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

**Strategic Planning Committee**

**Notes from the meeting March 29, 2019**

**Participants:** Board membersRobin Andrews (Chair), Jack Mabb, Chelly Hegan, Scott Thomas, and staff members Claire Parde and Ashling Kelly

**Meeting called to order by Robin Andrews at 10:12 a.m.**

The group continued the Action SWOT process, deciding to work through the three remaining Strengths in succession before moving on to the final Opportunity.

The first Strength addressed was *the Transportation program.*

Claire asked the group to consider two questions:

1. *What actions can we take to preserve and protect this strength?*
2. *What actions can we take to prevent slippage?*

Discussion followed and responses were recorded.

Actions to preserve and protect this strength include improving marketing of Medicaid transportation; ensuring that we articulate the value of the program, utilizing “storytelling” and promotion; contracting directly with providers and payors, e.g. Circulation, CMH, Medicare Advantage, and TRICARE. Targeted fundraising which addresses growth potential for both medical and non-medical transportation, and focusing on the Medicare population, including disabled of any age, are additional actions that can be taken.

Actions to prevent slippage in this strength included promoting rider donations; adapting our model to develop surge capacity for on-demand service delivery; retaining the quality of the staff, vehicles and customer service delivery; and, ensuring that the existing customer service model doesn’t suffer.

The group moved on to the next Strength – *Reputation*

The group agreed that the Consortium’s reputation is known to clients, both real and potential; its partners; and, as an employer. The primary action examined to preserve and protect this strength is “storytelling”: to the media (e.g. Columbia Paper as a long feature), Board members, and frontline staff at appropriate agencies. Additional actions include making it easy for frontline staff in CBOs to integrate the Consortium into serving their clients who need our services, and adding business-minded staff (rather than operations) to the Transportation program.

Maintaining the quality of the staff through careful hiring and training, as well as and reinforcing and nurturing the agency’s culture, are actions to prevent slippage in this area.

The final Strength was examined – *County Relationships*

Maintaining relationships with “401” was the first action to be agreed on to preserve and protect this strength. Additional steps include not only continuing to provide value, but to articulate that value, and to help inform and influence the county’s social agenda priorities.

Having county agency directors on the Board helps prevent slippage of this strength. Other actions include having contractual relationships with county agencies, and partnering with the County.

The group moved on to the last Opportunity – *New structural models*

The two questions to be examined were:

1. *What actions can we take to capitalize on this opportunity?*
2. *What actions can we take to enhance this opportunity?*

Actions to capitalize on this opportunity include maintaining and creating formal affiliations (e.g. RHN, BHNNY); creating a more structured membership; offering a value proposition for dues; serving as an incubator for other organizations; providing administrative services; exploring telehealth; utilizing our existing expertise.

An action to enhance this opportunity is expanding the way the agency defines “growth” to include growing the agency’s value, through advocacy, making allies, and helping to set the agenda, in part through advocacy.

The group briefly discussed next steps in the strategic planning process, which will include summarizing the work the group has done.

**Adjournment**

The meeting was adjourned at 12:15 p.m.

**The next meeting is Friday, April 5, 2019**