



**Strategic Planning Team Meeting Minutes  
 April 16, 2012**

**MEMBERS PRESENT:**

Randy Gooch, Director of Administrative Services  
 Shawn Crabtree, Executive Director  
 Tracy Aaron, Health Education Director  
 Pamela Godby, Human Resources Manager  
 Jasie Logsdon, Senior Epidemiologist and Preparedness Program Director  
 Amy Tomlinson, Public Health Services Coordinator  
 Janae Tucker, LHN Specialist  
 Peggy Tiller, Director of Nursing

**MEMBERS ABSENT:**

Stuart Spillman, Environmental Health Director

TOPIC	DISCUSSION	FOLLOW-UP
	<b>Meeting called to order at 9:05 AM EST            Meeting Topic: SWOT Analysis Review</b>	
<b>Meeting Minutes</b>	Minutes were reviewed. Motion to accept minutes was made by Jasie Logsdon. Second made by Janae Tucker. All approved. Motion carried.	
<b>SWOT Analysis</b>	Committee began comparison of identified threats to identified opportunities, identified weaknesses to identified opportunities and identified weaknesses to identified threats. See attached notes.  There was detailed discussion of the need for collaboration opportunities and community partnerships.	
<b>Strategic Plan Examples and Templates</b>	Discussed examples of completed Strategic Plans from other agencies to use as template for the LCDHD plan.	Committee members should look at the strategic plan examples that Erin Louis sent prior to the next meeting (May 21).

<b>Next Meeting and Assignments</b>	May 21, 2012 at 9 AM – 12 PM in the basement conference room.	
	<b>Meeting adjourned at 11:20 AM EST</b> <i>*Time for this and future strategic planning committee meetings should be coded to the employee's administrative cost center.</i>	

<b>STRENGTHS (INTERNAL)</b>	<b>Sub-Area</b>	<b># of Comments</b>
Services/Programs diversity	Agency	3
Structure/Organization	Agency	3
Technology/Good Equipment	Agency	3
Open Communication	Agency	3
Agency Size	Agency	2
Help Patients	Agency	2
Continuing educational Resources	Agency	2
Flexibility	Agency	2
Good Tax Rates	Agency	1
Provide Preventive Services	Agency	1
Have Protocols/standardization of Procedures	Agency	1
Excellent Locations	Agency	1
Clean Building	Agency	1
Good facilities	Agency	1
Paid regularly - checks don't bounce	Agency	1
No overtime weekends - good hours	Agency	1
Planning	Agency	1
Policies	Agency	1
Accessibility	Agency	1
Some \$	Agency	1
	<b>Agency Total</b>	<b>32</b>
Teamwork	Employee Strengths	7
Friendly/caring/dedicated	Employee Strengths	4
Experienced	Employee Strengths	3
Good Attitude	Employee Strengths	2
Dedication	Employee Strengths	2
Loyalty	Employee Strengths	2
Knowledgeable Staff	Employee Strengths	2
Professional Expertise/knowledge	Employee Strengths	2
Leadership	Employee Strengths	1
Relationship with community/patients	Employee Strengths	1
Adaptability	Employee Strengths	1
Experience/Longevity	Employee Strengths	1
Organized	Employee Strengths	1
Resourceful (Agency/Staff)	Employee Strengths	1
Supportive	Employee Strengths	1
	<b>Employee Strengths Total</b>	<b>31</b>
Collaboration/With External Shareholders	Networking	2
Resources	Networking	2
Community Resources	Networking	2
Structure (Share Resources)	Networking	1
Community Relationship (partnerships)	Networking	1
	<b>Networking Total</b>	<b>8</b>
Quality Services/Variety	Services	3
Diverse Services and staff/programs	Services	2
Provide necessary services needed	Services	1
Longevity and History	Services	1
Offer Bilingual Services	Services	1
Services available to low income Population	Services	1
Unique Services	Services	1

Good Customer Service	Services	1
	<b>Services Total</b>	11
Trained Professionals	Training	2
Training Program	Training	1
	<b>Training Total</b>	3
	<b>Grand Total</b>	85

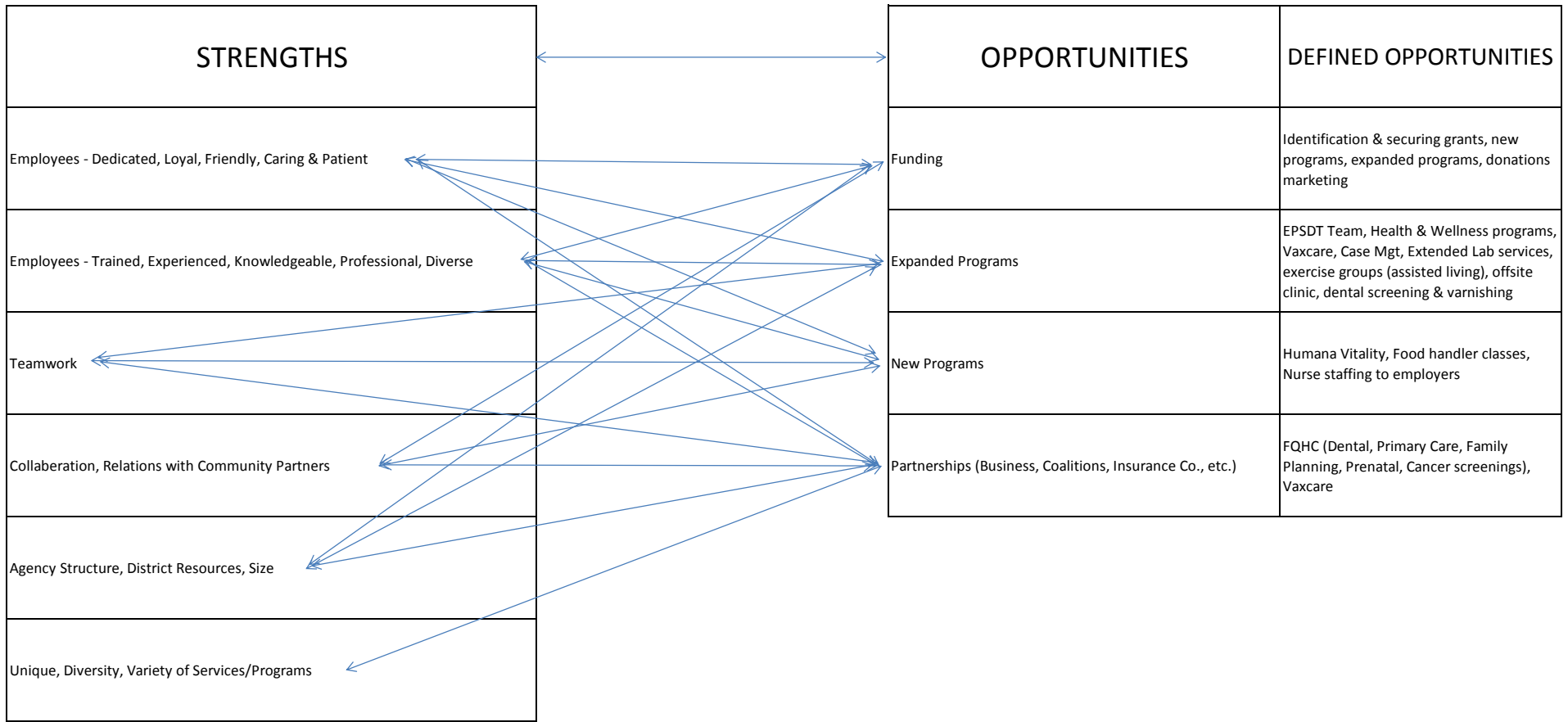
<b>WEAKNESSES (INTERNAL)</b>	<b>Sub-Area</b>	<b># of Comments</b>
Limited funding	Budget-Funding	7
Lack of money	Budget-Funding	1
Funding for other agencies (schools)	Budget-Funding	1
Unfunded mandates	Budget-Funding	1
Reliance on Grant money	Budget-Funding	1
Restricted by \$\$\$ - programs based on \$	Budget-Funding	1
Budget	Budget-Funding	1
<b>Budget-Funding Total</b>		<b>13</b>
Lack of Communication	Other Misc.	4
Phone System	Other Misc.	3
Some IT difficulties (slow internet)	Other Misc.	2
Scheduling (not enough appointments)	Other Misc.	2
Size ( can't cover all services all the time)	Other Misc.	2
Competition within health care	Other Misc.	1
Disorganization - things happen & staff aren't aware (state and local)	Other Misc.	1
Secretive	Other Misc.	1
Missed Visits/appointments	Other Misc.	1
Reliance on patients to show	Other Misc.	1
Appointment call back system	Other Misc.	1
Diversity of Services	Other Misc.	1
Limited access due to hours	Other Misc.	1
Program limitations	Other Misc.	1
Complicated protocols/standards (State and Grants)	Other Misc.	1
Business Process - Hoops in clinic /office procedures	Other Misc.	1
Control by Bd not familiar with operations	Other Misc.	1
<b>Other Misc. Total</b>		<b>25</b>
Staffing shortages	Staff	9
Morale - decreased (bad attitudes, lack empathy)	Staff	9
Staff concern about LCDHD future /job security	Staff	4
No salary increases	Staff	4
Employee overloaded/job duties	Staff	3
Inconsistency in program staff/employees	Staff	3
Leadership / Management	Staff	2
Stress	Staff	2
Lack of employee incentives	Staff	1
No cost of living increase	Staff	1
Back Stabbing	Staff	1
Need to maintain accountability for all staff	Staff	1
Gossip - Rumors	Staff	1
Cliques	Staff	1
Some staff may view leadership as "too authoritarian"	Staff	1
Apathy	Staff	1
Lack of Team Work	Staff	1
Retirement / benefits not as good as use to be	Staff	1
Hormonal Co - Workers - Angry Attitudes	Staff	1
No Trust	Staff	1
Favoritism / Inequality	Staff	1
<b>Staff Total</b>		<b>49</b>

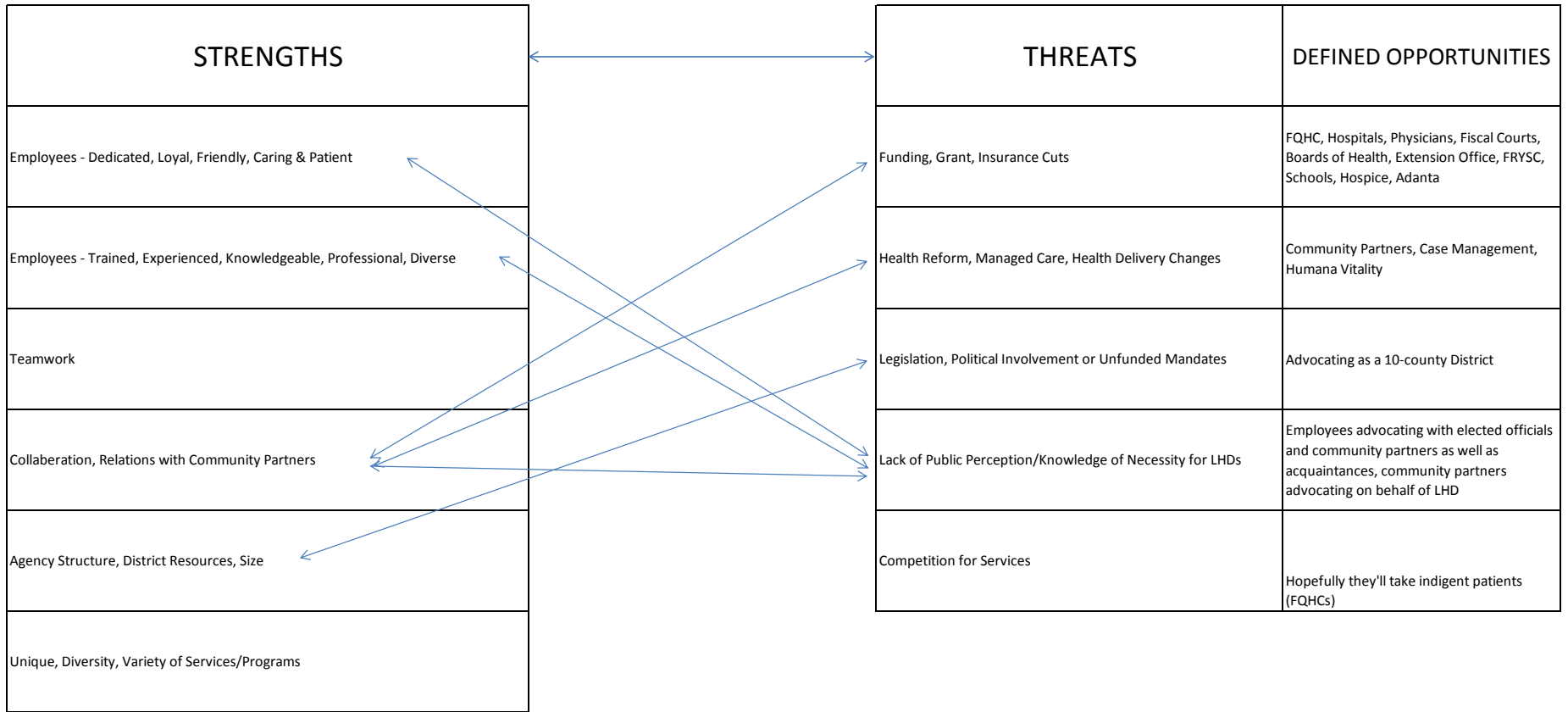


<b>Opportunities (EXTERNAL)</b>	<b>Sub-Area</b>	<b># of Comments</b>
Opportunities for grants	Money	4
Referrals from physicians (for HANDS, Diabetes, etc)	Health Services	4
Partner with community Agencies to eliminate duplication of services	Networking	3
Opportunities for advertising/Promotion of service	Advertising	3
Dollars	Money	1
Funding Opportunities/grants	Money	1
Untapped funding or services	Money	1
Cancer Coalition Funds	Money	1
Network with other agencies	Networking	1
Connect with MCO for case management	Networking	1
YMCA Partnerships	Networking	1
Case Management with MCO's	Networking	1
Insurance Companies	Networking	1
Coalitions	Networking	1
More Outreach	Networking	1
Contractual Services	Networking	1
Networking with other agencies	Networking	1
Partnerships with other companies/insurance companies	Networking	1
Branch out and provide unconventional services (ID needed services /provide)	Networking	1
Get nurses into businesses (i.e. CPR, OSHA, OTC.)	Networking	1
Legislation	Legislature	1
Legislative contact/MA	Legislature	1
Legislation (plus funding , billing, Medicare)	Legislature	1
Work site wellness within other organization & work sites	Wellness	1
Wellness Programs for business	Wellness	1
Workplace Wellness	Wellness	1
Work site wellness/Humana	Wellness	1
Home Health	Health Services	1
Mammograms	Health Services	1
Health Fairs	Health Services	1
Extended Lab Services	Health Services	1
OBGYN	Health Services	1
STD clinics	Health Services	1
Drug Testing	Health Services	1
MNT Visits	Health Services	1
Flu clinics	Health Services	1
HP Vacuum	Health Services	1
Smoking ans/free	Health Services	1
Diabetes classes	Health Services	1
Obesity Opportunities (exercise groups	Health Services	1
Pre-pay all adult services Dentistry	Health Services	1
Sports Physicals/EPDST Exam	Health Services	1
Urgent Care	Health Services	1
Extensive GYN services	Health Services	1
Men's Health Services	Health Services	1
Primary Care	Health Services	1
Expand HANDS age	Misc	1
Donations (e.g. for family planning)	Misc	1
Offsite clinics (well child, flu, etc.)	Misc	1
Additional programs/services	Misc	1
ID what population wants	Misc	1
Surplus equipment auction	Misc	1
Bake sale/car wash	Misc	1
Try to be able to bill all private insurances for services	Misc	1
Transportation	Misc	1
Newspapers	Advertising	

<b>THREATS (EXTERNAL)</b>	<b># of Comments</b>
Funding	8
Political involvement	5
Limited demand/loss for services with growing instability of economy	5
Competition (Doctors offices/Medical service providers/Home health agencies)	5
Government Managed Care	4
Insurance restricted payments/unable to bill insurance for services	4
Outsiders perception of health department/public perception	4
FQHC	4
Public knowledge deficit of services we do provide	3
MCO'S cuts (Medicaid/Medicare rates)	3
Patient non-payment	2
Taxation	2
Free Clinics	2
Duplication of services	2
Insurance costs	1
Operating expenses	1
Possible services cuts	1
Economy in general	1
Program changes	1
Lack of services (Expected services that we don't provide)	1
Obama Care	1
Uninformed legislature	1
Stigma of being for "poor" or low SES	1
No Growth potential	1
Lack of stability	1
Good people leave due to no potential for Advancement	1
Patient dissatisfaction because of fewer staff	1
Prices of immunizations	1
Unfunded mandates	1
Nuclear war W/ N. Korea	1
Free "illegal" care	1

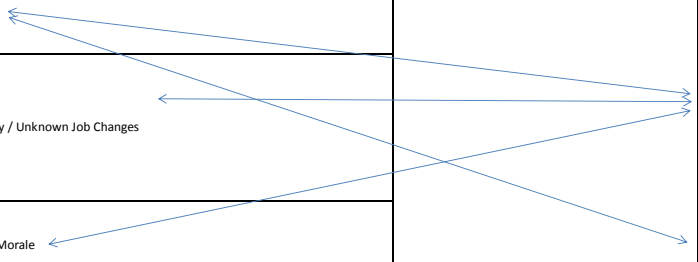






WEAKNESSES
Funding
Job Security / Unknown Job Changes
Employee Morale
Staff Shortage / Lack of Appointment Availability
Communication - Internal
Technology - Phones, Internet, IT Concerns

OPPORTUNITIES	DEFINED OPPORTUNITIES	FEASIBLE OPPORTUNITIES	NON-FEASIBLE OPPORTUNITIES
Funding	Identification & securing grants, new programs, expanded programs, donations marketing	Identification & securing grants, new programs, expanded programs, donations marketing	
Expanded Programs	EPSDT Team, Health & Wellness programs, Vaxcare, Case Mgt, Extended Lab services, exercise groups (assisted living), offsite clinic, dental screening & varnishing	EPSDT Team, Health & Wellness programs, Vaxcare, Case Mgt, exercise groups (assisted living), offsite clinic, dental screening & varnishing	Extended Lab Services
New Programs	Humana Vitality, Food handler classes, Nurse staffing to employers	Humana Vitality, Food handler classes, Nurse staffing to employers	
Partnerships (Business, Coalitions, Insurance Co., etc.)	FQHC (Dental, Primary Care, Family Planning, Prenatal, Cancer screenings), Vaxcare	FQHC (Dental, Primary Care, Family Planning, Prenatal, Cancer screenings), Vaxcare	



WEAKNESSES
Funding
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THREATS	NON-FEASIBLE OPPORTUNITIES
Funding, Grant, Insurance Cuts	
Health Reform, Managed Care, Health Delivery Changes	Extended Lab Services (Not part of Core Mission)
Legislation, Political Involvement or Unfunded Mandates	
Lack of Public Perception/Knowledge of Necessity for LHDs	
Competition for Services	