



OBRIA MEDICAL CLINICS GWINNETT
STRATEGIC PLAN
2022 - 2023

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EXECUTIVE SUMMARY

Elevator Pitch: Obria Medical Clinics Gwinnett is the only accredited, non-profit women's health clinic providing free and low-cost prenatal care in Metro Atlanta.

Mission Statement: To provide compassionate and holistic care to empower our community to achieve optimal health.

Vision Statement: To be the number one resource providing free and low-cost women's healthcare to the underserved.

Values:

- **Truthful** meaning, we base all truth on God's Word and evidence-based medical information
- Crazy **Relational** to our patients, to each other, and to our community
- Compassionate, **Holistic** care to meet physical, psychological, emotional, and spiritual needs

Top Opportunities that we will execute upon this year include:

1. Expand Prevention Program
 - Focus on Community Saturation and In-clinic Optimal Health
 - Develop Parent Workshops and online resources
 - Train NP's in Natural Family Planning
 - Create e-comm newsletters for patients
 - Visit local schools and OB/GYN's with marketing materials
 - Host a Community Health Fair
2. Expand Social Services Program
 - Implement Mental Health Services
 - Implement Safe Houses
 - Increase number of Social Services Appointments
3. Increase Revenue
 - Bill Commercial Insurance
 - Cultivate Donor Relations
 - Increase number of grants awarded

Strategic Objectives:

- Year 1-2: Purchase & Renovate new location. Expansion of current services. Addition of Mental Health Services
- Year 2-3: Satellite location in Bethlehem
- Year 5: Satellite Location in Atlanta
- Year 10: Holistic Pediatric Care for current prenatal patients only

BACKGROUND INFORMATION

I. Financial Overview:

2021-2022 Revenue Breakdown

Category	Total	%
Fundraisers	\$ 639,060.00	49%
Grants	\$ 255,049.00	19%
Individuals	\$ 162,889.00	12%
Churches	\$ 114,128.00	9%
Patient Services	\$ 59,237.00	5%
Foundations	\$ 58,308.00	4%
In-Kind	\$ 28,463.00	2%
Corporations	\$ 546.00	0%
Investments	\$ 175.00	0%
	\$ 1,317,855.00	100%
Fundraisers and Individusls	\$ 801,949.00	61%

2022-23 Revenue Breakdown

Category	Total	%
Fundraisers	\$ 363,047.00	21.00%
Grants	\$ 733,560.00	42.00%
Individuals	\$ 150,000.00	9.00%
Churches	\$ 82,000.00	5.00%
Patient Services	\$ 320,180.00	18.00%
Foundations	\$ 60,000.00	3.00%
In-Kind	\$ 30,000.00	2.00%
Corporations	\$ 600.00	0.00%
Investments	\$ 500.00	0.00%
	\$ 1,739,887.00	100.00%
Fundraisers and Individusls	\$ 513,047.00	30.00%

Funding is heavily dependent on patient services and grant revenue.

II. Operation Plan:

Operation Plan	Person Responsible	Due Date
Expand Prevention Program		
Focus on Community Saturation with Empowered	Meredith Douglass	5.1.23
Implement In-Clinic Optimal Health		10.1.22
Appointments	Ariana Fountain	
Provide SRAE instructor	Meredith Douglass	
Develop Parent Workshops and Online Resources		10.31.222
Review materials	Robin Mauck & Meredith Douglass	
Create page on Empowered Website	Ruben Kalath & Kristin Kelliher	
Market to churches	Matt Davis & Kristin Kelliher	
Train NP's in Natural Family Planning	Sally Branch	3.1.23
Create E-comm newsletter for patients		2.1.23
Create patient list from ADMD	Tiffany Burlew	
Create content	Sally Branch, Cynthia McClendon, Deadra Fischer, Meredith Douglass, Ariana Fountain	
Design newsletter	Kristin Kelliher	
Visit local schools and OB/GYN's with marketing materials	Robin Mauck	12.1.23
Host Community Health Fair		4.1.23
Plan and Market	Matt Davis & Kristin Kelliher	
Execute	All staff	
Expand Social Services Program		
Implement Mental Health Services		11.1.22
Raise Funds	Robin Mauck	
Furnish Room	Meredith Douglass & Kristin Kelliher	
Implement Safe Houses		1.1.23
Create Policy and Procedures	Ariana Fountain	
Assure legality, etc.	Robin Mauck	
Market to Churches	Matt Davis	
Increase number of Social Service appts		11.1.22
Evaluate patient's needs	Robyn Ranger	
Follow up	Ariana Fountain	
Increase Revenue		
Bill Commercial Insurance	Tiffany Burlew	1.31.23
Cultivate donor relations		On-going
Make appointments	Claire Strevel	
Attend meetings	Robin Mauck	
Increase number of grants awarded		On-going
Research grant availability	Matt Davis	
Write Grants	Robin Mauck	

III. SWOT

Our organization's key strengths, weaknesses, opportunities, and threats are as follows (SWOT):

- **Strengths: (by Department)**
 - **Medical**
 - Technological advances
 - National brand
 - Modern Facility & Location
 - Low Cost
 - Accredited by the Accreditation Association for Ambulatory Health Care (AAAHC)
 - High level of patient trust in Obria's ability to be a reliable source
 - High quality dedicated team with low attrition rate
 - Only non-profit providing free and low-cost prenatal care in Gwinnett
 - Nursing and Ultrasound Student Participation
 - High School Student intern participation
 - OB/GYN, NP, and NP/Midwife on staff
 - Supportive Pregnancy Care in partnership with March of Dimes
 - Bi-lingual staff for Spanish speaking patients
 - Abortion Pill Reversal
 - ROSES program through University of MI to combat postpartum depression
 - Partnership with Well Root onsite one day a week
 - Partnership with Mommy and Me Tobacco Free reducing infant mortality
 - **Social Services**
 - Organization of Thrive groups by due date, in order to personalize educational material covered
 - High rate of participation/retention for those who join Thrive
 - High level of client trust in Obria's ability to be a reliable and stable presence in their lives
 - Ability to offer Social Services to make referrals for patients in the areas of employment/housing/etc.
 - Partnership with Heirborn Servants to provide rides to patients without transportation
 - Increased education opportunities for Spanish speaking population
 - Support from the community giving consistent Baby Boutique donations
 - Post-partum depression program, ROSE, implemented into Thrive
 - **Empowered (Optimal Health Education in the clinic and schools)**
 - Support from Obria Group for best practices
 - 4 staff members trained in Love Notes by the Dibble Institute
 - 10 staff members trained by Ascend
 - Received Federal Grant
 - Set to serve 450 students each year for the next 3 years
 - Holding community events and parent workshops
 - Providing college and career education through the Healthcare Workshop to 100 youth each year.
 - **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 CRM that will has better relationship capabilities
 - Working with a volunteer analyst to target areas of need
 - **Marketing**
 - Paid per click ads
 - Community awareness growing
 - Good base of patient reviews
 - **Community Outreach**
 - Established Church/Pastor relationships
 - Community Connections
 - Growing Community Outreach
- **Weaknesses:** (by Department)
 - **Medical**
 - Difficulty navigating Medicaid billing and reimbursement
 - Inability to expand prevention program until new Medical Assistant is hired.
 - Better use of the systems that we have with ADMD, lab integration, e-prescribe, etc.
 - Navigating changes related to new heartbeat law.
 - **Social Services**
 - Lack of follow through by patients who need Social Service referrals/resources
 - Need for larger item donations to keep the Baby Boutique stocked
 - **Empowered**
 - Acquiring teachers
 - Length of the curriculum and the cost of the curriculum training
 - Lack of Project Officer consistency and timely communication with grant administrative needs from FYSB.
 - Barriers to scheduling schools/organizations due to various reasons
 - Covid restrictions
 - Public school access due to pre and post surveys
 - Buy-in with private and Christian schools
 - **Fundraising**
 - Church support was only 9% of revenue for 2021-22
 - Base of donors in the next generation
 - **Marketing**
 - The funds to spend on marketing
 - SEO controlled by Google
 - Direct communication to patients
 - Awareness to students from local MS, HS, and colleges
 - **Community Outreach**
 - Connecting with new churches/pastors
 - Lack of understanding from the faith community about what we do
 - Lack of events for the community
- **Opportunities:**
 - **Medical**

- Expanding FEMM & NFP
 - Continued compliance with AAAHC
 - Sexual Wellness Appointments
 - Adding commercial insurance
- **Social Services**
 - Increasing Social Services appointments to make referrals for patients
 - Implementing a Safe House Program for moms who need temporary housing.
 - Creating online Social Services forms in ADMD to track patient progress.
 - Implementing Safe Sleep Education
- **Empowered**
 - Revamp of Empowered website
 - Developing Parent Workshops
 - Build Optimal Health Coaching in the clinic.
- **Fundraising**
 - Expansion of Generation Changers and Life Ambassadors
 - New CRM that will increase efficiency & help facilitate relationship building
- **Marketing**
 - Continued tracking success of paid per click ads
 - Create a group in DP to do e-comm's to patients
 - Schedule a Health Education Fair at Obria for the community
- **Community Outreach**
 - Invest in government contact relationships
 - Streamline church support options
 - Local OB/GYN referral partnerships
 - Host a Community Health Fair providing pregnancy education
- **Threats:**
 1. Political climate
 2. Gwinnett Board of Education restraints in the public schools
 3. Pro Choice groups targeting pregnancy clinics, i.e. Ruth Sent Us, Jane's Revenge
 4. Pro-Life groups that lack grace and mercy

IV. SWOT Overview

Strengths: National brand, Modern facility & location, Accredited by Accreditation Association for Ambulatory Health Care (AAAHC), High quality dedicated team with low attrition rate, Only non-profit providing free and low-cost prenatal care in North Metro Atlanta, High level of patient trust in Obria's ability to be a reliable and stable presence in their lives, Increased medical appointments and education for Spanish speaking population, Supportive Pregnancy Care in partnership with March of Dimes, Abortion Pill Reversal, ROSE program in partnership with Univ of MI preventing postpartum depression, Student intern participation, Well Root on-site one day a week, High participation/retention rate in Thrive, Implementation of Mommie & Me Tobacco Free, Partnership with Heirborne Servants, Strong support in the community for the Baby Boutique, Strong referral program, Federal grant for the Empowered Program serving 450 students each year, Providing healthcare workshops to 100 students per year,

Strongest paid per click return of all Obria Clinics, Open rate for E-comms at standard rater or higher, New CRM with better relationship capabilities, Volunteer analyst, Strong community and church connections, Faithful donor base that gives regularly, and Good base of patient reviews.

Weaknesses: Navigating change with the heartbeat bill, Difficulty managing patient billing, Systems in ADMD that are not being utilized, Lack of patient follow through on Social Service appointments, Acquiring teachers for Empowered, Barriers to scheduling schools for Empowered including length of curriculum, buy in that they need it, and lack of access to public schools, Church monetary support, Next generation donors, Marketing funds, SEO controlled by Google, and partnering with new churches.

Opportunities: Expanding FEMM & NFP, Billing commercial insurance, Instituting Sexual Wellness Appointments, Increasing Social Service Appointments, implementing a Safe House Program, Implementing Safe Sleep Education, Developing Parent Workshops for Empowered, Building up Optimal Health appointments, Expansion of Life Ambassadors & Generation Changers, Continued tracking of successful paid per click ads, Host a Community Health Fair, and Utilizing the CRM to its full capacity to further develop relationships

Threats: Political climate, Gwinnett Board of Education restraints in the public schools, Pro-choice groups targeting us- i.e. Jane's Revenge, Ruth Sent us. Planned Parenthood's new location

V. Key Performance Indicators

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

- \$ Recurring Donations
- \$ One Time Donations
- \$ Individual Donations
- \$ Church Donations
- \$ Grant Funds
- \$ Fundraising
- Employee Turnover
- Patient Satisfaction Surveys
- # of patients seeking abortion
- # of patients who choose life (changed hearts)
- # of patients in Education Program
- # of patients receiving preventive care (STD and Well-Woman appts)
- # of patients receiving prenatal care
- # of patients receiving Social Service appointments
- # of patients receiving mental health services
- # of in-clinic optimal health appointments
- # of material items earned by patients
- # of youth taught in schools

- # of website visitors
- E-comm open rate
- Google reviews
- Quality Improvement Plans

VI. Customers/Competitors

Our **target customers** are:

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

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

- Healthy choices
- Free and low-cost prenatal care
- Assistance with application for Medicaid
- Community referrals
- Material Services
- Pregnancy, Parenting, & Life Skills Education
- Biblical Instruction

Our **market size** is:

- Gwinnett County primarily and surrounding areas

Key **market trends** include:

- Easy accessibility to the abortion pill online

Our **key competitors** include:

- Planned Parenthood
- Carafem
- The online abortion pill

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
- E-Comms

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

- Offer compassionate, non-judgmental, holistic care

- Maintain follow up calls
- E-comm newsletters

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

- Local Churches not engaged
- Organizations that rescue sex trafficked youth
- The foster care community
- For profit and non-profit Community Organizations

V. Industry Analysis

With the passing of the Heartbeat Bill in Georgia, women have limited time to decide as to whether they will terminate their pregnancy or carry to term. Though the bill will save thousands of lives, it is causing those women who think abortion is their only choice to make a quick decision without all the information they need. The abortion pill is available online on over 700 internet sites. Major corporation and grants are funding abortions in sanctuary states. Legislature failed to require an ultrasound with the new law and did not make ordering the abortion pill online illegal in the state of Georgia. The first few weeks after the bill went in place, an influx of patients was seen. Now this has tapered off and with the heavy marketing campaigns in place women are going straight to the pill or getting funding to have their surgical abortions elsewhere. This has resulted in a 66% decrease in the number of Abortion Determined or Abortion Minded women making appointments.

Obria Medical Clinics is well-positioned to provide the support women need to carry their baby to term by providing pregnancy education and full prenatal care. Follow up calls are made to all undecided patients to make them aware of the programs we provide to support them during their pregnancy.

VI. Competitive Analysis & Advantage

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 being 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 CPC providing limited services, 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.guttmacher.org/fact-sheet/induced-abortion-united-states>

VII. Projected Outcomes

Goal	Outcome	Impact
Expand Prevention Program	Improved access to life-affirming sexual and reproductive high quality health care services & resources. (KPI: # of patients receiving preventive care, e-comm open rate)	Decreased number of women in unplanned pregnancy. (KPI: # of patients seeking abortion)
Expand Social Services Program	Access to mental health services, housing and resources.	Increased number of women supported to choose life. (KPI: # of patients who choose life)
Increase Revenue	Increased donor base, # of grants awarded & commercial billing in place.	The revenue needed to provide the services that impact families for generations to come.