

# WV School of Osteopathic Medicine Center for Rural & Community Health Strategic Plan 2017-2020 Addendum 2018-2019

## OUR MISSION:

*The WVSOM Center for Rural and Community Health supports the osteopathic medical education focus on team-based and patient-centered care and the integration of prevention and population health to improve quality and efficiency of health care delivery.*

## OUR VISION

*To develop programs that contribute to improving health in rural communities, supporting clinical research in rural practices, developing resources that support these efforts; to provide education to communities, rural providers and students; and to develop collaborations that support these efforts.*



Drema Mace, PhD  
Executive Director

Jim Nemitz, PhD  
Vice President  
Admin/External Relations

Arnie Hassen. PhD

## OUR VALUES:

- *Teamwork*
- *Dependability*
- *Trust*
- *Integrity*
- *Respect*
- *Collaboration*
- *Community Service*
- *Creativity*
- *Innovation*
- *Responsiveness*
- *Commitment to Excellence*

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with Jill Cochran, PhD, FNP*

*Arnie Hassen, PhD, Former Executive Director  
Center for Rural and Community Health*

*and*

*James Nemitz, PhD  
Vice-President, Administration and External Relations*

*for their continued input, support and review  
during the development of this document.*

## *Executive Summary*

*The West Virginia School of Osteopathic Medicine (WVSOM), Center for Rural and Community Health (CRCH) was implemented in 2009 to impact population health at a grassroots level. The CRCH began as a resource to Greenbrier County. In 2016, the decision was made to expand the work of CRCH statewide. In November 2016, the CRCH staff began a six-month process of strategic planning for the future. This document is the culmination of that process.*

*First, the CRCH Mission was reviewed and our Vision developed. Next, we determined the Values that would underpin our work. Only then did we begin the process of determining our goals over the next three years and our plan for reaching our goals. This document contains a comprehensive compilation of our process as well as the results of the process. It is our hope that we may lead other internal and/or external organizational entities through a similar process as part of our provision of technical assistance.*

*The practical vision issues that emerged during our process were:*

- 1. How do we enhance existing and develop future statewide partnerships and apply for major statewide funding opportunities?*
- 2. Should WVSOM Rural Outreach Programs all be organized under one umbrella to ensure communication and shared planning as is suggested in the WVSOM Strategic Plan?*
- 3. Do the current CHERP Curriculum and HIS/HERS Health Literacy Project materials need to be updated?*
- 4. How do we work with the Office of Research to increase the number of research opportunities for students and faculty and publish the research findings?*
- 5. Can we find a way to fund the activities we have outlined in this plan?*
- 6. How do we build sustainability into the programming, including the Greenbrier County Health Alliance?*
- 7. How do we do a better job of marketing what we do?*

*I draw your attention to the established goals that will drive the work of the CRCH (page 29) over the next year. It is important to note that while the Greenbrier County Health Alliance Executive Director is an employee of and funded by the CRCH, the activities of the Alliance are governed by their Board of Directors. This is an important distinction as we move forward with establishing a sustainable model of community engagement.*

*The CRCH is now positioned to move forward with our plan to expand to a statewide approach to population health issues, training, health education and community engagement.*

*Drema Mace, PhD, MSP*

*Executive Director*

*Center for Rural and Community Health Strategic Plan Acronyms*

*AHEC – Area Health Education Center*

*BPH – Bureau for Public Health*

*CBPR – Community Based Participatory Research*

*CDSMP/DSMP – Chronic Disease Self-Management Program/Diabetes Self-Management Program*

*CHERP – Community Health Education Resource Person*

*CHW – Community Health Worker*

*CRCH – Center for Rural and Community Health*

*CTG – Community Transformation Grant*

*EBP – Evidence Based Practice*

*EHR – Electronic Health Record*

*GCHA – Greenbrier County Health Alliance*

*HIS/HER – Health Index Score/Health Enhancement Response*

*MOA – Memorandum of Agreement*

*MU – Marshall University*

*OR – Office of Research*

*PBRN – Practice Based Research Network*

*QI/QA – Quality Improvement/Quality Assurance*

*RHI- Rural Health Initiative*

*RHR – Rural Health Rotation*

*TA – Technical Assistance*

*TBD – To be determined*

*WVCTSI – West Virginia Clinical & Translational Science Institute*

*WVSOM – West Virginia School of Osteopathic Medicine*

*WVU – West Virginia University*

PLANNING OVERVIEW		
PARTICIPANTS	FOCUS QUESTION	PLANNING STRUCTURE
<p><i>Jim Nemitz, PhD</i> Vice-President Admin/External Relations</p> <p><i>Drema Mace, PhD</i> Executive Director</p> <p><i>Arnie Hassen, PhD</i> Former Center Director</p> <p><i>Jill Cochran, PhD, FNP</i> Assistant Professor/Clinician</p> <p><i>Haylee Heinsberg, BS</i> Health Education Coordinator</p> <p><i>Sally Hurst, BS</i> Community Outreach Coordinator</p> <p><i>Tina Plaughner, MS</i> Research Coordinator</p> <p><i>Joyce Martin</i> Administrative Assistant/Special Projects</p> <p><i>Mystik Miller</i> AmeriCorps Member</p>	<p><i>How can the WVSOM Center for Rural &amp; Community Health continue to meet its mission and vision in the face of overwhelming changes in available funding, the potential loss of CTSI grant, changes in the healthcare environment, including potential changes in the Affordable Care Act?</i></p> <p><i>Initial thoughts:</i></p> <ul style="list-style-type: none"> <li>• <i>Grant writing training</i></li> <li>• <i>Leader training</i></li> <li>• <i>Coordinate Clinical Trials</i></li> <li>• <i>“buy our time” projects</i></li> <li>• <i>PBRN project coordination</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Discussion in staff meeting</i></li> <li>• <i>Two day Strategic Planning Process facilitated by Drema Mace, Executive Director</i></li> <li>• <i>Staff Review</i></li> <li>• <i>Off-site Meeting with CRCH staff to finalize</i></li> <li>• <i>Internal review by WVSOM leadership</i></li> <li>• <i>Approved by WVSOM leadership.</i></li> <li>• <i>Implement Final Plan</i></li> </ul>

<b>STRATEGIC PLAN SUMMARY:</b>		
<i>Focusing our creative, practical actions in...</i> <b>STRATEGIC DIRECTIONS</b>	<i>to deal effectively with . . .</i> <b>UNDERLYING CONTRADICTIONS</b>	<i>and realize our . . .</i> <b>PRACTICAL VISION</b>
<ol style="list-style-type: none"> <li>1. <b>CRCH STATEWIDE PROGRAMMING</b></li> <li>2. <b>CENTRALIZE RURAL OUTREACH PROGRAMS WITHIN WVSOM UNDER ONE UMBRELLA WITH SHARED MISSION</b></li> <li>3. <b>STAFFING</b></li> <li>4. <b>CREATE REVENUE GENERATING PROGRAMS</b></li> <li>5. <b>WVCTSI RESEARCH</b></li> <li>6. <b>SECURING RESOURCES</b></li> </ol>	<ul style="list-style-type: none"> <li>➤ <b>STATE FUNDING DECREASES</b></li> <li>➤ <b>POLITICAL LANDSCAPE</b></li> <li>➤ <b>STATEWIDE TURF WARS</b></li> <li>➤ <b>SOCIAL MEDIA</b></li> <li>➤ <b>PUBLIC PERCEPTION</b></li> <li>➤ <b>SOCIOECONOMIC ISSUES</b></li> <li>➤ <b>CULTURAL ENVIRONMENT</b></li> </ul>	<ul style="list-style-type: none"> <li>➤ <b>DEVELOP STATEWIDE PARTNERSHIPS AND APPLY FOR MAJOR STATEWIDE FUNDING OPPORTUNITIES</b></li> <li>➤ <b>ORGANIZE WVSOM RURAL OUTREACH PROGRAMS TO ENSURE COMMUNICATION AND SHARED PLANNING</b></li> <li>➤ <b>ASSIST THE RESEARCH OFFICE AND DIRECTOR OF STUDENT RESEARCH TO INCREASE THE NUMBER OF RESEARCH OPPORTUNITES AVAILABLE TO WVSOM STUDENTS AND FACULTY &amp; PUBLISH RESEARCH FINDINGS</b></li> <li>➤ <b>FIND A WAY TO FUND THE ACTIVITIES OUTLINED IN THIS PLAN (Fee Schedule, Grants, etc)</b></li> </ul>

<i>Focusing our creative, practical actions in...</i> <b>STRATEGIC DIRECTIONS</b>	<i>to deal effectively with . . .</i> <b>UNDERLYING CONTRADICTIONS</b>	<i>and realize our . . .</i> <b>PRACTICAL VISION</b>
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## The Planning Context and Environmental Scan

*The Planning Context provided time for participants to generate an informal summary around the question:*

**"What background and environmental factors do we need to be aware of and respond to – past, present and future?"**

*An organization is never independent but swims in a constantly changing world of trends, paradigms, approaches, needs and conditions. In this session participants look out at the larger world to create a context for their planning efforts.*

*Strategic planning committee participants (CRCH Staff) reflected on the environment surrounding the WVSOM Center for Rural & Community Health's beginnings, identified some major achievements, described CRCH's unique contribution and identified trends and changes that are established, emerging, dying and boundary ideas which will affect CRCH's future work.*

*The following pages document the flip chart notes from this opening activity.*

WVSOM Center for Rural & Community Health Strategic Plan 2017 - 2020



<b>Background Planning Context</b>		
<b>How do we currently describe our organization?</b>		
Past	Present	Future
When was it started? 2009	Who do we serve?	Looking to the future what are opportunities or best practices we need to include?
<p>What were we responding to:</p> <p><i>The WVSOM Center for Rural and Community Health was created to address health issues. It began as the Center for Obesity and Related Diseases (CORE) under the direction of Wayne Miller, PhD. In 2012, Arnie Hassen, PhD became Administrative Director and then in 2014 Dr. Hassen became Executive Director.</i></p>	<p><i>Currently the Center serves the population of Greenbrier County. In the future, the plan is to expand to a statewide presence.</i></p>	<ol style="list-style-type: none"> <li>I. <i>CHERP</i></li> <li>2. <i>HIS/HER Health Literacy Campaign</i></li> <li>3. <i>Greenbrier County Health Alliance</i></li> <li>4. <i>Stanford Licensed CDSMP/DSMP</i></li> <li>5. <i>CTSI</i></li> <li>6. <i>Community Ambassadors</i></li> <li>7. <i>Resources for students, faculty, staff</i></li> <li>8. <i>Lunch &amp; Learns for WVSOM to learn what each department does</i></li> <li>9. <i>Add CRCH to orientation rounds for new employees</i></li> <li>10. <i>Expand CRCH Statewide</i></li> <li>11. <i>Utilize statewide campus to place staff for community connections</i></li> <li>12. <i>Work with HOSA on PSA's</i></li> </ol>
What have been the achievements so far?	What are the key facts that describe CRCH?	Looking to the next several years, what are key external and internal challenges we face?
<ol style="list-style-type: none"> <li>I. <i>CHERP/CHW Curriculum</i></li> <li>2. <i>HIS/HER Health Literacy Campaign</i></li> <li>3. <i>Multiple publications in Peer Reviewed Journals</i></li> <li>4. <i>CTG projects</i></li> <li>5. <i>Stanford License for Self-Management Programs</i></li> <li>6. <i>Greenbrier Rural Health Alliance</i></li> <li>7. <i>WVCTSI</i></li> <li>8. <i>Community-based clinical research</i></li> <li>9. <i>Substance Abuse Coalition</i></li> <li>10. <i>Love Your Heart Project</i></li> <li>11. <i>Health Fairs &amp; Presentations</i></li> </ol>	<ol style="list-style-type: none"> <li>I. <i>Connections for sustainable public health improvement</i></li> <li>2. <i>Partnerships</i></li> <li>3. <i>Community engagement and outreach</i></li> <li>4. <i>A community tool</i></li> <li>5. <i>Infrastructure support for statewide programs (students/community)</i></li> <li>6. <i>Facilitate research</i></li> <li>7. <i>Source of financial support for WVSOM programs</i></li> <li>8. <i>Curriculum development</i></li> <li>9. <i>Helps to meet the School mission</i></li> <li>10. <i>PR for school</i></li> <li>11. <i>Education of the community and other organizations</i></li> </ol>	<ol style="list-style-type: none"> <li>I. <i>Loss of funding (CTSI)</i></li> <li>2. <i>Communication within the CRCH</i></li> <li>3. <i>Turf Wars among partners</i></li> <li>4. <i>Political climate (changes in leadership)</i></li> <li>5. <i>Socioeconomic issues</i></li> <li>6. <i>Cultural environment</i></li> <li>7. <i>Cultural sensitivity to the message</i></li> <li>8. <i>Not enough staff to do the work</i></li> <li>9. <i>Better Communication with Media Center</i></li> <li>10. <i>Bureaucracy – policy changes may impact CRCH</i></li> <li>11. <i>Salary levels need review – more work</i></li> <li>12. <i>Lack of knowledge of the CRCH by other departments</i></li> <li>13. <i>Procedure for Web development</i></li> </ol>

## ***The Practical Vision***

*The practical vision session asked the question:*

***“What do we want to see in place 5 years from now as a result of our efforts?”***

*The vision of an organization is held in part by all of its members. This session seeks to bring these together to create their shared picture of the future. The practical vision is the responsive statement of hope within the given environment. It provides a sense of the destination of the effort. It tells us where we are going, what the accomplishments, outcomes, changes and results are that we are seeking by our efforts.*

*The participants at the WVSOM Center for Rural & Community Health articulated a practical vision for the next three years with five key elements. Those are:*

- ***CRCH STATEWIDE PROGRAMMING***
- ***CENTRALIZE RURAL OUTREACH PROGRAMS WITHIN WVSOM UNDER ONE UMBRELLA WITH SINGLE MISSION***
- ***STAFFING***
- ***CREATE REVENUE GENERATING PROGRAMS***
- ***ASSIST RESEARCH OFFICE AND DIRECTOR OF STUDENT RESEARCH RELATIVE TO WVCTSI***
- ***SECURING RESOURCES AND PARTICIPATION IN WVSOM BUDGET PROCESS***
- ***DEVELOP SUSTAINABILITY PLANS FOR THE GREENBRIER COUNTY HEALTH ALLIANCE AS A REPLICABLE MODEL ORGANIZATION FOR COMMUNITY ENGAGEMENT***

*The chart on the following page holds the back-up brainstorm data generated by participants as well as the above consensus statements.*

<p style="text-align: center;"><b>Practical Vision</b></p> <p style="text-align: center;">What do we want to see in place 3 years from now as a result of our efforts?</p>					
<b>CRCH Statewide Programming</b>	<b>Centralize Rural Outreach programs within WVSOM under umbrella of CRCH</b>	<b>Staffing</b>	<b>Create Revenue Generating Programs</b>	<b>Research</b>	<b>Securing Resources</b>

<p><i>Rural Health Network Development</i></p> <p><i>Stanford Programs:</i></p> <p><i>CDSMP/DSMP</i></p> <p><i>Substance Use Prevention</i></p> <p><i>Marketing Plan</i></p> <p><i>CHERP re-vamped to CHW and utilized as state CHW standard training</i></p> <p><i>HIS &amp; HERS expanded and marketed</i></p>	<p><i>Regular meetings of the leaders of each of the WVSOM rural outreach programs.</i></p> <p><i>Regular meetings of the CRCH Team</i></p> <p><i>Improved communication within CRCH and with external partners</i></p> <p><i>Create a CRCH Community Advisory Board</i></p>	<p><b>Full Time:</b></p> <p><i>Policy Development &amp; Advocacy</i></p> <p><i>Grant Writer/Manager</i></p> <p><i>Researcher (PhD)</i></p> <p><i>Marketing</i></p> <p><i>Support Staff</i></p> <p><i>Educator (Dietician or Nurse)</i></p> <p><b>Part Time:</b></p> <p><i>Data/Website Manager</i></p> <p><b>Contract:</b></p> <p><i>Tech Developer</i></p>	<p><i>Fee schedule for services provided, as appropriate</i></p> <p><i>Grant funds to cover all costs. Able to “pay WVSOM” for hard money staff.</i></p>	<p><i>Assist the Director of Student Research to develop Policies and Procedures that create an avenue for student research projects.</i></p> <p><i>Increase in QI/QA projects among students.</i></p> <p><i>Retrospective studies available through RCB clinic</i></p> <p><i>Utilize Rural Health Research Gateway through NRHA.</i></p> <p><i>Every student that wants a research project will have one.</i></p> <p><i>Published in peer reviewed journals</i></p>	<p><i>At least 3 major multi-year grants are ongoing.</i></p> <p><i>Partner on other grants statewide.</i></p> <p><i>Fee schedule is in place to charge for services/products provided.</i></p> <p><i>Create a technical assistance service to assist non-profits statewide with grant writing, financial planning, budgeting, forecasting, needs assessment, etc.</i></p>
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## The Underlying Contradictions

*The Underlying Contradictions Session asks the question:*

“What is currently blocking the full realization of our vision?”

*The current realities facing an organization become manifest when placed under the light of a practical vision. Without a vision, problems and anxieties are relegated to "lists of things to do" or are explained away as personal conflicts. As a group considers the range of its issues together, root causes can be uncovered and objectified for sober consideration and proposed actions.*

*Participants identified five underlying contradictions to be dealt with. They are listed below as priorities for attention by participants.*

## UNDERLYING CONTRADICTIONS:

- FUNDING CONCERNS
- POLITICAL LANDSCAPE
- COMMUNICATION INTERNALLY & EXTERNALLY NEEDS IMPROVEMENT
- CONCERN ABOUT IMPROVING ACCOUNTABILITY
- ENSURING PARTNERS WITH WHICH WE WORK ARE FULLY ENGAGED

*The back up data for the Underlying Contradictions is on the following page. The titles above and at the heads of the column on the previous page represent the shared wisdom of participants. The next page captures the participant brainstorm items below the line that were clustered to identify each named underlying contradiction.*

UNDERLYING CONTRADICTIONS				
<i>What is blocking the full realization of our vision?</i>				
FUNDING CONCERNS	POLITICAL LANDSCAPE	COMMUNICATION	IMPROVING ACCOUNTABILITY	PARTNERS

<ul style="list-style-type: none"> <li>➤ <i>Can we maintain our current grants?</i></li> <li>➤ <i>Will we continue to lose State funding in the coming years?</i></li> <li>➤ <i>Can we build sustainable reimbursement through program development?</i></li> <li>➤ <i>What happens if funds continue to decrease?</i></li> <li>➤ <i>How can we afford the staff we need?</i></li> <li>➤ <i>New process for Staff salary increases</i></li> </ul>	<ul style="list-style-type: none"> <li>➤ <i>Research does not seem to be a priority and we think it should be.</i></li> <li>➤ <i>Is the CRCH respected among local, state &amp; national partners?</i></li> <li>➤ <i>Impact of federal &amp; State legislative priorities on WVSOM &amp; CRCH</i></li> </ul>	<ul style="list-style-type: none"> <li>➤ <i>We need to work on our communication with each other and our external partners.</i></li> <li>➤ <i>Are we effectively using all of the social media that we possibly can?</i></li> <li>➤ <i>Are there grant funds available to cover social media projects?</i></li> <li>➤ <i>We need to improve our cultural competency</i></li> <li>➤ <i>Could build capacity if we communicated better</i></li> </ul>	<ul style="list-style-type: none"> <li>➤ <i>Other departments and partners agree to partner, but then somehow the process dead ends</i></li> <li>➤ <i>It takes time to meet the requirements established by the school.</i></li> <li>➤ <i>Need to streamline time/process for making change.</i></li> <li>➤ <i>It is sometimes difficult to navigate the WVSOM system unless you know who/what to ask</i></li> </ul>	<ul style="list-style-type: none"> <li>➤ <i>General lack of awareness of what we do</i></li> <li>➤ <i>Staff of other departments are busy with other priorities</i></li> </ul>
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## Strategic Directions

*The Strategic Directions Session asks the question:*



What creative, practical actions can we take to deal with the contradictions, and move us towards our vision?

*In the Strategic Directions Session, participants were asked to focus on creative, practical actions that will deal with the blocks and opportunities identified in the previous session as well as move the organization towards its practical vision. By planning strategically, that is, in relation to its real situation and the underlying challenges, and its practical vision, then it has a chance to realize its vision.*

*The WVSOM Center for Rural & Community Health strategic planning participants identified five overall strategic directions for the next year, each with specific action arenas.*

1. Internal Capacity Building
2. Review & update all programs as appropriate
3. **Combine all WVSOM rural outreach programs under one umbrella with shared mission**
4. **Develop a Marketing Plan**
5. **Focus on Research within CRCH**
6. **Promote evidence-based program training and implementation statewide**
7. **Develop sustainability plans for the Greenbrier County Health Alliance as a replicable model organization for community engagement**

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## STRATEGIC DIRECTIONS

*What creative practical actions can we take to deal with the obstacles and move us towards our vision?*

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Action Arenas	Strategic Directions
<p>➤ <i>Internal Capacity Building</i></p>	<ul style="list-style-type: none"> <li>• <i>Improve communication</i></li> <li>• <i>Regular staff meetings</i></li> <li>• <i>Salary adjustment for staff, as appropriate</i></li> <li>• <i>Hire additional staff</i></li> <li>• <i>Use e-notes and other internal tech features</i></li> <li>• <i>Link to statewide campus</i></li> <li>• <i>Create a CRCH Community Advisory Board</i></li> </ul>
<p>➤ <i>Review and update all programs as appropriate</i></p>	<ul style="list-style-type: none"> <li>• <i>CHERP to CHW</i></li> <li>• <i>Develop Communities of Excellence</i></li> <li>• <i>Add Substance- use prevention to Stanford model of CDSMP.</i></li> <li>• <i>Support students to do community training by providing teaching tools</i></li> <li>• <i>Implement Enhanced Fitness for Seniors program</i></li> <li>• <i>Caregiver self-management</i></li> <li>• <i>Health Fairs (where do they fit in?)</i></li> </ul>
<p>➤ <i>Combine all WVSOM rural outreach programs under one umbrella with single mission</i></p>	<ul style="list-style-type: none"> <li>• <i>Rural Health Outreach</i></li> <li>• <i>RHI</i></li> <li>• <i>RHR</i></li> <li>• <i>AHEC</i></li> <li>• <i>Children’s Health Initiative</i></li> <li>• <i>Facilitate Alliance activities</i></li> <li>• <i>Others (Anatomy, Say Know to Drugs, Health Fairs, Science Fairs, etc.)</i></li> </ul>

**STRATEGIC DIRECTIONS**  
*What creative practical actions can we take to deal with the obstacles and move us towards our vision?*

Action Arenas	Strategic Directions
<p>➤ <i>Develop a Marketing Plan</i></p>	<ul style="list-style-type: none"> <li>• <i>Community Health as a policy issue</i></li> <li>• <i>Web Site development &amp; upkeep</i></li> <li>• <i>Develop Fee Schedule and publish</i></li> <li>• <i>Empower community to build capacity</i></li> <li>• <i>Inform community of who we are and what we do</i></li> <li>• <i>Produce a glossy annual report as part of marketing to clearly indicate the return on investment of the CRCH</i></li> </ul>
<p>➤ <i>Focus on Research within CRCH</i></p>	<ul style="list-style-type: none"> <li>• <i>Assist the Director of Student Research with Faculty development – cultivated on our own campus preparing students for research</i></li> <li>• <i>Training on how to conduct research</i></li> <li>• <i>Grassroots/bottom up training</i></li> <li>• <i>Be a resource for students, faculty, staff and community</i></li> <li>• <i>Facilitate clinical and community connections</i></li> <li>• <i>Research effectiveness of CRCH Programs/Projects</i></li> </ul>
<p>➤ <i>Promote Evidence-based Program Training and implementation statewide</i></p>	<ul style="list-style-type: none"> <li>• <i>Expand the menu of evidence-based programs Offered by CRCH</i></li> <li>• <i>Utilize/Manage Workshop Wizard for data management statewide</i></li> <li>• <i>Sustain current programs and expand capacity of community engagement</i></li> <li>• <i>Market Programs utilizing Website and other materials</i></li> <li>• <i>Encourage community based networking and professional Development/community based participatory research</i></li> </ul>
<p><b>STRATEGIC DIRECTIONS</b></p>	

<i>What creative practical actions can we take to deal with the obstacles and move us towards our vision?</i>	
<i>Action Arenas</i>	<i>Strategic Directions</i>
<p>➤ <i>Develop sustainability plans for the Greenbrier County Health Alliance as a replicable model organization for community engagement</i></p>	<ul style="list-style-type: none"> <li>• <i>Continue implementation of Benedum project work plan</i></li> <li>• <i>Facilitate additional shared resources and community engagement projects</i></li> <li>• <i>Provide support to partner projects by facilitating strategic collaboration and resource sharing</i></li> <li>• <i>Network with other health alliance/collaboratives</i></li> <li>• <i>Expand reach of the Alliance across the Greenbrier Valley</i></li> <li>• <i>Develop continuation plans and submit proposals for continued funding</i></li> <li>• <i>Develop CBPR opportunities in collaboration WVCTSI</i></li> <li>• <i>Track outcomes, document process and share success</i></li> </ul>

## ***The Implementation Timeline***

*The Implementation Timeline Session asks the questions:*

***"What will we actually do in the first year and who will do it?"***

***What are priority steps to get started?"***

*Action removes the doubt that theory and analysis cannot solve. In working on direction and scheduling actions and accomplishments, commitment and realism are brought into the planning effort. The journey of implementation is mapped out and steps are decided which will begin the realization of our vision.*

*Based on input from the CRCH staff, the Executive Director listed expectations of each strategic direction in terms of which areas of the vision and which contradictions that direction was intended to focus on; current advantages and opportunities to build on, possible short and long term signs and indicators of success and suggested first year accomplishments. The CRCH Team activities were reported to the WVSOM Leadership, with special attention given to the appropriateness and realism of the planned activities at the beginning of the timeline. Additional time was spent identifying coordination responsibilities and next steps.*

*The following page outlines the Implementation Timeline as it has been developed. Behind it are the worksheets giving more backup information on each strategy. This implementation timeline is a primary working tool for implementation as milestones are accomplished and marked off, schedules change, and new accomplishments are added.*

Implementation Timeline						
<i>What will we actually do in the 1st year? What are the priority steps to get started? What can be accomplished in the next 90 days?</i>						
Strategic Direction	Milestone Accomplishments				Resources	Success Indicators
	Launch	1 <sup>st</sup> quarter	2 <sup>nd</sup> quarter	3 <sup>rd</sup> quarter		

<p><b>INTERNAL CAPACITY BUILDING</b></p>	<p><i>Audit all current positions &amp; write staffing need proposal to submit to Dr. Nemitz</i></p>	<p><i>Create list of skills of current staff and determine need for professional development to increase skills</i>  <i>Begin to determine who should be invited to participate on the CRCH Community Advisory Board</i></p>	<p><i>Create a technical assistance fee schedule that establishes the cost for individuals or organizations that utilize the CRCH for technical assistance, including special pricing for small community health non profits</i></p>	<p><i>Advertise statewide to nonprofits and small community groups.</i></p>	<p><i>Continue staff development training to sustain &amp; build skills and continue to serve community with technical assistance</i></p>	<p><i>Funds for staff development included in budget process.</i>  <i>Fee Schedule</i>  <i>Materials needed to provide the technical assistance</i></p>	<p><i>Are individuals, organizations and community groups utilizing the CRCH for technical assistance?</i>  <i>Are the programs of CRCH sustainable?</i>  <i>Have we conducted an evaluation/cost analysis?</i></p>
<p><b>REVIEW &amp; UPDATE ALL PROGRAMS, AS APPROPRIATE</b></p>	<p><i>Begin with review and update of CHERP</i></p>	<p><i>Meet with current CHWs to determine needs in the field.</i>  <i>Meet with stakeholders statewide</i></p>	<p><i>Begin process of revamping CHERP curriculum</i>  <i>Ensure review of current legislation</i>  <i>Compare to C3 to ensure curriculum meets core skills/ competency measures</i></p>	<p><i>Have CHERP curriculum in internal and external review.</i>  <i>Begin discussion with community colleges.</i></p>	<p><i>Finalize changes and reissue CHERP as CHW curriculum</i></p>	<p><i>Materials to reprint manuals as appropriate</i>  <i>Travel and expenses for focus group members to attend</i>  <i>Cost related to publishing curriculum</i></p>	<p><i>Has the CHERP curriculum been re-tooled to become the Community Health Worker Curriculum?</i>  <i>Is the curriculum: Endorsed? Utilized? Certified?</i></p>
<p><b>COMBINE ALL WVSOM RURAL OUTREACH PROGRAMS UNDER ONE UMBRELLA WITH SINGLE MISSION</b></p>	<p><i>Set up a meeting with the leaders of all rural outreach programs on WVSOM campus</i></p>	<p><i>Continue with meetings of leaders to go through a process of deciding the structure for putting all programs under one umbrella</i></p>	<p><i>Once the structure is determined, begin the process of determining space issues – should all programs be in close proximity? Can they coordinate administratively and remain physically separated?</i></p>	<p><i>Create a written plan of action and share with WVSOM leadership for approval.</i>  <i>Explore the idea of a Community Advisory Board (Who, When, Where)</i></p>	<p><i>By the end of the 4<sup>th</sup> quarter, all Rural Outreach Concept document presented to WVSOM Leadership</i></p>	<p><i>Meeting facilitation</i>  <i>Time of Leaders</i>  <i>Potential need for Resources relative to space</i></p>	<p><i>Are all WVSOM Outreach Programs operating under one umbrella with a single administrative function.</i></p>

**Implementation Timeline**

*What will we actually do in the 1st year? What are the priority steps to get started? What can be accomplished in the next 90 days?*

Strategic Direction	Milestone Accomplishments					Resources	Success Indicators
	Launch	1 <sup>st</sup> quarter	2 <sup>nd</sup> quarter	3 <sup>rd</sup> quarter	4 <sup>th</sup> quarter		
DEVELOP A MARKETING PLAN	<i>CRCH team conducts a marketing meeting to determine what materials we have and what we need</i>	<i>CRCH team meets with Marketing staff to develop a process for moving forward with the development of a marketing plan.</i>	<i>Marketing materials are developed and disseminated while plan is finalized</i>	<i>Marketing Plan is developed and implemented.</i>	<i>Review of implementation to determine if further work is needed.</i>	<i>Funds to support development of marketing materials must be included in budget process</i>	<p><i>Does CRCH have a marketing plan?</i></p> <p><i>Have new marketing materials been developed?</i></p>
FOCUS ON RESEARCH	<p><i>Work with Research Office to pull all the key stakeholders together to plan a Research Recognition Day on the WVSOM campus for 2018</i></p> <p><i>Focus on Population Health, program research and working with the Research Office.</i></p>	<p><i>Work with Director of Student Research to connect students to research and QA/AI projects.</i></p> <p><i>Continue to work with Research Office to develop plans for Research Recognition Day.</i></p>	<p><i>Create opportunities within local communities statewide for student participation in community participatory research.</i></p> <p><i>Partner with Research Office to support WVSOM faculty to conduct research and to publish research.</i></p> <p><i>Continue to work with Research Office to develop plans for Research Recognition Day.</i></p>	<p><i>Create opportunities within local communities statewide for student participation in community participatory research.</i></p> <p><i>Support WVSOM faculty to conduct research and to publish research.</i></p> <p><i>Continue to work with Research Office to develop plans for Research Recognition Day.</i></p>	<p><i>Create opportunities within local communities statewide for student participation in community participatory research.</i></p> <p><i>Support WVSOM faculty to conduct research and to publish research.</i></p> <p><i>Assist Research Office to Finalize plans for Research Recognition Day.</i></p>	<p><i>Collaboration with Office of Research and Affiliated Programs.</i></p> <p><i>Contacts/Relationships with health care entities statewide for research connections</i></p> <p><i>Buy-In from WVSOM faculty, dept. heads and deans.</i></p>	<p><i>How many student research/QA/QI projects have been conducted?</i></p> <p><i>Did we develop a plan for Research Recognition Day 2018?</i></p>

**Implementation Timeline**

*What will we actually do in the 1st year? What are the priority steps to get started? What can be accomplished in the next 90 days?*

Strategic Direction	Milestone Accomplishments					Resources	Success Indicators
	Launch	1 <sup>st</sup> quarter	2 <sup>nd</sup> quarter	3 <sup>rd</sup> quarter	4 <sup>th</sup> quarter		
<p><b>PROMOTE EVIDENCE-BASED PROGRAM TRAINING AND IMPLEMENTATION STATEWIDE</b></p>	<p><i>Implement Workshop Wizard to track and monitor all evidence-based programs statewide</i></p>	<p><i>Utilize/Manage Workshop Wizard for data management statewide</i></p> <p><i>Market Programs utilizing Website and other materials</i></p> <p><i>Offer CDSMP Master Training</i></p>	<p><i>Encourage community based networking and professional development/ community based participatory research</i></p> <p><i>Offer Leader training</i></p>	<p><i>Expand the menu of evidence-based programs Offered by CRCH</i></p> <p><i>CRCH staff attend training on at least one other evidence-based program.</i></p>	<p><i>Sustain current programs and expand capacity of community engagement</i></p>	<p><i>Training Materials</i></p> <p><i>Travel Funds</i></p> <p><i>T-Trainer Fees</i></p>	<p><i>Is Workshop Wizard functional and up-to-date?</i></p> <p><i>Have programs been marketed and sufficient participants to fill classes?</i></p> <p><i>Has the CRCH begun to offer at least one additional evidence-based health improvement program?</i></p> <p><i>Has CRCH participated in any community participatory research?</i></p> <p><i>How many Master and Leader Trainers have been trained?</i></p>

Implementation Timeline							
<i>What will we actually do in the 1st year? What are the priority steps to get started? What can be accomplished in the next 90 days?</i>							
Strategic Direction	Milestone Accomplishments					Resources	Success Indicators
	Launch	1 <sup>st</sup> quarter	2 <sup>nd</sup> quarter	3 <sup>rd</sup> quarter	4 <sup>th</sup> quarter		



<p><b>Develop sustainability plans for the Greenbrier County Health Alliance as a replicable model organization for community engagement</b></p>	<p><i>Continue to meet the requirements of the Benedum Foundation grant workplan &amp; the WVCTSI workplan</i></p>	<p><i>Continue supporting Ambassadors</i></p> <p><i>Continue partnership development and planning of mobile health unit</i></p> <p><i>Participate in strategic planning for partner organizations</i></p> <p><i>Network with other health alliances to learn from each other</i></p> <p><i>Schedule quarterly meetings to develop relationships and shared plans to improve health across regions</i></p> <p><i>Develop plans for transfer of Executive Director leadership and seek funding support</i></p> <p><i>Partner with WVCTSI and clinic staff to develop research project related to Rx for Local Foods</i></p> <p><i>Define process, tools and lessons learned into a toolkit for developing a county wide Alliance for community engagement</i></p>	<p><i>Implement use of asset map</i></p> <p><i>Continue partnership development and planning of early childhood development center in Rainelle</i></p> <p><i>Assist with meeting facilitation and follow up</i></p> <p><i>Share best practices</i></p> <p><i>Collaborate with Monroe, Pocahontas and Summers Counties to share resources</i></p> <p><i>Approach Benedum to determine potential for 2 more years of funding to expand community engagement process and strategies</i></p> <p><i>Engage students, WVCTSI staff and faculty</i></p> <p><i>Create a detailed final report</i></p>	<p><i>Continue Gleaning project</i></p> <p><i>Expand access to library resources across the county</i></p> <p><i>Develop MOA with partners</i></p> <p><i>Negotiate collaboration for more effective use of resources and seeking additional funding</i></p> <p><i>Increase targeted communities</i></p> <p><i>Develop 2 year plan and seek funding</i></p> <p><i>Document process and outcomes</i></p> <p><i>Write county-wide community engagement article for publication</i></p>	<p><i>Develop and implement prescription for fresh local food</i></p> <p><i>Explore the possibility of establishing Alliance fundraiser and endowment</i></p> <p><i>Write it up and submit for publication</i></p> <p><i>Develop poster presentation to share process steps and lessons learned</i></p> <p><i>Mentor Alliance/collaborative start ups</i></p>	<p><i>Funds to conduct meetings</i></p> <p><i>Printing materials</i></p> <p><i>IT assistance for various projects</i></p> <p><i>Funds to support presentation of published work – travel and publication costs.</i></p>	<p><i>Have plans for mobile health unit been developed?</i></p> <p><i>Have plans for early childhood development center progressed?</i></p> <p><i>Network of Alliance meetings and collaborations?</i></p> <p><i>Collaborations established and grants written?</i></p> <p><i>Transfer of leadership as facilitator of Alliance activities is defined and fund is identified for salary and fringe?</i></p> <p><i>Are additional communities engaged?</i></p> <p><i>Research projects defined and list of partners?</i></p> <p><i>Research data collected &amp; reported?</i></p> <p><i>Is County wide alliance Toolkit for Community Engagement developed?</i></p> <p><i>Is Benedum report completed?</i></p>
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**STRATEGIC DIRECTION BRAINSTORM: Internal Capacity Building**

<p><b>SUCCESS INDICATORS:</b> <i>How would we know 1 year from now that we are successful in this direction?</i></p>	<p><b>SUGGESTED 1ST YEAR ACCOMPLISHMENTS:</b> <i>What key accomplishments do we recommend for the first year?</i></p>
<p><i>Are individuals, organizations and community groups utilizing the CRCH for technical assistance?</i></p>	<ul style="list-style-type: none"> <li>➤ <i>Audit all current positions &amp; write staffing need proposal to submit to Dr. Nemitz</i></li> <li>➤ <i>Create list of skills of current staff and determine need for professional development to increase skills</i></li> <li>➤ <i>Create a technical assistance fee schedule that establishes the cost for individuals or organizations that utilize the CRCH for technical assistance, including special pricing for small community health non profits</i></li> <li>➤ <i>Advertise statewide to nonprofits and small community groups</i></li> <li>➤ <i>Continue staff development training to sustain &amp; build skills and continue to serve community with technical assistance</i></li> <li>➤ <i>Create a CRCH Community Advisory Board</i></li> </ul>
<p><b>CURRENT REALITY:</b> <i>What is going on right now that we need to take into account in moving in this direction?</i></p>	
<ul style="list-style-type: none"> <li>• <i>Being able to charge people for the service/training vs. charging community members for CDSMP/DSMP workshops</i></li> <li>• <i>Time to conduct the training and receive training for new evidence-based programs</i></li> <li>• <i>Lack of adequate staff</i></li> </ul>	

<b>STRATEGIC DIRECTION BRAINSTORM:</b> Review & Update Programs as appropriate	
<b>SUCCESS INDICATORS:</b> <i>How would we know 1-2years from now that we are successful in this direction?</i>	<b>SUGGESTED 1ST YEAR ACCOMPLISHMENTS:</b> <i>What key accomplishments do we recommend for the first year?</i>
<i>Has the CHERP curriculum been re-tooled to become the Community Health Worker Curriculum?</i>	<ul style="list-style-type: none"> <li>➤ <i>Begin with review and update of CHERP</i></li> <li>➤ <i>Meet with current CHWs to determine needs in the field.</i></li> <li>➤ <i>Meet with stakeholders statewide</i></li> <li>➤ <i>Begin process of revamping CHERP curriculum</i></li> <li>➤ <i>Have CHERP curriculum in internal and external review.</i></li> <li>➤ <i>Begin discussion with community colleges.</i></li> <li>➤ <i>Finalize changes and reissue CHERP as CHW curriculum</i></li> <li>➤ <i>Continue to work in partnership with MU on the Appalachian Regional Commission Power Grant project relative to CHW's.</i></li> </ul>
<b>CURRENT REALITY:</b> <i>What is going on right now that we need to take into account in moving in this direction?</i> <hr/> <ul style="list-style-type: none"> <li>• <i>National C3 Report</i></li> <li>• <i>Attitude of some Stakeholders</i></li> <li>• <i>Time/Lack of Staff</i></li> <li>• <i>Need to look at Center for Rural Health at University of Kentucky so we do not “reinvent the wheel”</i></li> <li>• <i>Define the roles of various Community Health Workers</i></li> </ul>	

<b>STRATEGIC DIRECTION BRAINSTORM: <i>Combine all WVSOM rural outreach programs under the umbrella of CRCH</i></b>	
<b>SUCCESS INDICATORS: <i>How would we know 1 year from now that we are successful in this direction?</i></b>	<b>SUGGESTED 1ST YEAR ACCOMPLISHMENTS: <i>What key accomplishments do we recommend for the first year?</i></b>
<i>Are all WVSOM Outreach Programs operating under one umbrella with a single administrative function.</i>	<ul style="list-style-type: none"> <li>➤ Set up a meeting with the leaders of all rural outreach programs on WVSOM campus</li> <li>➤ Continue with meetings of leaders to go through a process of deciding the structure for putting all programs under one umbrella</li> <li>➤ Once the structure is determined, begin the process of determining space issues - should all programs be in close proximity? Can they coordinate administratively and remain physically separated?</li> <li>➤ Create a roadmap for action and share with WVSOM leadership for review and follow-up.</li> <li>➤ By the end of the 4th quarter, all Rural Outreach Programs will be operating under one umbrella.</li> </ul>
<b>CURRENT REALITY: <i>What is going on right now that we need to take into account in moving in this direction?</i></b> <hr/> <ul style="list-style-type: none"> <li>• <i>Push-back from other WVSOM rural health programs</i></li> <li>• <i>Timing</i></li> <li>• <i>Change in WVSOM Leadership (President Adelman retiring effective June 2018)</i></li> <li>• <i>Funding (increase in submitted grant applications)</i></li> <li>• <i>Logistics of Location</i></li> </ul>	

<b>STRATEGIC DIRECTION BRAINSTORM: <i>Develop a Marketing Plan</i></b>	
<p><b>SUCCESS INDICATORS:</b> <i>How would we know 1 year from now that we are successful in this direction?</i></p> <hr/> <p><i>Does CRCH have a marketing plan?</i></p> <p><i>Have new marketing materials been developed?</i></p> <hr/> <p><b>CURRENT REALITY:</b> <i>What is going on right now that we need to take into account in moving in this direction?</i></p> <hr/> <ul style="list-style-type: none"> <li>• <i>Partnering with Marketing-Coordinating everyone's schedules</i></li> <li>• <i>CRCH needs to develop our thoughts prior to meeting with Marketing</i></li> <li>• <i>Funding</i></li> <li>• <i>Deadlines are sometimes hard to meet for various reasons</i></li> <li>• <i>Mutually agreed upon timelines need to be developed for each project submitted to Marketing</i></li> </ul>	<p><b>SUGGESTED 1ST YEAR ACCOMPLISHMENTS:</b> <i>What key accomplishments do we recommend for the first year?</i></p> <hr/> <ul style="list-style-type: none"> <li>➤ <i>CRCH team conducts a marketing meeting to determine what materials we have and what we need</i></li> <li>➤ <i>CRCH team meets with Marketing staff to develop a process for moving forward with the development of a marketing plan</i></li> <li>➤ <i>Marketing materials are developed and disseminated while plan is finalized</i></li> <li>➤ <i>Marketing Plan is developed and implemented</i></li> <li>➤ <i>Review of implementation to determine if further work is needed</i></li> </ul>

<b>STRATEGIC DIRECTION BRAINSTORM: Focus on Research</b>	
<p><b>SUCCESS INDICATORS:</b> <i>How would we know 1 year from now that we are successful in this direction?</i></p> <hr/> <p><i>How many student research/QA/QI projects have been conducted? Did we develop a plan for Research Recognition Day 2018?</i></p> <hr/> <p><b>CURRENT REALITY:</b> <i>What is going on right now that we need to take into account in moving in this direction?</i></p> <hr/> <ul style="list-style-type: none"> <li>➤ <i>Change of leadership in Research Office</i></li> <li>➤ <i>CTSI funding (do we have it or not?)</i></li> <li>➤ <i>Permeating Statewide Campus</i></li> <li>➤ <i>Staff/Time to manage projects</i></li> <li>➤ <i>Grants Management Tool (need to review new tool developed by Research Office)</i></li> </ul>	<p><b>SUGGESTED 1ST YEAR ACCOMPLISHMENTS:</b> <i>What key accomplishments do we recommend for the first year?</i></p> <hr/> <ul style="list-style-type: none"> <li>➤ <i>Work with the Director of Student Research to pull all the key stakeholders together to plan a Research Recognition Day on the WVSOM campus for 2018</i></li> <li>➤ <i>Work with the Director of Student Research to connect students to research and QA/AI projects.</i></li> <li>➤ <i>Create opportunities within local communities statewide for student participation in community participatory research.</i></li> <li>➤ <i>Support WVSOM faculty to conduct research and to publish research.</i></li> <li>➤ <i>Support WVSOM faculty to conduct research and to publish research.</i></li> <li>➤ <i>Finalize plans for Research Recognition Day.</i></li> <li>➤ <i>Conduct Research Recognition Day on WVSOM Campus.</i></li> </ul>

<b>STRATEGIC DIRECTION BRAINSTORM: Evidence-based Programs</b>	
<b>SUCCESS INDICATORS:</b> <i>How would we know 1 year from now that we are successful in this direction?</i>	<b>SUGGESTED 1ST YEAR ACCOMPLISHMENTS:</b> <i>What key accomplishments do we recommend for the first year?</i>
<i>Has the CRCH expanded evidence-based programming and managed the resulting data?</i>	<ul style="list-style-type: none"> <li>➤ <i>Implement Workshop Wizard to track and monitor all evidence-based programs statewide</i></li> <li>➤ <i>Utilize/Manage Workshop Wizard for data management statewide</i></li> <li>➤ <i>Market Programs utilizing Website and other materials</i></li> <li>➤ <i>Offer CDSMP Master Training Encourage community based networking and professional development/ community based participatory research</i></li> <li>➤ <i>Offer Leader training Expand the menu of evidence-based programs Offered by CRCH</i></li> <li>➤ <i>CRCH staff attend training on at least one other evidence-based program.</i></li> <li>➤ <i>Sustain current programs and expand capacity of community engagement</i></li> </ul>
<b>CURRENT REALITY:</b> <i>What is going on right now that we need to take into account in moving in this direction?</i>	
<ul style="list-style-type: none"> <li>• <i>Coordination of training is sometimes problematic</i></li> <li>• <i>Time to conduct the training and receive training for new evidence-based programs</i></li> <li>• <i>Lack of adequate staff</i></li> <li>• <i>Funding</i></li> </ul>	

*Note: The Strategic Direction Brainstorm for the Greenbrier County Health Alliance was developed in their organizational Strategic Plan and is not provided in this document.*

<b>IMMEDIATE PRIORITIES/NEXT STEPS</b>	
Tasks	Who Is Responsible
<ol style="list-style-type: none"> <li><i>1. Audit all current positions &amp; write staffing need proposal to submit to Dr. Nemitz</i></li> <li><i>2. Begin with review and update of CHERP</i></li> <li><i>3. Set up a meeting with the leaders of all rural outreach programs on WVSOM campus</i></li> <li><i>4. CRCH team conducts a marketing meeting to determine what materials we have and what we need</i></li> <li><i>5. Work with Director of Student Research to pull all the key stakeholders together to plan a Research Recognition Day on the WVSOM campus for 2018</i></li> <li><i>6. Training of Master Trainers and development of Enhanced Fitness Proposal</i></li> <li><i>7. Continue to meet the requirements of the Benedum Foundation grant workplan &amp; the WVCTSI workplan</i></li> </ol>	<ol style="list-style-type: none"> <li><i>1. Drema Mace/CRCH Team Review</i></li> <li><i>2. Haylee Heinsberg</i></li> <li><i>3. Drema Mace</i></li> <li><i>4. Joyce Martin</i></li> <li><i>5. Research Coordinator</i></li> <li><i>6. Sally Hurst/Mystik Miller</i></li> <li><i>7. Sally Hurst/Mystik Miller</i></li> </ol>



## A CALL TO ACTION

### Goal 1: INTERNAL CAPACITY BUILDING

Objective	Progress to Date	Key Action Steps	Evaluation Methods
<i>Create list of skills of current staff and determine need for professional development to increase skills</i>		<i>Send out survey monkey to CRCH staff to assess skills</i>  <i>Based on results of survey, determine professional development needed to increase skills</i>  <i>Create a CRCH Community Advisory Board</i>	<i>Was survey monkey implemented, reviewed and analyzed?</i>  <i>Is skill building needed?</i>
<i>Create a technical assistance fee schedule that establishes the cost for individuals or organizations that utilize the CRCH for technical assistance, including special pricing/no cost for small community health non profits</i>		<i>Create a list of all materials/skills available through the CRCH staff.</i> <i>Assign pricing to list.</i>	<i>Was a fee schedule developed?</i>
<i>Advertise statewide to nonprofits and small community groups.</i>		<i>Market the list statewide through CRCH WebSite and community organization listservs.</i>	<i>Was the fee schedule marketed?</i>
<i>Continue staff development training to sustain &amp; build skills and continue to serve community with technical assistance</i>		<i>CRCH staff will submit requests for workshops, conferences, courses &amp; symposiums that will build their skills</i>	<i>Number of opportunities for staff to build skills?</i>

**Goal 2: REVIEW & UPDATE ALL PROGRAMS, AS APPROPRIATE**

Objective	Progress to Date	Key Action Steps	Evaluation Methods
Meet with current CHWs to determine needs in the field.	Meeting set for MOVHD CHWs/AmeriCorps on June 20, 2017  Survey completed; re-submit to CHERP-trained Level(s) 1 and/or 2 CHWs; date TBD	1. Coordinate meeting(s) with AmeriCorps' serving as CHWs, etc. to determine needs in field and feedback on whether CHERP curriculum meets needs. 2. Develop and submit survey to CHERP-trained CHWs for feedback on curriculum and program to meet needs in the field.	1. Did we implement a successful, participatory meeting with feedback and direct outcomes? 2. Did we send survey to CHERP-trained CHWs statewide for feedback, receive surveys and analyze data and feedback?
Meet with stakeholders statewide  Begin process of revamping CHERP curriculum		1. Determine the stakeholders and coordinate meeting(s) to review and discuss curriculum to meet statewide needs and national recommendations or standards. 2. Compare CHERP program with CHW recommendations from the C3 Project Report in areas of competencies, skills, and qualities and can integrate Interprofessional Collaboration Competency Domain (IPEC) measures for CHWs (Allied Health). 3. Make changes to program based on data and recommendations compiled from above action steps.	1. Did we hold a stakeholders meeting and receive feedback for improvements to meet needs in the field? 2. Did we make changes to curriculum based on stakeholders consensus feedback and comparison information obtained?
Have CHERP curriculum in internal and external review.		1. Work with WVSOM leadership and stakeholders to determine internal and external advisory panels/boards. 2. Submit the revised curriculum and program to advisory boards for review.	1. Are internal and external advisory panels/boards in place with active participation? 2. Was reviewed curriculum returned with feedback and recommendations for changes?

Objective	Progress to Date	Key Action Steps	Evaluation Methods
<p>Begin discussion with community colleges.</p> <p>Finalize changes and reissue CHERP as CHW curriculum</p>		<ol style="list-style-type: none"> <li>1. Contact and coordinate a statewide meeting with community colleges to present and discuss potential opportunities for implementation of CHW program as a two-year degree (Associates); or complimentary curriculum to already existing degree program(s).</li> <li>2. Make changes to program as recommended and approved.</li> </ol>	<ol style="list-style-type: none"> <li>1. Were Meeting(s) conducted?</li> <li>2. Is updated CHW program completed, approved, and ready for implementation?</li> </ol>

**Goal 3: COMBINE ALL WVSOM RURAL OUTREACH PROGRAMS UNDER ONE UMBRELLA**

<b>Objective</b>	<b>Progress to Date</b>	<b>Key Actions Steps</b>	<b>Evaluation Methods</b>
Continue with meetings of leaders to go through a process of deciding the structure for putting all WVSOM Rural Health programs under one umbrella		<ol style="list-style-type: none"> <li>1. Set up a series of meetings of the leadership of the rural health programs offered at WVSOM</li> <li>2. Meet with the staff of each of the Rural Health Programs to conduct planning sessions</li> </ol>	Have the leadership of the WVSOM Rural Health Programs met regularly for planning purposes?
Once the structure is determined, begin the process of determining space issues – (should all programs be in close proximity? Can they coordinate administratively and remain physically separated?)		<ol style="list-style-type: none"> <li>1. Establish the areas of focus for planning purposes</li> <li>2. Follow-through with each individual area of consideration.</li> </ol>	Have we looked at each aspect of the logistics for putting all Rural Health Programs of WVSOM under one umbrella?
Create a written plan of action and share with WVSOM leadership for approval.		<ol style="list-style-type: none"> <li>1. Take the notes from each of the meetings and develop a draft plan of action.</li> <li>2. Have the plan of action reviewed by WVSOM leadership for approval.</li> </ol>	<p>Was a draft plan developed?</p> <p>Was the plan approved?</p>
By the end of the 4th quarter, all Rural Outreach Programs will be operating under one umbrella.		<ol style="list-style-type: none"> <li>1. Implement the plan of action</li> </ol>	<p>Was the plan of action implemented?</p> <p>Are all WVSOM Rural Health Programs under one umbrella?</p>

**Goal 4: DEVELOP A MARKETING PLAN**

<b>Objective</b>	<b>Progress to Date</b>	<b>Key Actions Steps</b>	<b>Evaluation Methods</b>
CRCH team meets with Marketing staff to develop a process for moving forward with the development of a marketing plan.		<ol style="list-style-type: none"> <li>1. Meet with Marketing Department to arrange a plan of communication that both departments can follow.</li> <li>2. Invite Marketing Dept to attend a CRCH staff meeting to advise process,</li> <li>3. Decide on a contact between the two departments.</li> </ol>	<p>Did we develop a communication plan?</p> <p>Did Marketing Dept. Staff attend CRCH staff meeting(s)?</p> <p>Is there an established contact person?</p>
Marketing materials are developed and disseminated while plan is finalized		<ol style="list-style-type: none"> <li>1. Work with marketing contact to decide on development of materials and proper process on disseminating materials.</li> <li>2. Obtain quotes from outside vendors on printing needs.</li> <li>3. Expense on our department P-Card and reconcile.</li> </ol>	<p>Did we develop the marketing product(s)?</p> <p>Did we obtain outside quotes?</p> <p>Did we expense the p-card and reconcile?</p>
Marketing Plan is developed and implemented		<ol style="list-style-type: none"> <li>1. Reinforcement of plan between both departments. Hold each other responsible for effective communication and resolving any issues.</li> <li>2. Meet on a regular basis to assure both departments are following the plan.</li> <li>3. Revise any aspect that is not working.</li> </ol>	<p>Is the Marketing plan completed?</p> <p>Was it implemented?</p> <p>Do we meet on a regular basis?</p> <p>Have revisions been made to the plan?</p>
Review of implementation to determine if further work is needed.		<ol style="list-style-type: none"> <li>1. Monthly meetings to see if we are both on track. If not, reevaluate the implementation plan.</li> <li>2. Decide if there are new needs that weren't in the original plan.</li> </ol>	<p>Did we monitor the implementation of the plan?</p> <p>Did we adjust as needed?</p>

**Goal 5: FOCUS ON RESEARCH within CRCH**

<b>Objective</b>	<b>Progress to Date</b>	<b>Key Action Steps</b>	<b>Evaluation Methods</b>
Work with Director of Student Research and students, faculty, and statewide campus preceptors to connect students to research and QA/QI projects.	1. Waiting on research SOP manual revisions to be finalized by legal so can start pulling SWC preceptors in as PIs on studies	<ol style="list-style-type: none"> <li>1. Travel to SWC and make connections by providing faculty development to preceptors on research and QI procedures with students</li> <li>2. Encourage faculty/preceptors to include 3<sup>rd</sup> and 4<sup>th</sup> year students on projects and work to build compliance of reporting student involvement</li> <li>3. Offer CTSI and navigational assistance</li> <li>4. Work to connect faculty/SWC researchers onto collaborative projects with other institutions as they show interest</li> </ol>	<ol style="list-style-type: none"> <li>1. # of trips made to SWC sites and hours of faculty development offered?</li> <li>2. # of projects that included 3<sup>rd</sup> &amp; 4<sup>th</sup> yr students? # of students included?</li> <li>3. # of people who signed up with CTSI? Review CTSI tallies for assistance provided by them to these researchers.</li> <li>4. # of projects where this occurred?</li> </ol>
Work with the Research Office to develop plans for a larger scale Research Recognition Day.		<ol style="list-style-type: none"> <li>1. Collaborate with the Research Office to develop a ½ or full day research recognition event</li> </ol>	<ol style="list-style-type: none"> <li>1. Provide an evaluation document to attendees to document event occurrence and tally results to determine if event was successful</li> </ol>
Work with the Director of Student Research to create opportunities within local communities statewide for student participation in community participatory research		<ol style="list-style-type: none"> <li>1. Work with Office of Research, RHI, SEAHEC, and departmental co-workers to find statewide research opportunities for student participation. Attend conferences to make contacts for project opportunities. Utilize web &amp; newsletters to find opportunities</li> <li>2. Work to meet preceptors who can serve as study PIs in those communities</li> <li>3. Work to implement a PBRN project where students can be utilized across the state</li> </ol>	<ol style="list-style-type: none"> <li>1. # of projects implemented using this process?</li> <li>2. Did preceptors implement projects?</li> <li>3. # of PBRN projects implemented?</li> </ol>
Partner with the Office of Research to support WVSOM faculty to conduct research and to publish research		<ol style="list-style-type: none"> <li>1. Provide WVSOM faculty with grant opportunities as they arise</li> <li>2. Provide support on all aspects of applying for funding</li> <li>3. Provide project support after funding is received</li> <li>4. Assist in providing EHR data as needed for research/quality projects. Educate faculty/preceptors on statewide data repositories that may be available to them</li> </ol>	<ol style="list-style-type: none"> <li>1. # of grant proposals submitted?</li> <li>2. # of grant proposals on which assistance was given?</li> <li>3. Was project coordination supplied?</li> <li>4. # of projects that received/utilized EHR or repository data?</li> </ol>

## Goal 6: PROMOTE EVIDENCE-BASED PROGRAM TRAINING AND IMPLEMENTATION STATEWIDE

Objective	Progress to Date	Key Action Steps	Evaluation Methods
Sustain current programs and expand reach through partnership development and training		<ol style="list-style-type: none"> <li>1. Maintain license requirements and relationship with Stanford</li> <li>2. Conduct presentations to build support for EBP implementation</li> <li>3. Conduct trainings as needed to increase capacity for statewide implementation</li> </ol>	<ol style="list-style-type: none"> <li>1. Stanford certification is maintained, Stanford license report?</li> <li>2. List of presentations?</li> <li>3. List of partner organizations and trainings?</li> </ol>
Provide leadership for statewide collaboration to develop WV EBP data tracking and sustainability plan		<ol style="list-style-type: none"> <li>1. Form EBP steering committee including WVSOM, WVU, MU, BPH and Quality Insights</li> <li>2. Develop MOU's identifying reporting requirements and data entry responsibilities</li> <li>3. Develop business plan for each EBP program</li> <li>4. Meet with payers to negotiate reimbursement plan</li> </ol>	<ol style="list-style-type: none"> <li>1. Steering committee member list and meeting schedule?</li> <li>2. MOU's and data protocols?</li> <li>3. Business plan for Stanford programs; other business plans?</li> <li>4. List of payers and progress towards reimbursement ?</li> </ol>
Expand menu of evidence-based programs offered by CRCH		<ol style="list-style-type: none"> <li>1. Establish Chronic Pain Self-Management license</li> <li>2. Recruit Master &amp; leader trainers</li> <li>3. Develop data collection plan</li> <li>4. Secure funding</li> <li>5. Conduct training</li> <li>6. Implement program</li> </ol>	<ol style="list-style-type: none"> <li>1. Chronic Pain Self-Management license obtained?</li> <li>2. List of people interested in becoming Master trainers &amp; leader trainers?</li> <li>3. Did we develop data tracking system?</li> <li>4. Did we Identify collaborative funding sources?</li> <li>5. Did we develop contact, schedule and implement training?</li> <li>6. Schedule and implementation?</li> </ol>
Assist with implementation of Workshop Wizard as an integrated statewide data management system for EBP'S		<ol style="list-style-type: none"> <li>1. Get trained on data entry</li> <li>2. Enter existing data</li> <li>3. Continue to meet with WW team to plan statewide implementation</li> </ol>	<ol style="list-style-type: none"> <li>1. Was training conducted?</li> <li>2. Did we report on CRCH data?</li> <li>3. Do we have an Implementation plan?</li> </ol>

Objective	Progress to Date	Key Action Steps	Evaluation Methods
Develop a model referral system in Workshop Wizard for clinics to link patients to community EBP's		<ol style="list-style-type: none"> <li>1. Identify referral team at RCBC, Rainelle Medical Center and Greenbrier Clinic</li> <li>2. Develop referral plan and process steps for getting referral to "referral wrangler"</li> <li>3. Define "referral wrangler" job description and recruit and train someone in the position.</li> <li>4. Begin referring patients</li> <li>5. Track referrals and provide info back to the referring provider</li> <li>6. Replicate in other communities</li> </ol>	<ol style="list-style-type: none"> <li>1. List of clinics and referral team members?</li> <li>2. Are Referral plans defined with protocols?</li> <li>3. "Referral Wrangler" job description, hired and trained?</li> <li>4. Referral report completed?</li> <li>5. Feedback loop defined and report given to providers?</li> <li>6. Plan to replicate completed?</li> </ol>
Provide leadership to develop statewide collaborative EBP infrastructure supports including: workshop calendar, data reports, referral structure, and sustainability plan		<ol style="list-style-type: none"> <li>1. Assist with facilitation of steering committee plans to spread EBP and enter data into Workshop Wizard</li> <li>2. Share model referral process and provide TA to establish regional EBP "referral wranglers"</li> <li>3. Provide training and support to master trainers and leaders and referral organizations</li> </ol>	<ol style="list-style-type: none"> <li>1. Statewide calendar, data reports referral reports in place?</li> <li>2. Statewide list of referral sites, list of wranglers and referral report?</li> <li>3. List of new partners, technical assistance provided and trainings conducted?</li> </ol>



## Goal 7. DEVELOP SUSTAINABILITY PLANS FOR THE GREENBRIER COUNTY HEALTH ALLIANCE AS A REPLICABLE

### MODEL ORGANIZATION FOR COMMUNITY ENGAGEMENT

Objective	Progress to Date	Key Action Steps	Evaluation Methods
Continue implementation of Benedum project work plan		<ol style="list-style-type: none"> <li>1. Continue supporting Ambassadors</li> <li>2. Implement use of asset map</li> <li>3. Continue Gleaning project</li> <li>4. Develop and implement prescription for fresh local food</li> </ol>	<ol style="list-style-type: none"> <li>1. List of Ambassadors, community partners, project descriptions and outcomes?</li> <li>2. Asset map report?</li> <li>3. Gleaning project report?</li> <li>4. Rx for Fresh report?</li> </ol>
Facilitate additional shared resources and community engagement projects		<ol style="list-style-type: none"> <li>1. Continue partnership development and planning of mobile health unit</li> <li>2. Continue partnership development and planning of early childhood development center in Rainelle</li> <li>3. Expand access to library resources across the county</li> </ol>	<ol style="list-style-type: none"> <li>1. Have plans for mobile health unit been developed?</li> <li>2. Have plans for early childhood development center progressed?</li> <li>3. Additional library resources exist?</li> </ol>
Provide support to partner projects by facilitating strategic collaboration and resource sharing		<ol style="list-style-type: none"> <li>1. Participate in strategic planning for partner organizations</li> <li>2. Assist with meeting facilitation and follow up</li> <li>3. Develop MOA with partners</li> </ol>	<ol style="list-style-type: none"> <li>1. List of strategic planning partners and planning events?</li> <li>2. List of project description and Alliance role clearly defined?</li> <li>3. List of collaborative partnerships and MOA's?</li> </ol>
Network with other health alliance/collaboratives		<ol style="list-style-type: none"> <li>1. Network with other health alliances to learn form each other</li> <li>2. Share best practices</li> <li>3. Negotiate collaboration for more effective use of resources and seeking additional funding</li> </ol>	<ol style="list-style-type: none"> <li>1. Network of Alliance meetings and collaborations?</li> <li>2. List of best practices that we offer and learned about from others?</li> <li>3. Collaborations established and grants written?</li> </ol>
Expand reach of the Alliance across the Greenbrier Valley		<ol style="list-style-type: none"> <li>1. Schedule quarterly meetings to develop relationships and shared plans to improve health across the region</li> <li>2. Collaborate with Monroe, Pocahontas and</li> </ol>	<ol style="list-style-type: none"> <li>1. Partner list and meeting schedule?</li> <li>2. List of ways we are collaborating and sharing resources?</li> <li>3. Additional communities are</li> </ol>

		Summers Counties to share resources 3. Increase targeted communities	engaged?
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Objective	Progress to Date	Key Action Steps	Evaluation Methods
Develop continuation plans and submit proposals for continued funding		<ol style="list-style-type: none"> <li>1. Develop plans for transfer of Executive Director leadership and seek funding support</li> <li>2. Approach Benedum to determine potential for 2 more years of funding to expand community engagement process and strategies</li> <li>3. Develop 2 year plan and seek funding</li> <li>4. Explore the possibility of establishing Alliance fundraiser and endowment</li> </ol>	<ol style="list-style-type: none"> <li>1. Transfer of leadership as facilitator of Alliance activities is defined and fund is identified for salary and fringe?</li> <li>2. Discussions with other Benedum funded projects to explore continued Benedum funding and discussion with Benedum about continued funding?</li> <li>3. Plan defined and funding secured?</li> <li>4. Have fundraiser and endowment been planned?</li> </ol>
Develop CBPR opportunities in collaboration WVCTSI		<ol style="list-style-type: none"> <li>1. Partner with WVCTSI and clinic staff to develop research project related to Rx for Local Foods</li> <li>2. Engage students, WVCTSI staff and faculty</li> <li>3. Document process and outcomes</li> <li>4. Write it up and submit for publication</li> </ol>	<ol style="list-style-type: none"> <li>1. List of partner project descriptions and materials developed?</li> <li>2. Research projects defined and list of partners?</li> <li>3. Research data collected &amp; reported?</li> <li>4. Project report and article written?</li> </ol>
Track outcomes, document process and share success		<ol style="list-style-type: none"> <li>1. Define process, tools and lessons learned into a toolkit for developing a county wide Alliance for community engagement</li> <li>2. Create a detailed final report</li> <li>3. Write county-wide community engagement article for publication</li> <li>4. Develop poster presentation to share process steps and lessons learned</li> <li>5. Mentor Alliance/collaborative start ups</li> </ol>	<ol style="list-style-type: none"> <li>1. Is County wide alliance Toolkit for Community Engagement developed?</li> <li>2. Is Benedum report completed?</li> <li>3. Are Articles written and submitted for publication?</li> <li>4. Is Poster created?</li> <li>5. List mentor relationships?</li> </ol>