain partnership with 2 new foundations
- Begin billing major insurance

2. Our Quarterly Company Goals:

- Apply for SRAE Grant
- Forge 1 new strategic partnership

VI. Evaluation

1. The following are the KPIs that we will measure and include in our dashboard:

- \$ Recurring Donations
- \$ One Time Donations
- \$ Grant Funds
- \$ Fundraising
- Accounts payable
- Net Income
- Payroll
- Employee Turnover
- Patient Satisfaction Surveys
- # of new patients
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- # of patients seeking abortion
- # of patients who choose life
- # of patients in Education Program
- # of material items earned by patients
- # of patients who carry to term
- # of patients who abort
- # of patients who make an adoption plan
- # of patients who miscarried
- # of youth taught in schools
- # of website visitors
- Google reviews
- Quality Improvement Plans

2. Our financial dashboard (Salesforce) will be updated weekly by the Finance Manager. Overall financials will be calculated each month. Our patient numbers will be recorded at the end of each month by the Office Manager.

VII. Target Customers

1. Target Patient:

Young people ages 15-25 engaged in risky sexual behavior.

2. Patient Needs:

Many patients are in an unexpected pregnancy and need support.

STDs are at an all-time high. Patients need education in sexual risk avoidance.

3. Patient Solutions:

Patients are seeking abortions without all of the facts thinking that is their only option.

4. Our Company's Solution:

Providing evidence-based education on abortion, parenting and adoption as well as material assistance during their pregnancy and up to 1 year, and providing free and low-cost prenatal care and supportive pregnancy care.

5. Competitive Advantage:

We have positioned ourselves to break down every barrier a woman has from choosing life whether it be lack of support, finances, education etc. by joining a national brand and increasing our medical services.

VIII. Industry Analysis

Sadly, in today's increasingly technologized and secular society, human life is no longer considered sacred. Despite its negative moral, physical and psychological outcomes, abortion and the **abortion pill (RU-486)** are touted as the most expedient and cost-effective solution to unintended pregnancies. This message is especially targeted towards the poor, immigrant and young minorities.

This radical secular landscape is making the traditional 40-year-old pro-life crisis pregnancy resource center model (CPC) less competitive among younger generations. Most CPCs across the nation are reporting a lower capacity to attract truly abortion-determined women and many are experiencing a decrease in total clients seen. The CPC model is local by nature and is not, therefore, well suited to today's smartphone driven culture. Currently, the bulk of the pro-life movement's existing energies are invested in these existing CPCs, which base their strategy on a forty-year-old model of providing diapers, clothing, pregnancy tests, and related services. This model is not reaching today's youth.

The CPC model, as its name clearly shows, is a reactive paradigm that focuses on the negative consequences of more than 40 years of sexual freedom (unintended pregnancies and STDs) without addressing the root causes of the problem. It does not confront the current sexual ideological landscape. The current concept of 'sexual freedom' (which produces anything but) continues to spread through the internet. In addition to the lack of a single recognizable pro-life medical brand, the CPC "industry" has the following problems and challenges:

- Most CPCs face a significant disadvantage with the abortion industry because they don't offer medical services other than pregnancy tests and in some cases ultrasound. These centers are also often run solely by untrained volunteers known as client advocates, who have no medical licensed personnel on staff except in some cases;
- Due to the hyper-local and fragmented nature of CPCs, there is no quality control or enforcement of medical standards;
- Due to lack of medical clinic licensing and on-site medical employees (i.e. physicians, nurse practitioners, registered nurses, and medical assistants, etc.), CPCs have little impact in their communities and cannot advertise abortion related services on social media, especially Google. This is a huge disadvantage as many abortion providers advertise on the internet with no restrictions;
- Due to the fragmented and local nature of the CPC movement, there is no unified strategy for donors or patients;
- There is a lack of independently accredited pro-life clinics;
- There is a lack of financial sustainability via diversified fundraising strategy and donor development;
- There is no proactive preventative strategy, only a reactive strategy;
- There is a lack of a standardized infrastructure to measure program outcomes and deliverables;
- There is a lack of a standardized system to counsel patients for turnarounds;
- There is a lack of pro-life medical clinics unified under one brand strategically located near abortion facilities that match or exceed their hours of operation and services;

- There are no strategies to address the abortion pill (RU-486) revolution effectively. Abortion by prescription (RU-486) now rivals surgery for U.S. women. Women are terminating pregnancies with medication as often as with surgery, marking a turning point and the next frontier for abortion. [According to Chuck Donovan from the Charlotte Lozier Institute, there are currently 86 illegal sites dispensing the abortion pill (RU-486) from India and Thailand. Medication abortion is also easily obtained via the **Planned Parenthood Direct** Telemedicine Clinic App.];
- Women can access and use the abortion pill up to the tenth week of pregnancy in the United States; up to the fourteenth week of pregnancy if dispensed through the illegal sites. Nurses and doctors at abortion clinics often lead women to believe that the RU-486 abortion will be a light procedure akin to menstruation. In actuality, the procedure can be very painful and mimics labor. There is also a risk of serious injury or death from excessive blood loss.
- The emotional, psychological and spiritual effects of the RU-486 are disastrous and traumatizing for women as the procedure, unlike a surgical abortion, is self-inflicted. The baby is aborted in her bedroom and disposed by flushing the child down the toilet. Many of those who have experienced the procedure declare that their abortion turns immediately into pain and agony. They also feel alone, sad, hopeless and guilty.
- The long-term effects of RU-486 abortions include anxiety, depression, eating disorders, lack of confidence, and even suicide. Not surprising as the woman's safe haven -- her home, her bedroom -- from that point forward will always be her abortion clinic. Yet RU-486 remains the preferred option among millennials.

These new challenges and weaknesses among pro-life agencies are especially alarming given the comparative strength of their competitors and the new and advanced technology platforms. If we fail to provide critically needed life-affirming, high-quality and meaningful alternatives to the abortion industry, our youth are left with unmet reproductive health care needs and have a higher risk of experiencing abortion and suffering from communicable diseases (STDs) that are preventable. For these reasons, Obria is committed to eliminating barriers to life-affirming care, improving life outcomes, and lowering costs by implementing cost-effective, meaningful and evidence-based programs such as the **Obria Direct** Telemedicine Clinic App (our virtual clinics).

IX. Competitive Analysis & Advantage

Comparison with Planned Parenthood for Prenatal Care:

75% of abortions at Planned Parenthood were from patients that had been to them before for other services. What this means is that patients need a place they can go to not just for a pregnancy test and ultrasound, but a comprehensive medical facility where they can receive expanded services such as STD testing and treatment, which reaches women and establishes a relationship with these clients before they find themselves in crisis, while they are participating in sexual risk behaviors. By putting a Comprehensive, full service Obria Medical Clinics in proximity to Planned Parenthood we are able to serve women with the services they need and take the pro-life movement from a reactive model to a proactive model. 80-90% of women who have an ultrasound in a pregnancy clinic, leave and go back to have an abortion in Planned Parenthood because the pregnancy center can't offer them the medical services they need to care for them during their pregnancy or after.

Source for data on abortions/abortion-minded clients:

<https://www.gutmacher.org/fact-sheet/induced-abortion-united-states>

Outcomes

Short-Term Outcomes	Medium-Term Outcomes	Impact
Increased awareness of the availability of Obria life-affirming sexual and reproductive health services and health education	Improved access to life-affirming sexual and reproductive high quality health care services	Decreased abortion rates
Increased number of telemedicine visits/patient visits/babies saved/year	Increased knowledge about the consequences of STDs, unplanned pregnancies and/or abortions on health outcomes	Improved health status and basic quality of life for abortion minded and underserved individuals, our highest at-risk geographies
Increased number of clinic services provided (ultrasounds, pregnancy tests, STDs tests, health education)	Increased donor base	
Increased number of website visits/year	Increased ability to secure donations and grants	
Increased number of clinics affiliated to the Obria clinic model	Growth of pro-life alternatives to secular, abortion-focused sexual and reproductive health services and health education	

X. Financial Projections

Using actual patient visit numbers from 2020, projected income from billing Medicaid on current services is below. Our actual number of pregnant patients was 784 but we are going to estimate a total of 300 for the first year of prenatal care.

Appts 2019

Appt Type	# of Services	Estimated Medicaid Reimbursement	Total
Per pregnant woman	300	\$1500.00	\$450,000.00
STD Testing	411	\$90.00	\$36,990.00
STD Re-test	46	\$55.00	\$2,530.00
STD Treatment Appt	102	\$55.00	\$5,610.00
			\$495,130.00

Obria clinics in CA saw a 300% increase in patient load when prenatal care was added. It is estimated that it will take 3 years building the practice in prenatal care to become more self-sustainable. A current grant has been provided to sustain the first year of prenatal care. Additional grants will be sought to help cover the gap for the following two years.