



Section 2: Strategic Goals Document Version 5

Strategic Priority #1: Advocacy

Focus Areas for 2018

Action Steps	Resources Required	Lead	Measure Of Success	Comments	Timeline
2018 Legislative Advocacy Day (Albany)	Meeting room in Albany Materials to leave at legislative offices Travel time & money; may require overnight for some members	Policy Committee	# of appts with legislators # of members who participate Funding for members in 2018-19 Budget		February 2018
Participate in 2018 NRHA Policy Forum in Washington DC	Travel expenses NYS-specific materials to leave with legislators	Policy Committee	# of appts with legislators # of members who participate Funding for Rural Health in Federal Budget		February 2018

NYSARH STRATEGIC PLAN

Provide training to NYSARH members on how to be effective advocates	Volunteer time & energy	Policy Committee	Improve our ability to be “ambassadors”	A workshop at the annual conference was suggested	September 2018
Utilize National Rural Health Day as an advocacy vehicle	https://ruralhealth.und.edu/rural-health-day https://nosorh.org/calendar-events/nrhd/ https://www.hrsa.gov/ruralhealth/aboutus/ruralhealthday.html	Policy Committee	# of appts with legislators # of members who participate	RHD has a positive focus; celebrate achievements	November 2018

Focus Areas for 2019-2020

Action Steps	Resources Required	Lead	Measure Of Success	Comments	Timeline
Initiate process for policy development	NRHA Policy Site:	Policy Committee	Three Policy Position Statements	Utilize existing NRHA policy papers as template	
Develop Legislative/Regulatory Agenda for Board approval	NRHA Document as a template	Policy Committee	Document appropriate for sharing with other Associations	This will need to be updated regularly – not a one-time project	

NYSARH STRATEGIC PLAN

Participate in NRHA Policy Forum in Washington DC	Travel expenses NYS-specific materials to leave with legislators	Policy Committee	# of appts with legislators # of members who participate Funding for Rural Health in Federal Budget		February 2019 and 2020
Legislative Advocacy Day (Albany)	Meeting room in Albany Materials to leave at legislative offices Travel time & money; may require overnight for some members	Policy Committee	# of appts with legislators # of members who participate Funding for members in 2018-19 Budget		2019 + 2020
Utilize National Rural Health Day as an advocacy vehicle		Policy Committee	# of appts with legislators # of members who participate	RHD has a positive focus; celebrate achievements	2019 + 2020

Strategic Priority # 2: Membership

Focus Areas for 2018

Action Steps	Resources Required	Lead	Measure Of Success	Comments	Timeline
Develop and implement an outreach and recruitment strategy	Committee leadership Membership participation	Membership Committee	# of renewing members # of new members		Plan: Fall 2017 Results: Spring 2018

NYSARH STRATEGIC PLAN

Evaluate dues structure & pricing	Current classifications & revenue Examples from other State RH Associations	Membership Committee & Finance Committee	Stable revenue More appealing to member prospects		Spring 2018
Devote more effort to cultural competency & diversity of members	http://www.albany.edu/sph/cphce/advancing_cc.shtml	Membership Committee	Greater diversity of members <u>and</u> greater knowledge of all members	A workshop at the annual conference was suggested	September 2018

Focus Areas for 2019-2020

Action Steps	Resources Required	Lead	Measure Of Success	Comments	Timeline
Refine the outreach and recruitment strategy	Membership data Information about rural communities	Membership Committee	Analyze actual versus possible members by 'types' – FQHCs, RHNs, rural hospitals, county health departments etc.		2019
Evaluate Affiliate membership program with NRHA	Identify a contact person at NRHA to help with this	Membership Committee	Terms of relationship documented	Identify benefits and make sure that all Members get them	2019
Diversify Membership to include more SDH provider agencies	Define SDH organizations Identify SDH prospects	Membership Committee	# of SDH members	Social Determinants of Health: economic development, food access, housing etc.	On-going

Strategic Priority # 3: Networking

Focus Areas for 2018

Action Steps	Resources Required	Lead	Measure Of Success	Comments	Timeline
Intentional incorporation of networking into the Annual Conference experience	Conference attendees	Conference Committee	Meaningful connections made among attendees	Add this to conference evaluation so that we can measure	Plan: Spring 2018 Implement: Fall 2018
Engage with other Associations	Contacts within targeted Associations	Board of Directors	Partnerships with other Associations concerned with Rural Health	Possible Partners include: CHCANYS, NYSPHA, HANYS, NYSAHEC, NYSACHO, NYSCLMHD, MHANYS, NYSVARA etc.	Throughout 2018
Participate in DSRIP CBO training activities	NYS contract implemented	S ² AY Contract lead agency	Contacts made among RHNs and DSRIP PPSs as well as SDH agencies		This contract has been delayed for months – hopefully it will be implemented in 2018

Focus Areas for 2019-2020

Action Steps	Resources Required	Lead	Measure Of Success	Comments	Timeline
Intentional incorporation of networking into the Annual Conference experience		Conference Committee	Meaningful connections made among attendees		2019 and 2020 conferences
Convene regional in-person meetings of NYSARH members	Excel: NYSARH members for geo mapping	Executive Director	Meaningful connections made among attendees		Pilot in 2019; if successful, continue
Facilitate Peer Support among RHN Directors	Develop data base of RHN services and staff	Executive Director	RHN Directors feeling connected and learning best practices		Pilot in 2019; if successful, continue
Develop Relationships with Higher Education	Time	Board of Directors	Engage with graduate schools for MPH, NP, PA, MD, DO, PhD, CSW etc.		On-going
Expand relationships developed in 2018	Time	Board of Directors	Partnerships with other Associations concerned with Rural Health		On-going
Quarterly video meetings with RHN Directors	https://nosorh.org/sorh-showcase/areas-of-expertise/policy-development/name/new-york-office-of-rural-health/	Karen Madden, SORH	RHN Directors feeling connected and learning best practices		On-going

Identify additional organizations and people with an interest in Rural Health	Time	Membership Committee	Send quarterly newsletter to identified local prospects		On-going
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Strategic Priority # 4: Capacity Building

Focus Areas for 2018

Action Steps	Resources Required	Lead	Measure Of Success	Comments	Timeline
Implement new Executive Administration	Candidates	Executive Committee	A new Provider of Administrative services is engaged	Letters of Interest have already been reviewed Full proposals are forthcoming	Proposals: Fall, 2017 Implementation: Winter 2018
Seek grant funding to support Capacity Building	Opportunities	Executive Committee	Funding secured	NYS Health Foundation Special Projects Fund is one possibility	Spring 2018

Focus Areas for 2019-2020

Action Steps	Resources Required	Lead	Measure Of Success	Comments	Timeline
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NYSARH STRATEGIC PLAN

Develop funding proposals to submit to identified funders for capital to invest in: --infrastructure --communications, branding and marketing -planning	Opportunities	Executive Committee & Finance Committee	Focus on Statewide Services Funding from entities other than NRHA	NYSARH will not provide Direct Services in competition with our members	2019-2020
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Strategic Priority # 5: Finances

Focus Areas for 2018

Action Steps	Resources Required	Lead	Measure Of Success	Comments	Timeline
Identify and cultivate Key Partners	Time	Board of Directors	Engage Partners with NYSARH Initiatives & Goals	May or may not be members; goal is to build visibility	Throughout 2018
Enhance Corporate Sponsorships	Outreach	Board of Directors	# of sponsors \$ of sponsors		Begin in 2018 and keep building 2019 & 2020

Focus Areas for 2019-2020

Action Steps	Resources Required	Lead	Measure Of Success	Comments	Timeline
Explore opportunities for earned income		Executive Committee	Additional income		2019 - 2020

Strategic Priority # 6: Communication

Focus Areas for 2018

Action Steps	Resources Required	Lead	Measure Of Success	Comments	Timeline
Communications plan for engagement with members	Access a communications & marketing professional for pro bono assistance	Membership Committee	Plan developed with clear action steps		Spring 2018
Identify and retain an active Editorial Board to produce quarterly newsletter	Volunteer time & effort to contribute and curate newsletter content Staff Admin time to format & distribute	Executive Director	Creation & distribution of newsletters		March, June, September & December 2018

Focus Areas for 2019-2020

Action Steps	Resources Required	Lead	Measure Of Success	Comments	Timeline
Develop a Rapid Response Team (RRT) for urgent issues at state level		Executive Director	Team developed with process for alerts/action memos		Pilot in 2019; if successful, continue
Maintain Newsletter Editorial Board to produce Quarterly Newsletter	Volunteer time & effort to contribute and curate newsletter content Staff Admin time to format & distribute	Executive Director	Produce newsletters with perceived high value on a quarterly schedule		On-going
Monitor & evaluate digital communication		Executive Director	Count 'hits' Count other variables TBD		On-going
Make Webinar educational opportunities for NYSARH members	Partner with content providers	Executive Director	Members utilize webinars		On-going

Strategic Priority # 7: Foster System Transformation to Social Determinants of Health (SDH)

Focus Areas for 2018

Action Steps	Resources Required	Lead	Measure Of Success	Comments	Timeline
Annual Conference Theme based on Social Determinants of Health	Attract presenters from other-than-healthcare such as housing, law, education & environment.	Conference Committee	Learn how communities can work together to extend the length of life and improve the quality of life of Rural residents.		Topics selected by April 2018 Presenters selected by May 2018
Tobacco 21	http://tobacco21.org/state/new-york/	Policy Committee	# of municipalities that adopt T-21 NYS T-21 law		On-going until success

Focus Areas for 2019-2020

Action Steps	Resources Required	Lead	Measure Of Success	Comments	Timeline
Convener/broker on population health and Prevention Agenda	SASStoredProcess/guest?_program=/EBI/PHIG/apps/dashboard/pa_dashboard&p=sh	PHIP	Better health outcomes in rural communities		On-going
Providing rural hospitals context for community based systems of care	https://www.health.ny.gov/health_care/medicaid/redesign/dsrip/	DSRIP PPSs	Better health outcomes in rural communities	Rural hospitals are being merged into regional "systems"	On-going