**Columbia County Community Healthcare Consortium, Inc.**

**Strategic Planning Committee**

**Notes from the meeting December 14, 2018**

**Participants:** Board membersRobin Andrews (Chair), Bob Gibson, Jack Mabb, Linda Tripp, Michael Cole, Scott Thomas, and staff members Claire Parde and Ashling Kelly

**Meeting called to order by Robin Andrews at 10:10 a.m.**

The meeting began with a recap and review of the TOWS process. In the prior meetings, the group had generated a list of Threats and Opportunities, collapsing the lists where duplications occurred. Each list’s items were then ranked. The resulting list of top-ranked Threats and Opportunities are as follows:

**Threats:**

Transportation/Access

Workforce shortages (healthcare practitioners and providers)

Rurality

Uncertainties around healthcare policies

Governmental

**Opportunities:**

Current emphasis on prevention

Current emphasis on social determinants of health

Technology

Alternate opportunities for revenues

New structural models – mergers, collaborations, including public-private collaboration

The group then revisited the list of Weaknesses generated at the last meeting, discussing, sometimes amending, and then ranking them. The resulting list of top-ranked weaknesses is as follows:

**Weaknesses:**

Lack of flexible income streams **(5)**

Organizational Flatness **(4)** + ED at Capacity **(2)**

Staff recruitment and succession, including ED **(4)** + Competitive compensation **(1)**

Next, the group moved onto brainstorming and ranking Strengths. The resulting list of top-ranked Strengths is as follows:

**Strengths:**

Breadth of the mission **(4)**

Governance structure/alignment of interests among board members, partners, funders, etc. **(3)**

ED **(2)** + competent professional staff **(1) = Human Resources (3)**

(good internal systems including policies and procedures)

Core competency in rural program delivery **(3)**

Transportation Program **(3)**

Reputation **(3)**

It was noted that strengthening the Consortium strengthens individual agencies as well. It was also commented that “breadth of mission” relates to recruitment.

Claire opened discussion on how to proceed with analysis of the now-completed TOWS. One possible structure is an “Action SWOT,” which would examine ways to preserve and protect strengths, mitigate or overcome weaknesses, capitalize on opportunities, and prevent and isolate threats. A potential template was distributed; it was agreed that the Threats, Opportunities, Weaknesses and Strengths prioritized by the committee’s work thus far will be filled in on the template as a starting point for the next meeting.

The group discussed setting fixed dates for the next several meetings, and agreed to meet the second and fourth Fridays of January and February, 10:00 a.m. – 12:00 p.m. An email is to be sent to the committee members to confirm these dates.

**Meeting adjourned at 12:00 p.m.**