



Herkimer County

HealthNet

Strategic Plan

2011-2013

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**Strategic Plan
2011-2013**

Mission and Vision Statements.....Page 3

Strengths, Weaknesses, Opportunities, Threats – HCHN.....Page 4

Major Goals.....Pages 5-6

Goal Statements.....Page 7-9

Program Priorities 2011 – 2013.....Page 10

Completing the Process

1. Executive Committee Meeting

- a. Committee reviews Plan annually and makes adjustments;
- c. Committee determines “responsibility” and “target date” for completion;
- d. Changes are made and draft is distributed to entire Board.

2. Board of Directors Meeting

- a. Board makes final adjustments and approves the Plan;

3. Final Strategic Plan is created with approval dates attached

Our Mission

The Mission of the Herkimer County HealthNet is to improve the health and well-being of individuals who live, work, play, and learn in Herkimer County.

Our Vision

The Vision of the Herkimer County HealthNet is through collaboration, to regularly identify health and human service needs in Herkimer County and facilitate programming to address those needs.

Herkimer County HealthNet

Strengths, Weaknesses, Opportunities, Threats

Strengths

Program Development

Address Needs of County Appropriately

Networking

Positive Relationships, Community
Resource to Other Agencies

Relationship with County

Partnership & Collaboration, In-Kind
Support

Public Relations/Visibility

Increased Name Recognition

Finances

County Support when State Funding is
Delayed

Board Commitment

History, Strong Organizational Skills

Opportunities

Public Relations and Marketing

Recruit New Members

Funding/Fund Development

Continue to Seek Other Funding
Opportunities

Educate Politicians

Information Sharing with Rural Health Networks

To compare/see what others are doing

Technology

Consider utilizing Community Foundation
to fund equipment upgrades

Weaknesses

**Seek Out and Diversify Funding Sources,
including the United Way**

**Dependant on Dwindling State Grant
Funding**

Lack of Contingency Plans

Offices

Lack of Space Due to Increased Staffing
Needs

Staffing

Planned Executive Retirement and Learning
Curve

Threats

Resources

Funding and Staffing Cuts due to
Recession's Effect on NYS Grants

Fund Development

Working with NYS Government is
becoming challenging

Strategic Plan 2011-2013

Mission

The Mission of the Herkimer County HealthNet is to improve the health and well-being of individuals who live, work, play, and learn in Herkimer County.

Vision

Vision of the Herkimer County HealthNet is through collaboration, to regularly identify health and human service needs in Herkimer County and facilitate programming to address those needs.

Major Goals

- Programs/Health Assessment . . .** ● Establish criteria for programs to be funded by HCHN; Ensure that Program/Health Assessment Ad Hoc Committee studies and makes recommendations to the Board identifying and reassessing program priorities on an ongoing basis; Identify Sustainability Plans; Ensure that grant and contractual obligations are met through the release of Quarterly Reports; Identify additional groups to become involved in HCHN activities.
- Finances** ● Pursue financial stability and diversification of funding for HCHN.
- Management/HR** ● Hire and train new Executive Director; Set up Succession Planning Process and maintain a highly trained, committed staff consistent with HCHN funding.
- PR&Image** ● Promote HCHN activities and program to public and political leaders by outreach to specific groups; Take advantage of new technologies; Track public relations efforts through website hits and other strategies.

Technology.....●Maintain and upgrade technology and skills of staff as funding allows; Setup website to be maintainable, up-to-date and have the capability of monitoring its utilization.

Governance.....●Ensure active and effective Board of Directors to drive the mission of HCHN; Increase diversity of the Board of Directors; Ensure and increase participation in meetings and committees.

Facilities.....●Ensure facilities meet the needs of staff, as well as HCHN’s programs and services; Maintain communication with Herkimer County to ensure adequate office space.

Herkimer County HealthNet Strategic Plan for 2011-2013

1. Programs/Services

- a. **Ensure that, on an ongoing basis, the Program/Health Assessment Ad Hoc Committee study and make recommendations to the Board identifying program priorities.**
- b. **Establish criteria for programs to be funded by HCHN;**
 1. HCHN Staff update the HCHN Annual Report card for review by the Program and Executive Committees.
 2. Funded projects must meet the Mission and Vision and priorities of HCHN.
 3. Have built-in outcome based evaluation methods;
 4. Not duplicate existing programs;
 5. Involve related programs to focus group planning.

**Responsibility: Program/Health
Assessment Committee**

**Target Date for Completion: Annually by
June 30th**

- c. **Ensure that grant and contractual obligations are met through the release of Quarterly Reports**

Responsibility: Executive Director

Target Date for Completion: Ongoing

2. Finance

- a. **Pursue financial stability and diversification of funding for HCHN.**
 1. Maintain New York Rural Funding to meet the needs of HCHN;
Responsibility: Board of Directors, Staff
Target Date for Completion: Ongoing
 2. Seek to diversify funding by; focusing on securing grants for specific projects, resource sharing by collaboration with interested parties, and seeking funding partners.
Responsibility: Board of Directors, Staff
Target Date for Completion: Ongoing
 3. Explore the feasibility of increasing revenues by selling services;
(Consultative services, and other expertise)
**Responsibility: Board of Directors,
Executive Director**
**Target Date for Completion: Review
Ongoing**
 4. Work on Contingency Plan for loss of Operating Funds
**Responsibility: Board of Directors,
Executive Committee, Staff**
**Target Date for Completion: June 30,
2011**

3. Management and Human Resources

a. Build and maintain a highly, committed staff consistent with our funding.

1. Review and revise job descriptions of staff;
**Responsibility: Board of Directors,
Executive Director**
**Target Date for Completion: Upon
employee anniversary date.**
2. Conduct an annual review of staff needs as it relates to staff development;
**Responsibility: Board of Directors,
Executive Director**
**Target Date for Completion: Upon each
employee's anniversary date**
3. Review and revise Personnel Policies;
Responsibility: Board of Directors, Staff
Target Date for Completion: Annually
4. Evaluate personnel needs (i.e. Grant Writer/Fund Development/Public Relations Professional) and expand staff as needed.
**Responsibility: Executive Committee,
Executive Director**
Target Date for Completion: Ongoing
5. Set up Succession Planning Process.
Responsibility: Executive Committee
**Target Date for Completion: March 31,
2010**
6. Hire and train new Executive Director.
Responsibility: Executive Committee
**Target Date for Completion: April 20,
2011**

4. Public Relations and Image

a. Increase public awareness and visibility of HCHN.

1. Promote HCHN activities and program to public and political leaders by outreach to specific groups utilizing new technologies
**Responsibility: Staff, and Ad-hoc
PR/Marketing Committee**
**Target Date for Completion: Review
Annually by February each year.**
2. Outreach to federal, state and local political representatives
**Responsibility: Staff, and Ad-hoc
PR/Marketing Committee**
Target Date for Completion: Ongoing.
3. Track public relations efforts through website hits and other strategies.
Responsibility: Staff
Target Date for Completion: Ongoing.

5. Technology

- a. Maintain and upgrade technology and skills of staff as funding allows;
Responsibility: Staff
Target Date for Completion: June of each year.
- b. Setup website to be maintainable, up-to-date and have the capability of monitoring its utilization.
Responsibility: Executive Committee, Staff
Target Date for Completion: August 2010

6. Governance

- a. Ensure active, effective and diverse Board of Directors to drive the mission of HCHN;
1. Review the Board Member Orientation Program;
Responsibility: Nomination/Board Development Committee
Target Date for Completion: Annually
 2. Recruit Board Members from business, clergy, law, banking, third party payers, etc;
Responsibility: Nominating/Board Development Committee
Target Date for Completion: Annually
 3. Maintain Board's knowledge base by inviting speakers to Board Meetings;
Responsibility: Executive Committee/Executive Director
Target Date for Completion: Ongoing
 4. Require each Board Member to serve on at least one committee;
Responsibility: Board President
Target Date for Completion: Review Annually
 5. Review and update bylaws;
Responsibility: Executive Committee with full board approval
Target Date for Completion: Review Annually
- b. Ensure and increase participation in meetings and committees;
Responsibility: Nominating/Board Development Committee
Target Date: Review Annually

7. Facilities

- a. Ensure facilities meet the needs of staff, as well as HCHN's programs and services
Responsibility: Staff
Target Date for Completion: Annually
- b. Maintain communication with Herkimer County to ensure adequate office space.
Responsibility: Staff
Target Date for Completion: Ongoing

Program Priorities

2011-2013

- Community Assessment/Integrated Planning
 - Regional Health Coalition
 - Integrated County Planning
- NYSDOH Prevention Agenda
 - Access to Healthcare
 - Access to Appropriate Needed Level of Care
 - Prescription Drugs
 - Dental
 - Nutrition/Physical Activity
 - Obesity, Diabetes Rates
 - Increasing Consumption of Fruits and Vegetables
 - Improving Environment re: Physical Activity
 - Healthy Mothers/Babies/Children
 - Addressing increased number of births to unwed mothers
 - Addressing increased number of pre-term births
 - Mental Health Substance Abuse
 - Chronic Disease
 - Programs & Education addressing Diabetes & Chronic Disease