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

**Strategic Planning Committee**

**Notes from the meeting April 12, 2019**

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

**Meeting called to order by Robin Andrews at 10:05 a.m.**

Claire recapped the process for the group:

* began with Threats, Opportunities, Weaknesses, Strengths (TOWS)
* moved on to Action SWOT
* examined Takeaways from the entire process, and Priorities that have emerged
* gathered Priorities into broad Themes:
  + Diversifying Revenue (w/emphasis on discretionary/unencumbered funds
  + Grow the Transportation Program
  + Communications/Marketing/Branding/Storytelling
  + Anchor Our Value as a Rural Health Network
  + Preserve the Breadth of the Mission
  + Growth
  + Advocacy
  + Provide Support to the Executive Director and Staff
* assigned SWOT actions to appropriate Themes

The group then explored each Theme to determine whether it felt accurate and fully captured the group’s intentions. Some Themes were enfolded into others; some were redefined as action items. As the number of Themes decreased, and their definitions became more encompassing, Claire offered a suggestion for a final format:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Pillars**  *(Strategic Objectives)* | **Diversifying Revenue**  (legs) | **Anchoring Our Value** (brains) | **Communication**  **Marketing/Branding**  (voice) | **Developing & Strengthening Workforce**  (heart) |
| **Initiatives** | * philanthropy * grants/contracts * Fee for Service |  |  |  |
| **Platforms** *(cross-cutting themes – enablers, items needed in to be in place to make things happen)* |  |  |  |  |

This would result in a one page document, with action steps becoming ‘initiatives’, which will serve as yearly work plans. The group discussed the intended length of the Strategic Plan, agreeing that while the Pillars may carry over to five years, the Plan itself should cover three years.

It was commented that the Pillars were mutually beneficial and complementary to each other, creating a synergistic whole. There was discussion about the next step in the process, and it was decided that Claire, Robin and Chelly will work together to connect initiatives to Pillars. The committee will meet one more time after that process is complete, and a final document will be presented at the full Board meeting in June.

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

**Next meeting is Friday, May 10, 10:00 a.m.**