



Share Health

S O U T H E A S T G E O R G I A

**STRATEGIC PLAN
JANUARY 2024-DECEMBER 2027**

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Organizational History

Share Health Southeast Georgia was established in 2015 to build our region's capacity to address many of the unmet health care needs of Southeast Georgia residents. Share Health was initially funded through a federal Office of Rural Health Policy Rural Health Network Development Planning Grant awarded to the Ware County Board of Health/Southeast Health District (SEHD) and its partners, Pierce County Board of Health, Ware Children's Initiative and Georgia Power Company/Ware County Office. This grant provided funds to incorporate the organization, acquire nonprofit (501(c)3 status from the Internal Revenue Service (IRS), establish and provide support to a Board of Directors, engage in a five-year strategic planning process and plan for sustainability. The SEHD was instrumental in conceiving the organization and remains a consistent and essential partner and advocate in carrying out the organization's mission and goals. Incorporation documents are included in Appendix 1 and 2.

Share Health addresses the region's unmet health care needs using four strategies:

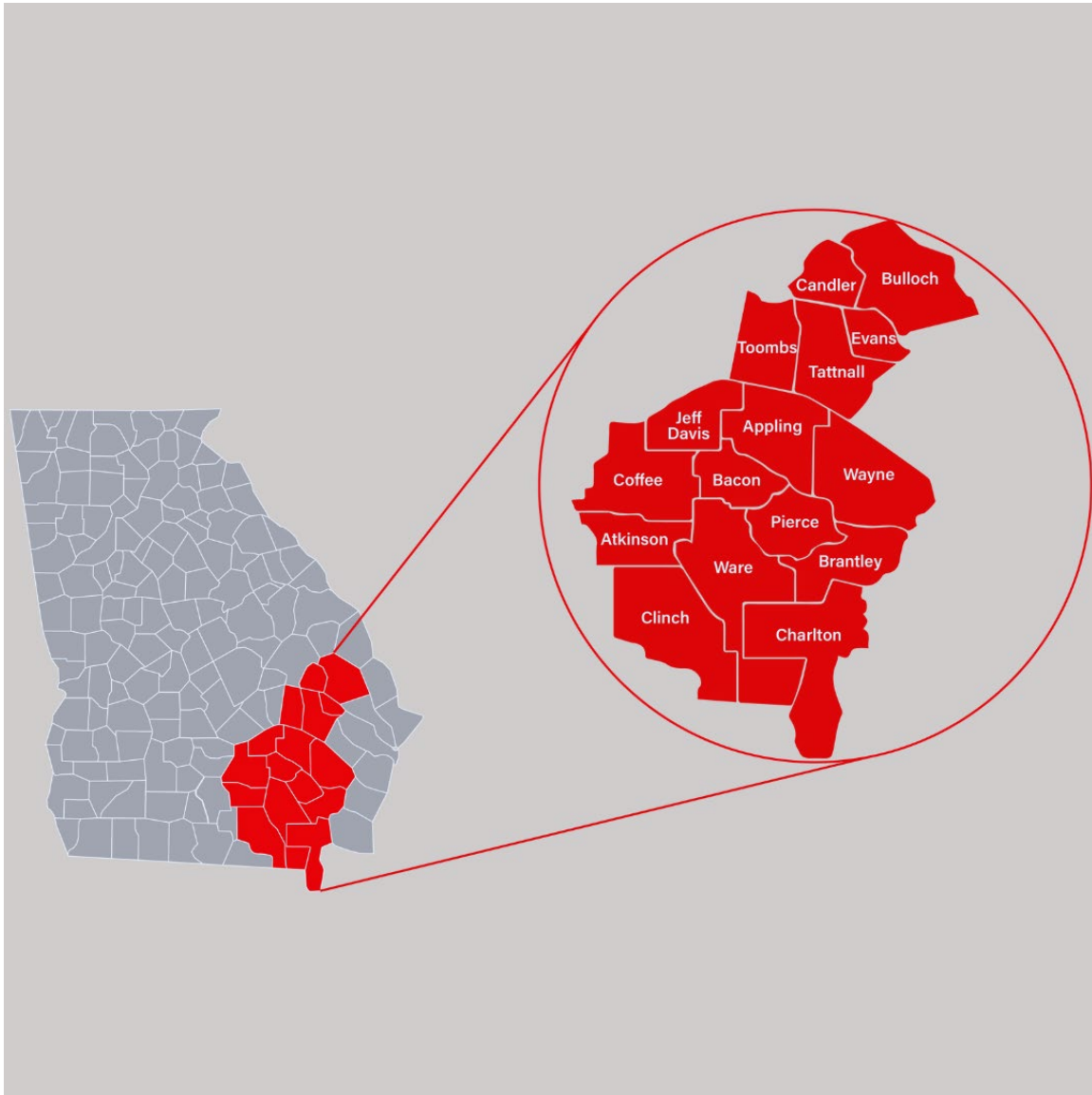
1. Engage a wide range of community partners to identify and understand health issues and target community driven health initiatives to meet needs.
2. Utilize data to identify health issues on the local level and target resources to meet needs.
3. Open doors to funding streams traditionally unavailable to government agencies.
4. Improve the quality of the health care workforce by providing training and/or incentives for certification or further education.

Share Health serves the health care needs of 16 counties in Southeast Georgia. Share Health maintains a close partnership with the Southeast Health District (SEHD), one of 16 health districts in Georgia. The SEHD is responsible for preventing disease, injury and disability, promoting health and well being and preparing and responding to disasters in this 16-county region. An Advisory Committee comprised of members of the SEHD provides public health expertise and consultation to the Board on community health issues and concerns of the SEHD. Members of the Advisory Committee are selected by the District Health Director and approved by the Board of Directors.

Share Health Mission

Share Health Southeast Georgia is dedicated to improving the health of all generations in the Southeast Health District. It accomplishes its mission by providing capacity-building, philanthropic and advocacy support to its community partners and by maintaining its close, collaborative partnership with the Southeast Health District to promote and support its programs and services.

Map of Catchment Area



Board of Directors

Share Health Southeast Georgia’s Board of Directors is comprised of 12 members, representing business, faith, nonprofit and health sectors, each bringing knowledge and expertise of their community and its health and social needs. Members include:

Table 1 2023-24 Board of Directors Share Health Southeast Georgia		
Name	Affiliation	Expertise
Mr. Barry Bloom, Chair	CEO Jeff Davis Hospital Hazlehurst, GA	Knowledge and expertise in health administration and health policy.
Stacy Smallwood, Ph.D. Vice-Chair	Associate Professor of Community Health Jinn-Ping Hsu College of Public Health Georgia Southern University Statesboro, GA	Expertise in public health policy, HIV/AIDS policy, promoting health equity and wellbeing in marginalized communities.
Peyton Frye Treasurer	Practice Manager East Georgia Health Care Center Swainsboro, GA	Health administration, community health, health care financing, health policy and workforce needs.
Michelle Girtman Member	Executive Director Magnolia House Waycross, GA The Haven Valdosta, GA	Domestic Violence, elder abuse, child welfare policy and programming.
Monifa Johnson Member	Executive Director Statesboro Housing Authority Statesboro, GA	Public housing policy and programming, multicultural methodologies to combat racism and oppression.
Rosemarie D. Parks, MD, MPH Ex-officio	District Health Director Southeast Health District Waycross, GA	Public Health, health administration, health policy, workforce needs
Kristina Patterson, Ph.D. Member	Assistant Professor Georgia Southern University Statesboro, GA	Nonprofit capacity building, local policy and racial health disparities.

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Hollard Phillips Member	Action Pact Waycross, GA Retired SEHD employee	Children’s health, communicable and infectious diseases.
Rebecca Spahos, MD Member	General Surgeon Evans Memorial Hospital Claxton, GA	Patient care.

Strategic Planning Process

On May 9, 2023 the Share Health Board of Directors met to begin the strategic planning process. Derek Jones of the Southeast Health District led the Board through a Strengths, Weakness, Opportunities and Threats (SWOT) analysis. Information from the meeting was synthesized and consolidated into a document that was used at two follow-up meetings by the strategic planning committee which was formed after the May 9 Board meeting. The strategic planning committee consisted of Stacy Smallwood, Peyton Frye and staff members Barbara Bruno, Sheryl Lewis and Tanesha Slocumb. The committee reviewed the SWOT analysis information and drafted strategic goals and activities. A draft of strategic goals and objectives was presented to the Board of Directors for review at the August 9, 2023 board meeting. The Board was in consensus with the goals and objectives as presented. Information from the SWOT analysis is presented below.

Share Health Southeast Georgia SWOT Analysis	
Internal	
Strengths	Weaknesses
Availability Board members from various counties Board expertise – background, knowledge, organizations, connections represented Coalitions in various counties Coalition participation Community involvement & outreach Data sharing and analysis to increase understanding Dedicated staff with some longevity Effective collaboration Financial growth Financial system/audit in place Scholarship funding Identifying and addressing community needs	Having coalitions made up of volunteers Outreach Board representation not from all counties Communicating our message where it is being received by the correct group Public Recognition/PR Currently not providing services in all 16 counties. Donor outreach Feet on the ground Funding diversity/streams Community participation lacking in some areas Lack of an operational work plan based on organizational goals

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<p>Increasing grant resources & opening doors to funding streams Increasing partner relationships Knowledge of public health issues and connections with other sectors Passion for health Pool of students for internships Support from the SEHD</p>	<p>Lack of communicating our work to better leverage connections & community Lack of physical space Location prevents us from applying for larger based grants/funding streams Personnel to engage with community More social promotion Lack of public recognition Sustainability of activities/plans/coalitions</p>
External	
Opportunities	Threats
<p>“Sustaining star” fundraising program for board and donors Board expansion Build an actionable workplan Build capacity Connect cross county organizations with harmonious work to increase impact Continue community outreach Create a niche in services we provide Create connections with corporate facilitators to drive funding and initiate community awareness Digital advertisement on social media platforms Establish relationships with health facilities to determine benefits of programs Attend Family Connection meetings in all counties Formulate aspects of mission around revenue generating opportunities Increase fundraising Identify new partners Define platform of providers to post online and increase marketing presence of Share Health Now in a position to apply for grants as the grantee. Hire Outreach Coordinator Promote Share Health in absent counties</p>	<p>Large, 16-county catchment area Board rotations/engagement Lack of communication Competitive employee market Forgetting to innovate Loss of established Board members Not enough staff Not having passionate people donate their time and skills Our “visioning” our funding Staff not being motivated to increase change Too many goals</p>

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<p>Run updated needs assessment and identify health outcome needs where Share Health can work to close gaps. Establish Sustainability Committee to review grant opportunities monthly.</p>	
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2024-2027 Strategic Plan Goals and Objectives

Goal 1: Strengthen Share Health Southeast Georgia’s Organizational and Public Identify.

Objective 1: Define the operational scope of services to accomplish Share Health’s mission.

Objective 2: Increase organizational marketing presence by building a Market Presence Plan.

Goal 2: Expand and Diversify Funding Base

Objective 1: Utilize defined operational scope to offer services to health partners in the 16-county service area, marketing our ability and capacity to other organizations.

Objective 2: Target fundraising to health care providers throughout the service area.

Objective 3: Seek grant funding for larger grants as a fiscal and administrative agent to both sustain Share Health’s work and build capacity of smaller community organizations.

Objective 4: Investigate feasibility of becoming the large fundraising source (Community Foundation) in southeast Georgia to provide funding for healthcare needs among other organizations.

Goal 3: Build capacity within smaller community-based organizations to encourage health centered outreach, enabling, wellness and enrichment, aligned with Share Health’s mission and goals.

Objective 1: Implement mini grant program to support community-based capacity building and innovative ideas.

Objective 2: Offer community-level training for health, wellness and community-support related skills.

Objective 3: Provide overarching administrative support and

services to smaller organizations that are unable to provide in-house quality assurance, program evaluation or data management

APPROVED
February 14, 2024