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

**Strategic Planning Committee**

**Notes from the meeting September 23, 2019**

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

**Called to order at 10:09 a.m.**

The Committee examined the Strategic Plan’s Pillars (Goals) and strategies, with the dual intentions of prioritizing and determining how best to support the process of implementing the plan.

**Anchor Our Value**

**1.6 – Create partnerships, including contractual, with urban providers**

This is a high priority, and work on it has begun. The Healthy Capital District Initiative (HCDI) reached out to the Consortium to serve as a rural subcontractor.

**1.2 Serve as the expert on rural health issues**

Much of this work is of medium-level priority. The activities include more writing for Claire but not a great deal of additional work.

**Tell Our Story**

**2.3 Outline and disseminate agency’s legislative priorities**

This should be done with a goal of being engaged in policy. It was suggested that legislative priorities be assessed as ‘nice to have’ versus ‘have to have.’ Claire suggested that she could generate a list based on her work with NYSARH, and then bring a proposal from that list to the Executive Committee in the first quarter of 2020. The Board would agree on the Network’s legislative priorities, and create a dissemination plan, which might include a press release and newspaper columns for each policy priority. It was also suggested that Claire share the legislative priorities of the New York State Association for Rural Health (NYSARH) at Board meetings , as doing so would support the work of Board members in ‘telling our story.’

**2.5 Continue outreach and off-site delivery to raise awareness**

While this is a priority, it is ongoing and doesn’t require new effort.

**Diversify Our Revenue**

**3.1 Focus on securing discretionary and unencumbered funds**

The group agreed that while diversifying revenue is a high priority, this particular strategy is multi-pronged strategy and reflected in other strategies.

**3.2 Increase the number of grants and contracts with partners beyond the State**

This is a high priority; although we have no control over funding cycles, the opportunity exists to create contractual relationships with partners, such as with HCDI, and to seek Foundation support.

**3.3. Grow Medicaid reimbursable delivery/enhance ‘provider status’**

Claire emphasized that she emerged from the Strategic Planning process viewing this as the highest priority. To that end she is requesting approval from Budget and Finance Committee for money to purchase two more vehicles and wants to hire an individual to enhance the Transportation Program Team by the end of 2020.

**3.5 Pursue traditional fundraising (e.g. direct mail campaigns and donor development)**

Claire reported that she is exploring this and has begun small steps; donor letters from the Transportation Program were mailed out to providers earlier this year. While only one donation was received from that mailing, she would like to send out another donor letter by the end of the year. There was discussion about pursuing a broader direct mail campaign in 2020. In answer to a question about hiring a development director, Claire explained that, in considering a cost benefit analysis, hiring a person to help us grow the Transportation Program would be the higher priority. Claire suggested the possibility of forming a Development committee in late 2020 – early 2021, to explore our options for fundraising.

**Develop and Strengthen Our Workforce**

**4.2 Commit to providing staff with competitive compensation**

Claire stressed the need to grapple with this. The agency is actively pursuing contracting with an HR Consultant to get benchmarking analysis. One quote came in at $6,700. A modification of the RHN budget will be required to support this.

**Finalizing a Work Plan**

Claire proposed creating a 2019 work plan, limiting it to three items that are either new, or require new and/or enhanced effort:

* Growing the Transportation Program
* Improving staff compensation
* Exploring our options for more traditional fundraising

The work plan will consider what is required to pursue each initiative, including, but not limited to: Involvement of the Executive Director; involvement of other staff; involvement of board members and the form that must take (Strategic Planning Committee? Other existing committees? Task-specific work groups?); and, engagement of consulting services.

The committee members emphasized that Claire is not expected to start three initiatives in the last quarter of this year, given her existing work load, and recommended that the Board officially adjust the time frame for the Strategic Plan from 2019-2024 to 2020-2025; this change will be made a future board meeting. The group members stressed their willingness to provide assistance and support with work plan implementation.

Once a year there should be an assessment of the Plan’s accomplishments, possibly during the Executive Director’s evaluation. Claire will also report on progress by Pillar in her Executive Director reports.

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