



NYSARH Strategic Plan Update: January 2020

Section 2: Strategic Goals Document Version 6

Strategic Priority #1: Advocacy

Focus Areas for 2018

Action Steps	Resources Required	Lead	Measure Of Success	Comments	Timeline	Status
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	Member participation was good	February 2018	Completed
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	There was good Board member participation [and they had fun together!]	February 2018	Completed

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	Did not do Do we want to include this in 2020 conference?
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	Participation was limited to only a few people; this concept did not gain traction

Focus Areas for 2019-2020

Action Steps	Resources Required	Lead	Measure Of Success	Comments	Timeline	Status
Initiate process for policy development	NRHA Policy Site: https://www.ruralhealthweb.org/advocate/policy-documents	Policy Committee	Three Policy Position Statements	Utilize existing NRHA policy papers as template	2019 & 2020	Testimony provided for: <ul style="list-style-type: none"> • NYS Budget • Assembly Hearing on Rural Health • Rural Broadband • DSRIP 2.0
Develop Legislative/Regulatory Agenda for Board approval		Policy Committee	Document appropriate for sharing with other Associations	This will need to be updated regularly – not a one-time project	2019 & 2020	The Policy Committee is engaged in this process, but not to the extent of writing Policy Briefs like NRHA

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	There was good Board participation plus Jackie & Sara	February 2019	completed https://nysarh.org/blog/2019/02/19/nysarh-in-action-nrhas-rural-health-policy-institute-in-washington/
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	Board member participation was minimal; a few PHIP contract agencies made us look okay, but NYSARH representation was disappointing	2019	completed https://nysarh.org/blog/2019/02/19/nysarh-in-action-rural-health-advocacy-in-albany/
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	This did not happen widely in 2019. Do we want to try again in 2020?

Strategic Priority # 2: Membership

Focus Areas for 2018

Action Steps	Resources Required	Lead	Measure Of Success	Comments	Timeline	Status
Develop and implement an outreach and recruitment strategy	Committee leadership Membership participation	Membership Committee	# of renewing member 2018: 24 # of new members 2019: 36	Jack Salo provided stellar leadership on this issue	Plan: Fall 2017 Results: Spring 2018	Total Members 2018: 92 Total Members 2019: 128 Membership has grown based on targeted outreach and website member enrollment
Evaluate dues structure & pricing	Current classifications & revenue Examples from other State RH Associations	Membership Committee & Finance Committee	Stable revenue More appealing to member prospects	The Committee took a deliberative approach and presented a thorough proposal to the membership for Fall 2019	Spring 2018	Accomplished. The new Dues Structure was approved in September 2019 and implemented October 1, 2019.
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	Did not do Do we want to include this in 2020 conference?

Focus Areas for 2019-2020

Action Steps	Resources Required	Lead	Measure Of Success	Comments	Timeline	Status
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.	Some of this work has been done; there is always room to do more	2019	Committee selected 'One and Done' approach for 2019/20 Campaign
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	NRHA no longer offers 'Affiliate' memberships
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	A few SDOH providers have joined

Strategic Priority # 3: Networking

Focus Areas for 2018

Action Steps	Resources Required	Lead	Measure Of Success	Comments	Timeline	Status
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	There was a question re: attendance at the Networking Reception but the survey did not ask if meaningful connections were made
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. Add Heart Association, Cancer Society and Lung Association.	Throughout 2018	Sara met in person with several 'partner' representatives and connected via email with others. NYSARH participated in a Public Health protest Press Conference at the Capital
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	The S ² AY Contract offer was withdrawn by DOH. Subsequently another NYSARH member, HCA, was awarded the contract.	Delayed: Implemented November 2018; extension granted to March 2019.	Sara engaged with this project a little with S ² AY and much more with HCA in 2019. This is a revenue source [\$500-\$1000] for NYSARH.

Focus Areas for 2019-2020

Action Steps	Resources Required	Lead	Measure Of Success	Comments	Timeline	Status
Intentional incorporation of networking into the Annual Conference experience	Conference planning	Conference Committee	Meaningful connections made among attendees	<p>Add this to conference evaluation so that we can measure</p> <p>There may be some confusion re: the Networking Reception and the Poster Session; these were actually the same event</p>	2019 and 2020 conferences	<p>The Wednesday dinner at Niagara Falls received good reviews as an opportunity for Networking</p> <p>Repeat at 2020 Conference on Oswego River?</p> <p>Evaluation did ask the question in 2019.</p> <p>Very valuable 24% Somewhat valuable 35% Not valuable 0% Did not Attend 41%</p>
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	<p>This was not completed.</p> <p>Is this still a Goal?</p>
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	<p>This was not completed.</p> <p>Is this still a Goal?</p>
Develop Relationships with Higher Education	Time	Board of Directors	Engage with graduate schools for MPH, NP, PA, MD, DO, PhD, CSW etc.		On-going	<p>This was not completed.</p> <p>Is this still a Goal?</p>

NYSARH STRATEGIC PLAN

Expand relationships developed in 2018	Time	Board of Directors	Partnerships with other Associations concerned with Rural Health		On-going	This was not completed. Is this still a Goal?
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	This did not happen. Is this something NYSARH should take responsibility to organize?
Identify additional organizations and people with an interest in Rural Health	Time	Membership Committee	Send quarterly newsletter to identified local prospects		On-going	The Quarterly Newsletter email is sent to +/- 1000 addresses and is opened by more than half of them

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Strategic Priority # 4: Capacity Building

Focus Areas for 2018

Action Steps	Resources Required	Lead	Measure Of Success	Comments	Timeline	Status
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	Administrative agreement with Seven Valleys Health Coalition
Seek grant funding to support Capacity Building	Opportunities	Executive Committee	Funding secured	NYS Health Foundation Special Projects Fund is one possibility	2018	Proposal was submitted to NYSHF Spring and Fall but was not selected for funding; We coordinated with Rockefeller Institute on the second application.



Focus Areas for 2019-2020

Action Steps	Resources Required	Lead	Measure Of Success	Comments	Timeline	Status
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	The Senate Appropriation will provide new revenue for NYSARH to invest in organizational infrastructure & marketing
NEW: Implement Senate Appropriation for Rural Health Access & Rural Health Networks	Staff time [additional staff required]	Executive & Finance Committees	Fulfillment of contract requirements with DOH	These contracts were unexpected and required Board attention on short timeframes	2019-2020	Would NYSARH like this to be an annual responsibility or not?



Strategic Priority # 5: Finances

Focus Areas for 2018

Action Steps	Resources Required	Lead	Measure Of Success	Comments	Timeline	Status
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	Published in Assoc of Counties magazine. Formed ad hoc Communication Committee to advise re: marketing strategy.
Enhance Corporate Sponsorships	Outreach	Board of Directors	# / \$ of sponsors # / \$ of sponsors		Begin in 2018 and keep building 2019 & 2020	2018: 40 / \$42,950.00 2019: 40 / \$45,975.00

Focus Areas for 2019-2020

Action Steps	Resources Required	Lead	Measure Of Success	Comments	Timeline	Status
Explore opportunities for earned income		Executive Committee	Additional income		2019 - 2020	Currently, the Senate Appropriation is serving this role

Strategic Priority # 6: Communication

Focus Areas for 2018

Action Steps	Resources Required	Lead	Measure Of Success	Comments	Timeline	Status
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	Formed ad hoc Communication Committee to advise re: marketing strategy Summer 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	The 'editorial board' never really happened.	March, June, September & December 2018	Is this a Goal?

Focus Areas for 2019-2020

Action Steps	Resources Required	Lead	Measure Of Success	Comments	Timeline	Status
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	This was not done. Is this a Goal?

NYSARH STRATEGIC PLAN

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	Membership Committee is serving in this role.																														
Monitor & evaluate digital communication		Executive Director	Count 'hits' Count other variables TBD	Use Campaign Monitor	On-going	Subscribers begin at 750 <table border="1"> <thead> <tr> <th></th> <th>Opens</th> <th>Clicks</th> </tr> </thead> <tbody> <tr> <td>2018: Winter</td> <td>54%</td> <td>11%</td> </tr> <tr> <td>Spring</td> <td>45%</td> <td>13%</td> </tr> <tr> <td>Summer</td> <td>48%</td> <td>11%</td> </tr> <tr> <td>Fall</td> <td>44%</td> <td>18%</td> </tr> <tr> <td>2019: Winter</td> <td>44%</td> <td>13%</td> </tr> <tr> <td>Spring</td> <td>37%</td> <td>16%</td> </tr> <tr> <td colspan="3"><i>Newsletter format changed</i></td> </tr> <tr> <td>Summer</td> <td>37%</td> <td>36%</td> </tr> <tr> <td>Fall</td> <td>27%</td> <td>35%</td> </tr> </tbody> </table> Subscribers end at 1000		Opens	Clicks	2018: Winter	54%	11%	Spring	45%	13%	Summer	48%	11%	Fall	44%	18%	2019: Winter	44%	13%	Spring	37%	16%	<i>Newsletter format changed</i>			Summer	37%	36%	Fall	27%	35%
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Make Webinar educational opportunities for NYSARH members	Partner with content providers	Executive Director	Members utilize webinars		On-going	Webinars began Fall 2019																														
NEW: Implement 'Branding & Marketing' campaign	Engage a professional	Executive Committee	Tabling & marketing materials; nice social media graphics	NYSARH can request up to \$5,000 in March for supplemental TA funds from NRHA	2020	Is this a Goal?																														

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	Status
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.	https://nysarh.org/wp-content/uploads/2018/10/NYSARH-Program-FINAL.pdf	Topics selected by April 2018 Presenters selected by May 2018	completed
Tobacco 21	http://tobacco21.org/state/new-york/	Policy Committee	# of municipalities that adopt T-21 NYS T-21 law		On-going until success	NY law for T-21 in January 2019 Federal law signed December 2019

Focus Areas for 2019-2020

Action Steps	Resources Required	Lead	Measure Of Success	Comments	Timeline	Status
New: Flavored Tobacco & Vaping	https://flavorshookkid.sny.org/	Policy Committee	# of municipalities that adopt flavored tobacco & vaping		On-going until success	NYSARH is a Partner Work with Partner organizations
Providing rural hospitals context for community-based systems of care	https://www.health.ny.gov/health_care/medicaid/redesign/dsrp/	DSRIP PPSs	Better health outcomes in rural communities	Rural hospitals are being merged into regional "systems"	On-going	New: Opportunity to engage more hospitals with NYSARH through the Senate Appropriation

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