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

**Strategic Planning Committee**

**Notes from the meeting May 10, 2019**

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

**Called to order at 10:01 a.m.**

**Introduction of the Pillars Document**

Claire began the meeting by relating how the strategic planning process had aided her in making a recent decision when approached by the Bureau of Tobacco Control regarding possible expansion of the Tobacco-Free Action program into the Otsego-Delaware-Schoharie region. The planning process had not referenced expansion into other regions, and the agency’s core competency in rural delivery is strongly relationship-based; the Consortium doesn’t have those relationships in the region proposed. Claire expressed her gratitude at having the strategic plan as a reference point.

Claire then introduced the Pillars document, which she created based on the meeting of April 12th and in communication with committee members Robin Andrews and Chelly Hegan. The four Pillars, which serve as strategic objectives, are Anchoring Our Value; Branding, Marketing and Communications; Diversifying Our Revenue; and, Developing and Strengthening Our Workforce. Each Pillar has its own strategic initiatives (actions), and underlying the Pillars are Platforms, things that are necessary to ensure that the Strategic Objectives can be achieved – enablers.

Claire asked if the document fully captures the work the committee has generated over the course of the Strategic Planning process; the group agreed it did. It was noted that each Pillar reflects one of the Strengths, Weaknesses, Opportunities, and Threats that emerged during the Action SWOT. After examining each Pillar to clarify why it was a strategic objective, and having additional conversation about Developing and Strengthening Our Workforce, the group agreed that all four Pillars were appropriate.

**Format and Presentation Discussion**

Some committee members struggled with the ‘Pillars’ terminology and metaphor, and after some discussion the group decided to refer to them as Goals. There was extended conversation about how best to format and present the committee’s work to the Board in a way that demonstrates the committee’s rich, thoughtful work and analysis, while not drilling down to very specific actions. One suggestion was to create a less structured, more narrative version that explores the Consortium’s mission, a statement of purpose, the strategic goals with a brief narrative and rationale for each goal’s selection, and associated strategic initiatives in broad strokes. Another suggestion was to develop a PowerPoint presentation. It was proposed that committee member Bob Gibson make the presentation to the Board.

**Post-Presentation Discussion**

The group moved on to implementation of the plan, and oversight. Several suggestions were made:

1. That the strategic planning committee continue to meet once or twice a year and create the annual work plans; the Executive committee will monitor Claire’s progress and report to the Board.
2. That Claire create the annual work plans with goals and deliverables, reach out to Board members as needed to draw upon their expertise, share with the Executive committee, and periodically report to the Board.
3. That the Board be responsible for prioritizing the goals; the prioritization then becomes the annual work plan.

**Next Step**

It was agreed that Claire, Chelly, and Robin will rework the document. Chelly will begin that process immediately, then send it on to Robin and Claire. The goal is to have a final document by May 24th.

**Meeting adjourned at 12:10 p.m.**