



## New York State Association for Rural Health

### **Updated Strategic Plan**

2021-2025

#### *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*

Alison Coates

Helen Evans

Claire Parde

Michael Pease

Jack Salo

Mary Zelazny

#### *Consultants*

Helen Stepowany

*HPR Consulting*

Sara Wall Bollinger

*SWB Consulting Services*

Jeff Grimshaw

*Jeffrey Grimshaw Consulting LLC*

#### *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 performed a self-assessment and 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 January 25, 2021.

In 2022, NYSARH successfully applied for a Sustainability grant to create a Business Plan for the Association and

With sustainability funding from the National Rural Health Association in 2022, a Strategic Development Committee was formed to work with a consultant to develop a Business Plan for NYSARH. The Board of Directors decided to extend this Strategic Plan for two more years, to align with the goals developed for the Business Plan. NYSARH also received a Diversity, Equity and Inclusion mapping grant from NRHA. These two projects culminated in 2023, providing some of the input for this Strategic Plan Update. A draft Update was developed which was adopted by the Membership, Education and Policy Committees and the new Development Committee.

**This Update was adopted by the Board of Directors April 22, 2024.**

<i>Board of Directors 2020-2024</i>	
Ann Morse Abdella	Tammy Austin-Ketch
Tina Barber	Ann Battaglia
Lisa Berard	Barry Brogan
Alison Coates	Charlotte Crawford
Anthony D’Agostino	Scott Emery
Helen Evans	Evelyn Garzetta
Lennart Johns	Richard Kazel
Nancy McGraw	Bryan O’Donovan
Gertrude O’Sullivan	Karin Pantel
Claire Parde	Michael Pease
Paul Pettit	Mandy Qualls
Victoria Reid	Carrie Roseamelia
Jack Salo	Janice Shirley
Shari Weiss	Elizabeth Weir
Melissa Wendland	Douglas Wildermuth
Mary Zelazny	

*History*

NYSARH is more than 20 years old. It was decided to write a brief History to document the early growth of the Association. This is provided as an addendum to the Strategic Plan.

*Strategic Challenges and Priorities*

The goal of the strategic planning process is to increase NYSARH’s momentum toward being a strong and vibrant association. The Steering Committee found that the strategic plan developed in 2017 had moved the organization in the right direction and this plan is intended to continue this trajectory.

NYSARH used the Nonprofit Lifecycles™ self-assessment tool. It revealed that organizational capacity is limited by financial resources and that volunteer Board members provide more operational support that is ideal. For example, the Board President serves as *de facto* CEO and the Conference Co-Chairs essentially take on a part-time job for six months each year.

A theme of collaboration with other statewide associations emerged early in the process. Collaboration was described as a ‘means to the mission.’ Working with partner organizations will offset some of NYSARH’s limited resources. These partner organizations are ‘stakeholders’ but not members.

A Stakeholder & Member Survey was distributed in June and results were discussed in July. A strategic priority for NYSARH is to provide routine communication with influential ‘stakeholders’ who are not members. It is also essential to communicate regularly with members.

NYSARH is a membership organization, but the Steering Committee struggled to define the ‘value proposition’ for new organizations, individuals and students to join. The Steering Committee decided to focus on a few benefits for members that NYSARH has the capacity to deliver effectively rather than a scattershot of great ideas with little follow-through. At the Board Retreat in August the two areas that were identified as priorities were Advocacy and Education.

Paradox:

- NYSARH needs to have valuable programs and services before it can grow membership
- NYSARH needs to grow membership in order to have the resources to provide valuable programs and services

Upstate Institute Fellow Yinuo (Helen) Lin '23 was placed with NYSARH summer 2022 to work on a Value Proposition project. She conducted 28 interview with Board members, NYSARH members and non-members and utilized the results of a Stakeholder survey conducted in July. She found that members value NYSARH for advocacy, networking and education.

Recommendations:

1. A better and more efficient way to communicate with and between members, and to recognize their needs.
2. Synchronous and asynchronous engagement during COVID.
3. A more specific direction for NYSARH’s future operation.
4. Initiate more collaborations with higher educational institutions and other rural associations.

NYSARH’s work is not the health of individuals, but rather the **systems that promote individual health**. These systems blend to form ecosystems, allowing synergies to happen. It is challenging work to bridge across systems and silos; it requires personal relationships and trust. NYSARH needs to identify our ‘best partners’ and then work at developing strong relationships.

## Long Term Focus Areas

### *Collaboration/Partnerships*

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
- Broader Scope
- Other Constituencies

### *Member Diversity/Networking/Collaboration:*

Make a 'bigger tent;' partner with other organizations/associations; broaden our appeal...

- Be explicit so people can 'find themselves'
- Create a more inclusive tagline and use it regularly
- Create an 'advisory board' of other Associations for coordinated action
- Be intentional re: Stakeholder engagement
- As we move to a more mature Lifecycle Stage, we need different skills/connections/ talents among our members

### *Policy/Advocacy*

Highly valued by Members...

- Coordinate with other groups to bring more 'clout' to Rural NY

### *Education/Innovation/Exchange*

Education is a core service of NYSARH. There are opportunities to modernize our offerings and be more engaging with Members and other Stakeholders.

- Omni-directional exchange
- Community of practice
- Use technology
- Collect best practices nationally
- Curate relevant research
- Technical Assistance

*Focus Areas*

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]

**Collaboration Focus Areas for 2021**

ACTION STEP	DETAILS	RESPONSIBLE	MEASUREMENT	TIMEFRAME	OUTCOME	IMPACT	STATUS
CHCANYS, NYSMHA, HANYS, NYSACHO, NYSPHA	Policy Committee and Policy Forum	Policy Committee	Policy engagement	On-going	1/26/2021 AM Angelo Santabarbara Hal McCabe, Commission RR Scott Janke, HANYS Jack Marzulli, Schmidt Futures Robert Martiniano, Workforce Sarah Ravenhall, NYSACHO	Educate NYSARH members re: NYS budget and policy issues	completed
New England Rural Health Association	Webinar Series	Education Committee	Attendance,	monthly	8-10 per year with NERHA	Planning Committee with NERHA members	completed
NYSACHO, NYSPHA	Public Health Partnership Conference	Education Committee		ongoing	2021 Conference was Virtual	Build relationships	completed
EMS	Colgate Institute	Policy Committee	Issue Brief	One time	“Who Will Answer Their Call?”	Shared Issue Brief with NYS Legislators	completed

**Collaboration Focus Areas for 2022-23**

ACTION STEP	DETAILS	RESPONSIBLE	MEASUREMENT	TIMEFRAME	OUTCOME	IMPACT	STATUS
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CHCANYS, NYSMHA, HANYS, NYSACHO, NYSPHA, AHEC	Policy Committee and Policy Forum	Policy Committee	Policy engagement	On-going	2022: Advocacy for AHEC funding was successful 2023: Special Policy Committee meeting	Educate NYSARH members re: NYS budget and policy issues	completed
New England Rural Health Association	Webinar Series	Education Committee	Attendance,	monthly	8-10 per year with NERHA	Added CHES credits – webinars are listed on national database	completed
NYSACHO, NYSPHA	Public Health Partnership Conference	Education Committee			2022 Conference was Hybrid at Niagara Falls 2023 Conference was at White Plains	Strengthened relationships beyond just Sara with the other Associations	completed
Rural Schools Assoc, Rural Housing Coalition, NY Farm Bureau, Economic Development Council	NEW! Rural Alliance	Policy Committee	Legislative attendance	One-time	Legislative Forum 2.2.22 [virtual]	Continued relationship with Rural Housing	completed

**Collaboration Focus Areas for 2024-25**

ACTION STEP	DETAILS	RESPONSIBLE	MEASUREMENT	TIMEFRAME	OUTCOME	IMPACT	STATUS
CHCANYS, NYSMHA, HANYS, NYSACHO, NYSPHA	Policy Committee and Policy Forum	Policy Committee	Policy engagement	On-going	1/17/2024 Karen Roach, HANYS Jane Ni, CHCANYS Glenn Leibman, NYSMHA Sarah Ravenhall, NYSACHO		
New England Rural Health Association	Webinar Series	Education Committee	Attendance,	monthly	8-10 per year with NERHA		
NYSACHO, NYSPHA	Public Health Partnership Conference	Education Committee			2024 conference is at Saratoga Springs 2025 conference is in Ithaca 2026 conference will be at Lake Placid		

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.

NYSARH has developed the Research & Policy Fellows Program to generate Research, Issue and Policy Briefs to better inform Advocacy strategies.

**Advocacy Focus Areas for 2021**

ACTION STEP	DETAILS	RESPONSIBLE	MEASUREMENT	TIMEFRAME	OUTCOME	IMPACT	STATUS
Albany Advocacy	Annual Budget Outreach to Legislators  Zoom visits this year	<ul style="list-style-type: none"> <li>• Policy Committee Legislative</li> <li>• Commission on Rural Resources</li> <li>• Coordination with other Associations</li> </ul>	<ul style="list-style-type: none"> <li>• # of NYS legislators met with</li> <li>• Positive legislative actions taken</li> <li>• Funding in budget for Rural Health</li> <li>• Scorecard on the issues we have identified</li> </ul>	Fall-Winter	<ul style="list-style-type: none"> <li>• Inform NYSARH members thru Brief from Partner Associations</li> <li>• Inform Key legislators thru visits with NYSARH members</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinated Priorities with aligned organizations</li> <li>• Consistent messaging to Legislators from Rural Health advocates</li> <li>• Improved rural health outcomes</li> </ul>	<ul style="list-style-type: none"> <li>• Briefing with Partner Organizations</li> <li>• 17 state legislators</li> <li>• Met with Iroquois re: Rural Health Council</li> </ul>
Policy Institute	NRHA event  Zoom visits this year	Policy Committee	<ul style="list-style-type: none"> <li>• # of NYS legislators met with</li> <li>• Positive legislative actions taken</li> <li>• Funding in budget for</li> </ul>	Winter 2021	Inform Key legislators and staff members thru visits with NYSARH members	<ul style="list-style-type: none"> <li>• Coordinated Priorities with aligned organizations</li> <li>• Consistent messaging to Legislators from Rural</li> </ul>	<ul style="list-style-type: none"> <li>• Completed</li> <li>• 10 federal legislators</li> </ul>

			Rural Health			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	National Rural Health Clinic advocacy
Testimony	<ul style="list-style-type: none"> <li>NYS Budget</li> <li>Other Opportunities</li> </ul>	Policy Committee with Partner Associations	# of times NYSARH submits Testimony	Year-Round	Alignment with Member Priorities	Increase chances of preferred legislation & regulations	NYS Budget
Rural Health Council	Coordinate with Commission on Rural Resources	Policy Committee with Partner Associations	<ul style="list-style-type: none"> <li># legislators nominated</li> <li>Governor to appoint</li> </ul>	2021-2025	Understand issues	Rural Representation	No Rural Health Council
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	Connected with NYSPHA & NYSACHO
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]	<ul style="list-style-type: none"> <li>White Paper</li> <li>Publicity re: findings</li> </ul>	Paper on Rural EMS was shared widely

### Advocacy Focus Areas for 2022-23

ACTION STEP	DETAILS	RESPONSIBLE	MEASUREMENT	TIMEFRAME	OUTCOME	IMPACT	STATUS
Albany Advocacy	Annual Budget Outreach to Legislators	<ul style="list-style-type: none"> <li>Policy Committee Legislative</li> </ul>	<ul style="list-style-type: none"> <li># of NYS legislators met with</li> <li>Positive legislative</li> </ul>	Fall-Winter	<ul style="list-style-type: none"> <li>Inform NYSARH members thru Brief from</li> </ul>	<ul style="list-style-type: none"> <li>Coordinated Priorities with aligned organizations</li> </ul>	<ul style="list-style-type: none"> <li>No increase for RHN RAH but not more cuts either</li> </ul>



	Zoom visits this year	<ul style="list-style-type: none"> <li>• Commission on Rural Resources</li> <li>• Coordination with other Associations</li> </ul>	<p>actions taken</p> <ul style="list-style-type: none"> <li>• Funding in budget for Rural Health</li> <li>• Scorecard on the issues we have identified</li> </ul>		<p>Partner Associations</p> <ul style="list-style-type: none"> <li>• Inform Key legislators thru visits with NYSARH members</li> </ul>	<ul style="list-style-type: none"> <li>• Consistent messaging to Legislators from Rural Health advocates</li> <li>• Improved rural health outcomes</li> </ul>	<ul style="list-style-type: none"> <li>• Legislative Appropriation unexpectedly renewed</li> <li>• Briefing 1/18/22</li> <li>• 2022: 17 state legislators</li> <li>• Article in Rural Resources newsletter</li> <li>• 2023: 7 state legislators</li> </ul>
Policy Institute	NRHA event	Policy Committee	<ul style="list-style-type: none"> <li>• # of NYS legislators met with</li> <li>• Positive legislative actions taken</li> <li>• Funding in budget for Rural Health</li> </ul>	Winter 2022-23	Inform Key legislators and staff members thru visits with NYSARH members	<ul style="list-style-type: none"> <li>• Coordinated Priorities with aligned organizations</li> <li>• Consistent messaging to Legislators from Rural Health advocates</li> </ul>	<ul style="list-style-type: none"> <li>• The Policy Institute transitioned to Virtual at the last minute 2022</li> <li>• NYSARH skipped the Policy Institute in 2023</li> <li>• NYSARH scheduled zoom meetings with a few Congressional staffers both years</li> </ul>
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	Rural Alliance

Testimony	<ul style="list-style-type: none"> <li>• NYS Budget</li> <li>• Other Opportunities</li> </ul>	Policy Committee with Partner Associations	# of times NYSARH submits Testimony	Year-Round	Alignment with Member Priorities	Increase chances of preferred legislation & regulations	NYS Budget
Rural Health Council	Coordinate with Commission on Rural Resources	Policy Committee with Partner Associations	<ul style="list-style-type: none"> <li>• # legislators nominated</li> <li>• Governor to appoint</li> </ul>	2022-23	Understand issues	Rural Representation	No Rural Health Council
Enhance Alliances	Solidify relationships with new partners	Policy Committee & Sara	Identify areas of shared policy priorities	2022-23	Align messaging	Increase chances of preferred legislation & regulations	Connected with Rural Housing Coalition, Rural Schools Association, Farm Bureau
Apply for Intern	Upstate Institute of Colgate University	Barry & Sara	Application submitted in compliance with requirements	Winter 2022-23	Deep dive into a Rural Health research topic [Summer 2022]	<ul style="list-style-type: none"> <li>• White Paper</li> <li>• Publicity re: findings</li> </ul>	2022 = value proposition 2023 = prevention agenda

### Advocacy Focus Areas for 2024-2025

ACTION STEP	DETAILS	RESPONSIBLE	MEASUREMENT	TIMEFRAME	OUTCOME	IMPACT	COMMENT
Expand Alliances	Choose one new association each year to develop relationship	Policy Committee & Sara	<ul style="list-style-type: none"> <li>Identify areas of shared policy priorities</li> <li>Suggested Alliances                             <ul style="list-style-type: none"> <li>Mental Health</li> <li>Family Practitioners</li> <li>LGBTQ</li> </ul> </li> </ul>	2024 & 2025	Align messaging	Increase chances of preferred legislation & regulations	
Albany Advocacy	<p>Annual Budget Outreach to Legislators</p> <p>Annual Outreach to the Governor's Health &amp; Budget Staff</p>	Policy Committee with support from the Legislative Commission on Rural Resources	<ul style="list-style-type: none"> <li># of meetings with Executive Staff</li> <li>Inclusion of Rural Health Goals in State of the State &amp; Executive Budget [January]</li> <li># of NYS legislators met with</li> <li>Positive legislative actions taken [February]</li> <li>Funding in budget for Rural Health [March]</li> </ul>	Fall-Winter	<ul style="list-style-type: none"> <li>Inform NYSARH members thru Brief from Partner Associations</li> <li>Inform Key legislators thru visits with NYSARH members</li> </ul>	<ul style="list-style-type: none"> <li>Coordinated Priorities with aligned organizations</li> <li>Consistent messaging to Legislators from Rural Health advocates</li> </ul>	
Policy Institute	NRHA event	Policy Committee	<ul style="list-style-type: none"> <li># of NYS legislators met with</li> <li>Positive legislative actions taken</li> <li>Funding in budget for Rural Health</li> <li>This is time consuming and expensive</li> <li>How can we focus NYSARH effectively on national issues?</li> </ul>	Winter 2024 -25	Inform Key legislators and staff members thru visits with NYSARH members	<ul style="list-style-type: none"> <li>Coordinated Priorities with aligned organizations</li> <li>Consistent messaging to Legislators from Rural Health advocates</li> </ul>	
Letters	Sign-On	Policy Committee with Partner Associations	<ul style="list-style-type: none"> <li>Formalize issue selection for sign-on letters</li> <li># of times NYSARH is included in a sign on campaign</li> </ul>	Year-Round	Alignment with Partner Associations	Increase chances of preferred legislation & regulations	

Rural Health Council	Follow Council agendas and presentations	Policy Committee with NYSARH members who are on the Council	<ul style="list-style-type: none"> <li>Initially, seating the full membership and getting access to who the Members are</li> <li>Year Two: follow the agenda topics</li> </ul>	2024-2025	Engagement with the Council	Influence on NYSDOH policies	
Testimony	<ul style="list-style-type: none"> <li>NYS Budget</li> <li>Other Opportunities</li> </ul>	Policy Committee with Partner Associations	<ul style="list-style-type: none"> <li># of times NYSARH submits Testimony</li> </ul>	Year-Round	Alignment with Member Priorities	Increase chances of preferred legislation & regulations	
Apply for Fellow	Upstate Institute of Colgate University	Sara	<ul style="list-style-type: none"> <li>Application submitted in compliance with requirements</li> </ul>	2024 & 2025	Deep dive into a Rural Health research topic	<ul style="list-style-type: none"> <li>Issue Paper</li> <li>Publicity re: findings</li> </ul>	
Engage Legislators in their Districts over the Summer	NYSARH will set up appointments with NYS Assembly Members and Senators with NYSARH members in their Districts	VISTA Member	<ul style="list-style-type: none"> <li># of appointments made</li> <li># of appointments kept</li> </ul>	2024 & 2025	Raise awareness of NYSARH priorities while legislators have more time	Increase chances of preferred legislation & regulations	

## 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.

### Capacity Building Focus Areas for 2021

ACTION STEP	DETAILS	RESPONSIBLE	MEASUREMENT	TIMEFRAME	OUTCOME	IMPACT	STATUS
Secure funding	Craft a 'value proposition' to present to foundations	Steering Committee	<ul style="list-style-type: none"> <li>Foundation interest</li> <li>Resources secured</li> </ul>	Fall-Winter	Resources to build capacity	Increase organizational visibility & impact	A proposal was developed and shared with the NYS Health Foundation, but they did not choose to fund NYSARH
Fund Development Strategy	Analyze past, current & potential revenue sources	Executive Committee	SWOT analysis for funding	Winter-Spring	Fund Development plan	Roadmap for going forward	HWNY experienced staffing issues which prevented their participation in this project; nothing new was developed at this time 2021: Funding received for DEI from NRHA
Apply for AmeriCorps Member	VISTA Member slot available from RHNSCNY	Sara	<ul style="list-style-type: none"> <li>Application submitted in compliance with requirements</li> <li>NYSARH selected for Member</li> </ul>	Fall - Winter	Full-time person to work on communication, fund development & membership	Enhanced member engagement	NYSARH was enrolled with the VISTA/AmeriCorps program spring 2021 and secured a VISTA Member effective August 2021
Apply for Fellow	Upstate Institute of Colgate University	Barry & Sara	<ul style="list-style-type: none"> <li>Application submitted in compliance with requirements</li> <li>NYSARH selected by Fellow</li> </ul>	Winter 2021	Deep dive into a Rural Health research topic [Summer 2021]	<ul style="list-style-type: none"> <li>White Paper</li> <li>Publicity re: findings</li> </ul>	NYSARH was enrolled with the Upstate Institute program spring 2021 and secured a Fellow effective June 2021 Emily Hazen selected NYSARH. She worked on the Rural EMS Crisis and produced Who Will Answer Their Call? which NYSARH shared widely with NYS legislators

### Capacity Building Focus Areas for 2022-2023

ACTION STEP	DETAILS	RESPONSIBLE	MEASUREMENT	TIMEFRAME	OUTCOME	IMPACT	STATUS
Build Relationships with Universities	Connect with Rural Health programs: R-Med, MPH, Rural Institute	Education & Membership Committees	<ul style="list-style-type: none"> <li>• Interns</li> <li>• Student Members</li> <li>• Research</li> </ul>	Winter - Spring 2022 for Intern Fall 2022 & 2023	<ul style="list-style-type: none"> <li>• Regularly place Interns</li> <li>• Build student membership</li> <li>• Enhance research</li> </ul>	Increase organizational visibility & impact	COVID has been a barrier to campus engagement. NYSARH has had some success with SUNY Binghamton. NYSARH secured a Spring 2023 Intern from SUNY Buffalo and attracted a non-credit intern from Upstate for Summer 2023.
HRSA Rural funding in partnership with others hhs-rural-action-plan.pdf	Seek a role for NYSARH with others to participate in federal grants	TBD	TBD	TBD	TBD	Increase organizational visibility & impact	NYSARH does not yet have the capacity to successfully implement a federal grant
Fund Development Strategy	Fund Development plan	Executive Committee	<ul style="list-style-type: none"> <li>• Proposals submitted</li> <li>• Funds secured</li> </ul>	Fall 2021- Winter 2022 and 2023	Stronger financial capacity	Increase organizational visibility & impact	2022 funding received from NRHA for Sustainability. NYSARH launched Business Plan project June 2022- August 2023 -Marketing component will be implemented in 2024
Apply for AmeriCorps Member	If a VISTA Member slot is available from RHNSCNY	Sara	<ul style="list-style-type: none"> <li>• Application submitted in compliance with requirements</li> <li>• NYSARH selected for Member</li> </ul>	Fall 2021- Winter 2022 and 2023	Full-time person to work on communication, fund development & membership	Enhanced member engagement	Ella James [VISTA] served August 2021-2022. Edad Mercier [AmeriCorps] served September 2021 – September 2022. There was a delay in securing another virtual VISTA member. Janiya Donson joined November 2022.
Apply for Fellow	Upstate Institute of Colgate University	Sara	<ul style="list-style-type: none"> <li>• Application submitted in compliance with requirements</li> <li>• NYSARH selected by Fellow</li> </ul>	Winter 2022 and 2023	Deep dive into a Rural Health research topic <ul style="list-style-type: none"> <li>• [Summer 2022]</li> </ul>	<ul style="list-style-type: none"> <li>• White Paper</li> <li>• Publicity re: findings</li> </ul>	Helen Liu selected NYSARH in 2022. Her project was about the NYSARH Value Proposition. Parna Shakira selected NYSARH for 2023. Her project is Rural Health Disparities related to the NYS Prevention Agenda.

### Capacity Building Focus Areas for 2024-2025

ACTION STEP	DETAILS	RESPONSIBLE	MEASUREMENT	TIMEFRAME	OUTCOME	IMPACT	STATUS
Build Relationships with Universities	Connect with Rural Health programs: R-Med, MPH, Rural Institute	TBD	<ul style="list-style-type: none"> <li>• Interns</li> <li>• Student Members</li> <li>• Research</li> </ul>	Spring 2024 Summer 2024 Fall 2024 Spring 2025 Summer 2025 Fall 2025	<ul style="list-style-type: none"> <li>• Regularly place Interns</li> <li>• Build student membership</li> <li>• Enhance research</li> </ul>	Increase organizational visibility & impact	
HRSA Rural funding in partnership with others <a href="#">hhs-rural-action-plan.pdf</a>	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	New Development Committee	<ul style="list-style-type: none"> <li>• Proposals submitted</li> <li>• Funds secured</li> </ul>	Fall 2024-Winter 2025	Stronger financial capacity	Increase organizational visibility & impact	
Apply for AmeriCorps Member	If a VISTA Member slot is available from RHNSCNY	Sara	<ul style="list-style-type: none"> <li>• Application submitted in compliance with requirements</li> <li>• NYSARH selected for Member</li> </ul>	Fall 2024-Winter 2025	Full-time person to work on communication, fund development & membership	Enhanced member engagement	
Apply for Fellow	Upstate Institute of Colgate University	Sara	<ul style="list-style-type: none"> <li>• Application submitted in compliance with requirements</li> <li>• NYSARH selected by Fellow</li> </ul>	Winter 2024	Deep dive into a Rural Health research topic <ul style="list-style-type: none"> <li>• [Summer 2022]</li> </ul>	<ul style="list-style-type: none"> <li>• Issue Brief</li> <li>• Publicity re: findings</li> </ul>	

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.

**Education Focus Areas for 2021**

ACTION STEP	DETAILS	RESPONSIBLE	MEASUREMENT	TIMEFRAME	OUTCOME	IMPACT	STATUS
Enhance Webinar Series	<ul style="list-style-type: none"> <li>▪ Marketing</li> <li>▪ Collaboration</li> <li>▪ CEU/CMEs</li> </ul>	Webinar Sub-Committee; joint with NERHA	<ul style="list-style-type: none"> <li>▪ Attendance</li> <li>▪ Feedback</li> </ul>	Fall-Winter	Engage regular participants	Enhance awareness of NYSARH	Total of 400 attendees during the 20-21 year
NYSARH part of 2021 Public Health Partnership conference	<ul style="list-style-type: none"> <li>▪ Planning</li> <li>▪ Marketing</li> <li>▪ Sponsorships</li> <li>▪ CHES</li> <li>▪ Posters</li> <li>▪ Exhibitors</li> </ul>	Partnership Sub-Committee	<ul style="list-style-type: none"> <li>▪ Registrations</li> <li>▪ Feedback</li> <li>▪ Revenue</li> <li>▪ Student participation</li> </ul>	Fall-Winter	Positive learning experience	Give members an experience they value	Virtual Conference using Whova app
National Keynote Speaker at the Annual Meeting	<ul style="list-style-type: none"> <li>▪ Planning</li> <li>▪ Marketing</li> <li>▪ Sponsorships</li> </ul>	Annual Meeting Sub-Committee	<ul style="list-style-type: none"> <li>▪ Attendance</li> <li>▪ Press Coverage</li> </ul>	Spring-Summer	Positive learning experience	Give members an experience they value	Dr. Donna Beegle
National Rural Health Day	<ul style="list-style-type: none"> <li>▪ Planning</li> <li>▪ Marketing</li> <li>▪ Sponsorships</li> </ul>	Awards Sub-Committee	<ul style="list-style-type: none"> <li>▪ Attendance</li> <li>▪ Press Coverage</li> </ul>	Summer – Fall	Recognize best practices	Enhance awareness of NYSARH	Kellogg, Salo, MCAT



**Education Focus Areas for 2022-2023**

ACTION STEP	DETAILS	RESPONSIBLE	MEASUREMENT	TIMEFRAME	OUTCOME	IMPACT	STATUS
Enhance Webinar Series	<ul style="list-style-type: none"> <li>▪ Marketing</li> <li>▪ Collaboration</li> <li>▪ CEU/CMEs/CHES</li> </ul>	Webinar Sub-Committee; joint with NERHA	<ul style="list-style-type: none"> <li>▪ Attendance</li> <li>▪ Feedback</li> </ul>	Fall-Winter	Engage regular participants	Enhance awareness of NYSARH	Total of # attendees during the 21-22 year # 22-23 year FCH will not fund the 2023-24 series
NYSARH part of Public Health Partnership conference	<ul style="list-style-type: none"> <li>▪ Planning</li> <li>▪ Marketing</li> <li>▪ Sponsorships</li> <li>▪ CHES</li> <li>▪ Posters</li> <li>▪ Exhibitors</li> </ul>	Partnership Sub-Committee	<ul style="list-style-type: none"> <li>▪ Registrations</li> <li>▪ Feedback</li> <li>▪ Revenue</li> <li>▪ Student participation</li> </ul>	Fall-Winter	Positive learning experience	Give members an experience they value	Hybrid Conference 2022 Niagara Falls 2023 White Plains
National Keynote Speaker at the Symposium Annual Meeting	<ul style="list-style-type: none"> <li>▪ Planning</li> <li>▪ Marketing</li> <li>▪ Sponsorships</li> </ul>	Symposium Sub-Committee	<ul style="list-style-type: none"> <li>▪ Attendance</li> <li>▪ Press Coverage</li> </ul>	Spring-Summer	Positive learning experience	Give members an experience they value	2022: Dr. Janice Probst 2023: Dwain Harris
National Rural Health Day	<ul style="list-style-type: none"> <li>▪ Planning</li> <li>▪ Marketing</li> <li>▪ Sponsorships</li> </ul>	Awards Sub-Committee	<ul style="list-style-type: none"> <li>▪ Attendance</li> <li>▪ Press Coverage</li> </ul>	Summer – Fall	Recognize best practices	Enhance awareness of NYSARH	2022: Johns, Karras, St. Lawrence HCRHC 2023: TBD

## Education Focus Areas for 2024-2025

ACTION STEP	DETAILS	RESPONSIBLE	MEASUREMENT	TIMEFRAME	OUTCOME	IMPACT	STATUS
Enhance Webinar Series	<ul style="list-style-type: none"> <li>▪ Marketing</li> <li>▪ Collaboration</li> <li>▪ CEU/CMEs/CHES</li> </ul>	Webinar Sub-Committee; joint with NERHA	<ul style="list-style-type: none"> <li>▪ Attendance</li> <li>▪ Feedback</li> </ul>	Fall-Winter	Engage regular participants	Enhance awareness of NYSARH	
NYSARH part of Public Health Partnership conference	<ul style="list-style-type: none"> <li>▪ Planning</li> <li>▪ Marketing</li> <li>▪ Sponsorships</li> <li>▪ CHES</li> <li>▪ Posters</li> <li>▪ Exhibitors</li> </ul>	Partnership Conference Sub-Committee	<ul style="list-style-type: none"> <li>▪ Registrations</li> <li>▪ Feedback</li> <li>▪ Revenue</li> <li>▪ Student participation</li> </ul>	Fall-Winter	Positive learning experience	Give members an experience they value	
National Keynote Speaker at the Rural Health Symposium & Annual Meeting	<ul style="list-style-type: none"> <li>▪ Planning</li> <li>▪ Marketing</li> <li>▪ Sponsorships</li> </ul>	Symposium Sub-Committee	<ul style="list-style-type: none"> <li>▪ Attendance</li> <li>▪ Press Coverage</li> </ul>	Spring-Summer	Positive learning experience	Give members an experience they value	
National Rural Health Day	<ul style="list-style-type: none"> <li>▪ Planning</li> <li>▪ Marketing</li> <li>▪ Sponsorships</li> </ul>	Awards Sub-Committee	<ul style="list-style-type: none"> <li>▪ Attendance</li> <li>▪ Press Coverage</li> </ul>	Summer – Fall	Recognize best practices	Enhance awareness of NYSARH	
Learning Community	<p>Message board/ blog/ Facebook group/Slack/ communication tool Clustered by areas of interest:</p> <ul style="list-style-type: none"> <li>▪ Chronic disease management</li> <li>▪ Food security</li> <li>▪ Transportation</li> <li>▪ Farm workers</li> </ul>	Education Committee	TBD	TBD	TBD	TBD	
Curated content on website	Research on Rural; best practices; etc.	Education Committee	TBD	TBD	TBD	TBD	