

Approved August 13, 2019



# *Share Health*

S O U T H E A S T   G E O R G I A

**STRATEGIC PLAN**  
**JULY 2019- JUNE 2022**

Approved August 13, 2019

## **TABLE OF CONTENTS**

Share Health Southeast Georgia Mission	3
Organizational History	3
Strategic Planning Process	4
SWOT Analysis	5
2019-22 Goals and Objectives	6
Appendix 1 – Map of Service Area	7
Appendix 2 – 2019-20 Board of Directors Roster	8

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## **Share Health Mission**

***Share Health Southeast Georgia is dedicated to improving the health of all generations in our sixteen-county community by cultivating partnerships and providing philanthropic and advocacy support to the Southeast Health District.***

## **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 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.

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. A map of the service area is included in Appendix 1. 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 wellbeing 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 Southeast Health District. Members of the Advisory Committee are selected by the District Health Director and approved by the Board of Directors.

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## **Strategic Planning Process**

A strategic planning subcommittee, comprised of three Board members and the Executive Director was formed to review draft documents and provide ongoing input into plan development. A strategic planning meeting was then held in Baxley, Georgia on May 16, 2019. This meeting entailed a review of Share Health's history and progress on 2016-19 goals and objectives. The Executive Director provided an overview of Share Health's current programs. Share Health is currently focused on three areas: Scholarships, Substance Use/Opioid Use Disorder (SUD/OD), and Healthy Lifestyles. The SUD/OD and Healthy Lifestyles focus areas were determined through input from needs assessment data and community partners. The Board was then led through an exercise led by Derek Jones of the Southeast Health District, to answer the question, "Where has Share Health been and where do we want to be in three years?" After this exercise, Derek then led the group through a brainstorming session on what activities the Board wanted to focus on over the next three years.

Information from the meeting was synthesized and consolidated into a document that was used to develop draft strategic goals and objectives and a SWOT analysis. This draft was then sent to Strategic Planning Committee members for review and comment. Comments were incorporated into the final plan. The final plan was then presented at the August 2019 Board of Directors meeting for final review and approval.

## SWOT ANALYSIS

The SWOT (strengths, weaknesses, opportunities and threats) was conducted to analyze all the factors, internal and external, that will impact Share Health’s success in achieving its mission. The analysis revealed internal strengths and external opportunities that can be leveraged to address weaknesses and threats. Results of the SWOT Analysis were then used to formulate the 2019-2022 Share Health goals and objectives.

### Share Health Southeast Georgia SWOT ANALYSIS

<b>Internal</b>	
<b>Strengths</b>	<b>Weaknesses</b>
Diversity of Board Key Players at the Table Governing Policies and Procedures Board orientation materials Data-based Priority Areas Identified Grant Funded Executive Director and part-time staff Scholarship Awards Established Social Media Presence Means for Donation thru website Funding via contracts	Minimal staff or funding for infrastructure development Minimal staff for marketing and outreach. Minimal general operating funds. Some parts of target area unrepresented on Board Volunteer Board Limitations of Board members on fundraising Budgets dependent on grant/contract end dates Founding Board members will rotate off in two years. Limited social media presence Limited community awareness of Share Health, its mission and activities. Current website
<b>External</b>	
<b>Opportunities</b>	<b>Threats</b>
Addition of new Board members over the next two years Funds for audit to position organization for future grant opportunities New public awareness/marketing materials development to highlight successes Increase social media presence for low-cost Collective buy-in by community partners Increase use of technology to expand impact, involve Board members, increase organizational awareness and achieve goals.	Rotation off Board by seasoned/founding Board members. No audited financial records for first three years of operation. Time limited and project-specific funding means low sustainability. Continued need for Board engagement through team building and Board development activities.

## **2019-2022 GOALS AND OBJECTIVES**

GOAL 1: Strengthen Share Health Southeast Georgia's infrastructure to accomplish its mission and vision.

Objective 1.1: Ensure organizational financial stability by developing a sustainability plan by January 1, 2020.

Objective 1.2: Diversify the organization's funding base.

Objective 1.2: Establish a reserve fund and contribute 10% of unobligated funds yearly.

Objective 1.3: Have a certified financial review and tax return completed by October 2019.

Objective 1.4: Enhance Board engagement and team building by offering yearly Board development activities and conducting yearly self-assessment.

Objective 1.5: Ensure that the Share Health Board has representation from all 16 counties it serves.

Objective 1.6: Ensure Share Health has adequate staff to carry out its programs and services and support ongoing operations by January 2022.

GOAL 2: Increase Share Health Southeast Georgia's visibility locally and regionally.

Objective 2.1: Conduct campaign to reach former SEHD employees, residents and others using metrics and success stories to highlight Share Health's mission and accomplishments

Objective 2.2: Develop comprehensive public relations plan that includes enhancing social media presence and messaging.

Objective 2.3: Enhance donor management system, assuring that all donors receive thank you letters and Share Health updates to encourage continued support.

GOAL 3: Improve health outcomes.

Objective 3.1: Cultivate partnerships in target communities to address community-identified health concerns.

Objective 3.2: Pilot programs where we have demonstrated success in other communities with similar health needs.

Objective 3.3: Support improving health outcomes by offering community-based capacity and coalition building and sustainability assistance.

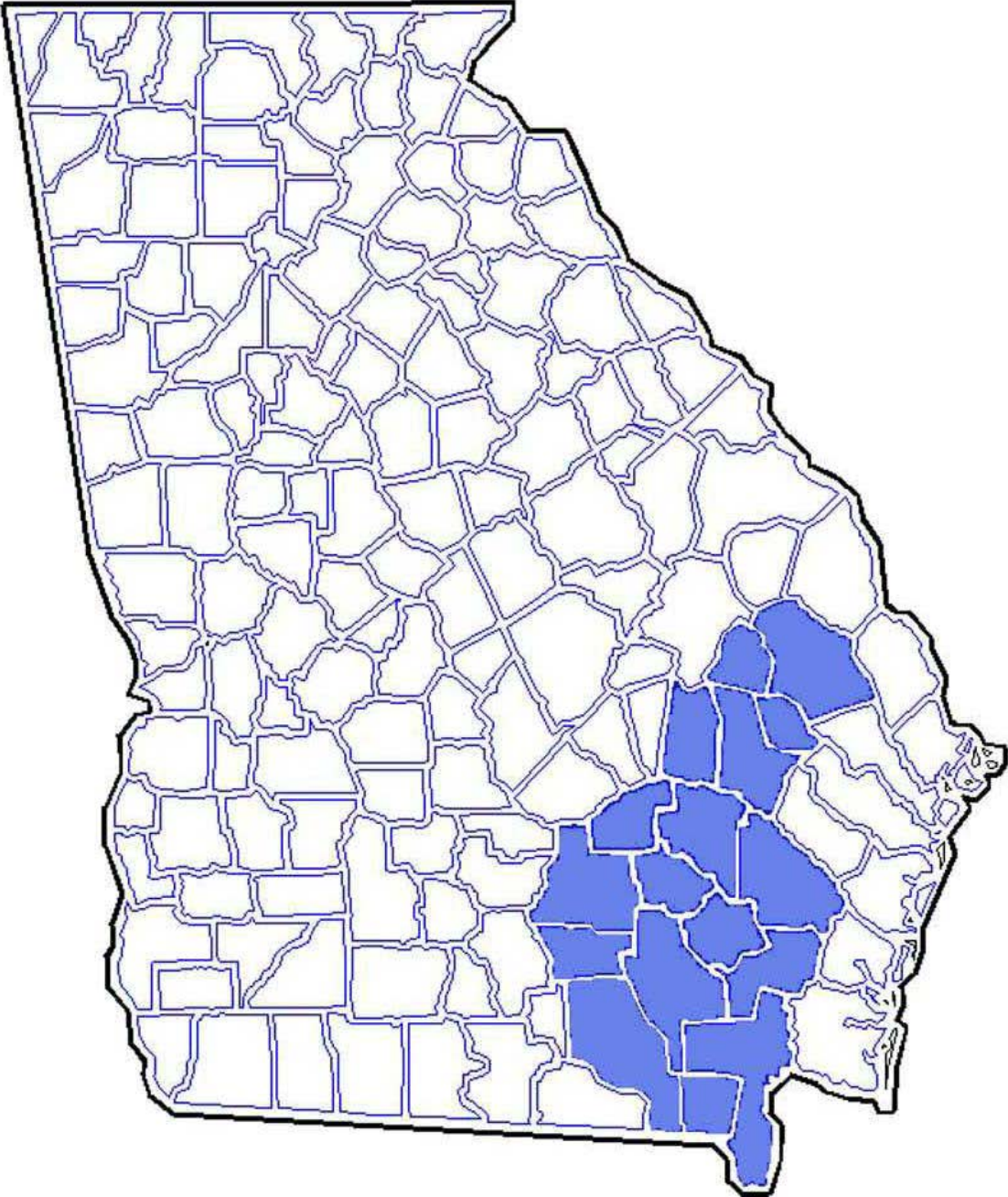
GOAL 4: Sustain and expand scholarship program.

Objective 4.1: Expand the number of scholarships distributed by June 2022.

Objective 4.2: Create resources for recipients and provide continued opportunities to assist them in reaching their goals.

Objective 4.3: Establish a process to monitor the success of scholarship recipients in reaching their educational goals and returning to the region to work by April 2020.

**APPENDIX 1  
SERVICE AREA MAP**



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## APPENDIX 2

### 2019-2020 BOARD OF DIRECTORS

Joshua McCarthy, MD Chair	Private Practice Physician	Waycross, GA
April Thomason Vice-Chair	Executive Director Coffee County Family Connection	Douglas, GA
Gail Seifert Treasurer	Executive Director Ware County Family Connection	Waycross, GA
Marian Tabi, Ph.D. Secretary	Associate Professor & Director of Program Outcomes Georgia Southern University School of Nursing	Statesboro, GA
Barry Bloom Board Member	CEO, Jeff Davis Hospital	Hazlehurst, GA
Jennie Wren Denmark Board Member	CEO, East Georgia Healthcare Center	Swainsboro, GA
Angela Haney, Ed.D. Board Member	Director of Curriculum & Instruction Brantley County Board of Education	Nahunta, GA
Rosemarie Parks, MD, MPH Ex-officio	District Health Director Southeast Health District	Waycross, GA
Mary Kate Pung	Retiree (Public Health & Area Health Education Centers)	Statesboro, GA
Hollard Phillips	Retired Southeast Health District Employee	Douglas, GA
Dani Sutliff	Director of Institutional Effectiveness & Research South Georgia State College	Douglas, GA