

New York State Association for Rural Health

Strategic Plan

2021-2023

 *Summary*

 NYSARH plans to maintain continuity of current operations with strategic emphasis on collaboration with other associations and organizations. The focus areas of this

 Strategic Plan are advocacy, capacity building, education and membership.

 *Steering Committee Consultants*

 Allison Coates Helen Stepowany

 Helen Evans HPR Consulting

 Claire Parde Sara Wall Bollinger

 Jack Salo SWB Consulting Services

 Mary Zelazny

*Board of Directors*

Ann Morse Abdella

Ann Battaglia

Barry Brogan

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Charlotte Crawford

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Michael Pease

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Victoria Reid

Carrie Roseamelia

Jack Salo

Mary Zelazny

 *Process*

 NYSARH’s current Strategic Plan expired at the end of

 2020. The Board of Directors began planning for

 this Strategic Plan in June. The Steering Committee

 held five facilitated meetings and conducted a

 stakeholder survey during June and July. They

 identified potential goals which were shared

 with the full Board of Directors at a Retreat in August.

 The Board refined these goals and referred them to

 Committees for action plans. The Steering,

 Membership, Education and Policy Committees

 developed the remaining sections of the plan during

 the fall. The final plan was adopted by the Board of

 Directors on \_\_\_\_\_\_\_\_\_\_\_\_\_\_ 2021.

 *Focus Areas*

 Advocacy

 NYSARH will continue to prioritize advocacy with New York State through direct contact with legislators, letters and testimony. NYSARH members will participate in activities sponsored by the National Rural Health Association such as the Policy Institute. The plan includes NYSARH applying for a Fellow from the Upstate Institute to help with policy research.

 Capacity Building

 During the planning process it became clear that NYSARH’s business model does not generate the

 desired level of revenue. NYSARH will seek philanthropic support and an AmeriCorps Member to

 enhance available resources. In the future NYSARH plans to apply for federal grants in conjunction

 with member organizations.

 Education

 Perhaps the greatest change included in this plan is to move away from producing the annual Rural Health Conference. NYSARH will join the Public Health Partnership conference instead. NYSARH will continue the current webinar series and add additional educational opportunities as resources permit. NYSARH will celebrate National Rural Health Day each November with presentation of the annual Rural Health Awards.

 Membership

 NYSARH will initially focus on member management and communication. This plan articulates a goal for NYSARH to enhance diversity, equity and inclusion. In the future NYSARH will focus more on networking and recruitment.

 Collaboration

 An overarching theme for this Strategic Plan is a focus on enhancing collaboration and

 partnerships with other statewide and regional associations with overlapping missions.

* Other State Associations [CHCANYS, NYSPHA, NYSACHO, HANYS, Leading Age etc.]
* Broader Scope [New England RHA, national organizations, veterans]
* Other Constituencies [EMS, Public Safety, Food, Housing, Transportation, Economic Development, Education, American Federation of Teachers, NYSED, Association of Counties, USDA, Farm Net, Cornell, Environmental, Independent Living Centers, Long Term Care, NYSHFA-NYSCAL]

**Advocacy Focus Areas for 2021**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| action step | details | responsible | measurement | timeframe | outcome | impact |
| Albany Advocacy | Annual Budget Outreach to LegislatorsZoom visits this year | * Policy Committee Legislative
* Commission on Rural Resources
* Coordination with other Associations
 | * # of NYS legislators met with
* Positive legislative actions taken
* Funding in budget for Rural Health
* Scorecard on the issues we have identified
 | Fall-Winter | * Inform NYSARH members thru Brief from Partner Associations
* Inform Key legislators thru visits with NYSARH members
 | * Coordinated Priorities with aligned organizations
* Consistent messaging to Legislators from Rural Health advocates
* Improved rural health outcomes
 |
| Policy Institute | NRHA eventZoom visits this year | Policy Committee | * # of NYS legislators met with
* Positive legislative actions taken
* Funding in budget for Rural Health
 | Winter 2021 | Inform Key legislators and staff members thru visits with NYSARH members  | * Coordinated Priorities with aligned organizations
* Consistent messaging to Legislators from Rural Health advocates
 |
| Letters | Sign-On with aligned organizations | Policy Committee with Partner Associations | # of times NYSARH is included in a sign on campaign | Year-Round | Alignment with Partner Associations | Increase chances of preferred legislation & regulations |
| Testimony | * NYS Budget
* Other Opportunities
 | Policy Committee with Partner Associations | # of times NYSARH submits Testimony | Year-Round | Alignment with Member Priorities | Increase chances of preferred legislation & regulations |
| Rural Health Council | Coordinate with Commission on Rural Resources | Policy Committee with Partner Associations | * # legislators nominated
* Governor to appoint
 | 2021 | Understand issues | Rural Representation |
| Enhance Alliances | Solidify relationships with current partners | Policy Committee & Sara | Identify areas of shared policy priorities | 2021 | Align messaging | Increase chances of preferred legislation & regulations |
| Apply for Intern | Upstate Institute of Colgate University | Barry & Sara | Application submitted in compliance with requirements | Winter 2021 | Deep dive into a Rural Health research topic[Summer 2021] | * White Paper
* Publicity re: findings
 |

**Advocacy Focus Areas for 2022-2023**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| action step | details | responsible | measurement | timeframe | outcome | impact |
| Expand Alliances | Choose one new association each year to develop relationship | Policy Committee & Sara | * Identify areas of shared policy priorities
 | 2022 & 2023 | * Align messaging
 | * Increase chances of preferred legislation & regulations
 |
| Albany Advocacy | Annual Budget Outreach to Legislators | Policy Committee with support from the Legislative Commission on Rural Resources | * # of NYS legislators met with
* Positive legislative actions taken
* Funding in budget for Rural Health
 | Fall-Winter | * Inform NYSARH members thru Brief from Partner Associations
* Inform Key legislators thru visits with NYSARH members
 | * Coordinated Priorities with aligned organizations
* Consistent messaging to Legislators from Rural Health advocates
 |
| Policy Institute | NRHA event | Policy Committee | * # of NYS legislators met with
* Positive legislative actions taken
* Funding in budget for Rural Health
 | Winter 2022 | * Inform Key legislators and staff members thru visits with NYSARH members
 | * Coordinated Priorities with aligned organizations
* Consistent messaging to Legislators from Rural Health advocates
 |
| Letters | Sign-On  | Policy Committee with Partner Associations | * # of times NYSARH is included in a sign on campaign
 | Year-Round | * Alignment with Partner Associations
 | * Increase chances of preferred legislation & regulations
 |
| Testimony | * NYS Budget
* Other Opportunities
 | Policy Committee with Partner Associations | * # of times NYSARH submits Testimony
 | Year-Round | * Alignment with Member Priorities
 | * Increase chances of preferred legislation & regulations
 |
| Apply for Intern | Upstate Institute of Colgate University | Barry & Sara | * Application submitted in compliance with requirements
 | Winter 2022 | Deep dive into a Rural Health research topic* [Summer 2022]
 | * White Paper
* Publicity re: findings
 |

**Capacity Building Focus Areas for 2021**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| action step | details | responsible | measurement | timeframe | outcome | impact |
| Secure funding | Craft a ‘value proposition’ to present to foundations | Steering Committee | * Foundation interest
* Resources secured
 | Fall-Winter | Resources to build capacity | Increase organizational visibility & impact  |
| Fund Development Strategy | Analyze past, current & potential revenue sources | Executive Committee, Ashleigh & Sara | SWOT analysis for funding | Winter-Spring | Fund Development plan | Roadmap for going forward |
| Apply for AmeriCorps Member | VISTA Member slot available from RHNSCNY | Ashleigh & Sara | * Application submitted in compliance with requirements
* NYSARH selected for Member
 | Fall - Winter | Full-time person to work on communication, fund development & membership  | Enhanced member engagement |
| Apply for Fellow | Upstate Institute of Colgate University | Barry & Sara | * Application submitted in compliance with requirements
* NYSARH selected by Fellow
 | Winter 2021 | Deep dive into a Rural Health research topic[Summer 2021] | * White Paper
* Publicity re: findings
 |

**Capacity Building Focus Areas for 2022-2023**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| action step | details | responsible | measurement | timeframe | outcome | impact |
| Build Relationships with Universities | Connect with Rural Health programs: R-Med, MPH, Rural Institute | TBD | * Interns
* Student Members
* Research
 | Winter - Spring 2022 for Intern Fall 2022 & 2023 | * Regularly place Interns
* Build student membership
* Enhance research
 | Increase organizational visibility & impact |
| HRSA Rural funding in partnership with othershhs-rural-action-plan.pdf | Seek a role for NYSARH with others to participate in federal grants | TBD | TBD | TBD | TBD | Increase organizational visibility & impact |
| Fund Development Strategy | Fund Development plan | Executive Committee, Ashleigh & Sara | * Proposals submitted
* Funds secured
 | Fall 2021-Winter 2022 | Stronger financial capacity | Increase organizational visibility & impact |
| Apply for AmeriCorps Member | If a VISTA Member slot is available from RHNSCNY | Ashleigh & Sara | * Application submitted in compliance with requirements
* NYSARH selected for Member
 | Fall 2021- Winter 2022 | Full-time person to work on communication, fund development & membership  | Enhanced member engagement |
| Apply for Fellow | Upstate Institute of Colgate University | Molly & Sara | * Application submitted in compliance with requirements
* NYSARH selected by Fellow
 | Winter 2022 | Deep dive into a Rural Health research topic* [Summer 2022]
 | * White Paper
* Publicity re: findings
 |

**Education Focus Areas for 2021**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| action step | details | responsible | measurement | timeframe | outcome | impact |
| Enhance Webinar Series | * Marketing
* Collaboration
* CEU/CMEs
 | Webinar Sub- Committee; joint with NERHA | * Attendance
* Feedback
 | Fall-Winter | Engage regular participants | Enhance awareness of NYSARH  |
| NYSARH part of 2021 Public Health Partnership conference  | * Planning
* Marketing
* Sponsorships
* CEU/CMEs
* Posters
* Exhibitors
 | Partnership Sub- Committee | * Registrations
* Feedback
* Revenue
* Student participation
 | Fall-Winter | Positive learning experience | Give members an experience they value |
| National Keynote Speaker at the Annual Meeting | * Planning
* Marketing
* Sponsorships
 | Annual Meeting Sub-Committee | * Attendance
* Press Coverage
 | Spring-Summer | Positive learning experience | Give members an experience they value |
| National Rural Health Day | * Planning
* Marketing
* Sponsorships
 | Awards Sub-Committee | * Attendance
* Press Coverage
 | Summer – Fall | Recognize best practices | Enhance awareness of NYSARH |
|  |  |  |  |  |  |  |

**Education Focus Areas for 2022-2023**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| action step | details | responsible | measurement | timeframe | outcome | impact |
| Learning Community | Message board/ blog/ Facebook group/Slack/ communication toolClustered by areas of interest:* Chronic disease management
* Food security
* Transportation
* Farm workers
 | Education Committee | TBD | TBD | TBD | TBD |
| Curated content on website | Research on Rural; best practices; etc. | Education Committee | TBD | TBD | TBD | TBD |
|  |  |  |  |  |  |  |

**Membership Focus Areas for 2021**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| action step | details | responsible | measurement | timeframe | outcome | impact |
| Management | Align information systems to provide accurate membership info in real-time  | HWNY | Consistency | Winter 2021 | Accurate information | Greater confidence in NYSARH |
| Member Directory | Populate the Member Directory in the Member Portal [after password] | HWNY | Complete &Maintain | Winter  | Allow member-to- member communication | Easier networking among members |
|  Communication | Articulate Value Proposition | Communication Sub-Committee | Board Approval | Winter | Strategic direction for Membership Committee | Clear messages to Members |
|  | Increase member engagement with communication channels* Newsletter
* Facebook
* Website

Others? | Communication Sub-Committee | Analytics | Spring-Summer | Information received and understood by members | Greater engagement |
|  | Apply for AmeriCorps Member VISTA Member slot available from RHNSCNY | Ashleigh & Sara | * Application submitted in compliance with requirements

NYSARH selected for Member | Fall - Winter | Full-time person to work on communication, fund development & membership  | Enhanced member engagement |
| Networking | Interest groups* Regional

Topical | Membership Committee | Enrollment | Spring-Summer2021 | * Members self-assemble into Interest Groups
* Interest Group members use Slack channels
 | Greater sense of belonging among members |
|  | Identify Member special interests | Interest group members | Interests shared with MembershipCommittee | Summer - Fall2021 | Some Topical areas gain traction among members | NYSARH prioritizes these issues for future work |
| Increase Diversity | Set a goal to increase diversity within NYSARH | Board of Directors | Set DEI goals | Winter 2021 | Form Diversity Equity & Inclusion Sub-Committee | Greater confidence in NYSARH |
|  | Identify minority/ underrepresented populations in rural NYS  | DEI Committee | US Census | Summer 2021 | Target populations, locations & potential partner organizations | Actionable plans |

**Focus Areas for 2022-2023**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| action step | details | responsible | measurement | timeframe | outcome | impact |
| Management | Maintain Member Database | HWNY | Consistency | On-going | Accurate information | Will facilitate networking & collaboration |
|  Communication | Apply for AmeriCorps Member VISTA Member slot available from RHNSCNY | Molly & Sara | * Application submitted in compliance with requirements
1. NYSARH selected for Member
 | Fall - Winter | Full-time person to work on communication, fund development & membership  | Enhanced member engagement |
| Networking | Interviews/Webinars with Key Decision Makers related to the Topic areas identified | Logistics: HWNY | 1. Agreement of Key Decision Makers to participate
2. # of participants at the sessions
 | Spring - Summer2022 | NYSARH provides members-only access to Key Decision Makers | Members get answers to their questions/advance/inside information |
| 4. Diversity | 4.3 Outreach to minority/ underrepresented communities | DEI Sub-Committee | * More diversity of NYSARH members
* More diversity of NYSARH board members
 | 2023 | NYSARH more representative of ALL rural voices | More effective advocacy |
| Recruitment | Target ‘lapsed’ and ‘missing’ organizations  | Membership Committee | # of returned/ new members | Fall 2021-Winter 2022 | Engage organizations similar to existing members | Build NYSARHmembership |
|  | Develop & implement a Membership recruitment campaign | Membership Committee | # of new members | Fall 2022-Winter 2023 | Engage organizations/ individuals & students that expand the membership | Diversify NYSARH membership |