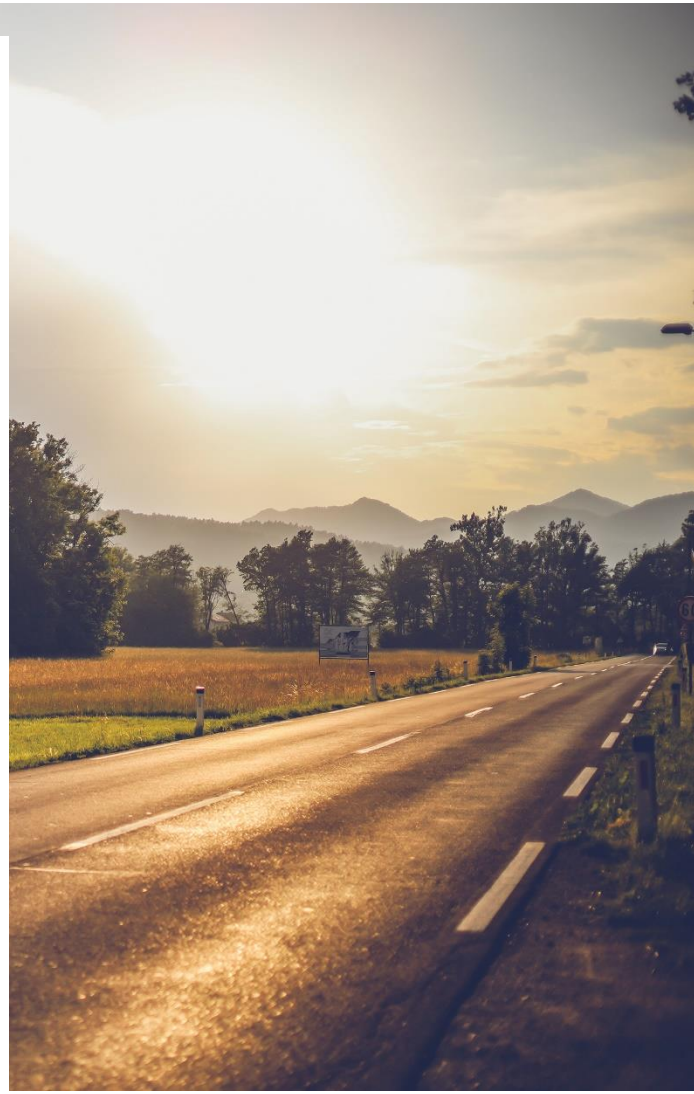

2023 – 2025 Strategic Plan



Executive Summary

The Louisiana Rural Health Association (LRHA) conducted a four-month equitable strategic planning process from July to September 2022 engaging multiple stakeholders, including members and strategic partners. This three-year strategic plan (January 2023 – December 2025) aims to achieve organizational priorities to (1) refine the organization’s mission and vision to align with the current and future rural health environment; (2) solidify the organizational values, guiding principles, and organizational framework; (3) create strategic goals and identify growth opportunities (funding, programs, and member services) and (4) establish performance and success metrics/indicators and desired short term and long-term outcomes. A special committee of the Board of Directors was formed to lead the planning process and to make final plan recommendations to the board for final approval.

The strategic planning process also focused on the following needs: (a) plan for a brand refresh, (b) develop pillars of excellence and guiding principles, (c) pursue operational excellence through the governance structure, oversight, and accountability, (d) create a roadmap with identified goals and success measures, and (e) discover growth opportunities through funding, programs, and members services. The goal of the planning process was to better define who we are and what we do in the broader landscape of Louisiana rural health. This plan will help us to create a robust staff, prioritize projects, and to focus our activities within our limited resources. LRHA aims to be a well-recognized and credible organization that represents the majority of rural healthcare providers. This plan will provide structure, guidance, and long-term direction for the organization to ensure projects and programs grow and build on each other, rather than being one-off projects. LRHA will not abandon any previously made commitments. However, some projects could (theoretically) be phased out or the structure or role of LRHA in the projects may change as the plan is implemented over time.

On September 7, 2022, the LRHA Board of Directors approved the enclosed plan. We are grateful for everyone’s participation, energy, and input into creating a plan that will guide us into the future where LRHA is responsive to the needs of rural healthcare providers and communities across the state. We recognize an organization is only as strong as its members, and we value the support and involvement of our members as critical to the future success of the organization. During this recovery time post-pandemic and constant changes in health reform, LRHA aims to be resourceful and find new innovative approaches to serve its current members and gain new members who are committed to the health care needs of rural Louisiana and the growth of LRHA.

Introduction

The LRHA is a non-profit, grassroots, member-driven organization. LRHA, formed in 1992, has historically been a leader in providing rural health education and advocacy opportunities for our membership. Today, the organization strives to provide a unified voice that promotes and enhances the quality of rural health in Louisiana. It works to ensure that all Louisiana residents have access to high quality healthcare and that all have the opportunity to live a healthy life. For the next three years, LRHA will revitalize its organizational brand and be focused on the following areas, that we have called “Pillars of Excellence”: Growth, Relationships, Accountability, and Impact.

Pillars of Excellence

Growth | Relationships | Accountability | Impact

LRHA membership is composed of rural healthcare providers ranging from small rural hospitals, rural health clinics, federally qualified health centers, and other stakeholders wanting to make a difference in rural health in our state. This strategic plan will guide LRHA to provide education, training, advocacy, and resources that support its members to serve the healthcare needs of rural Louisiana. By increasing the organizational capacity, board accountability, member engagement, and strategic partnerships, LRHA offers the capacity to exhibit its impact on regional equity and rural healthcare provider viability.

The state of Louisiana has a vast rural geography. LRHA follows the Health Resources and Services Administration (HRSA) definition of rural, as identified in the [Rural Health Grants Eligibility Analyzer](#). Geographic disparities exist in Louisiana where rural residents experience poorer health outcomes than their urban counterparts. LRHA will continue to serve as a leader and representative of rural health by acknowledging and addressing those social determinants of health that create such disparities and which aim to improve rural health outcomes through collaboration with its members. It will utilize the [Collective Impact Model](#) for its approach in organizing its members and enhancing its infrastructure. This model “brings people together in a structured way to achieve social change.” LRHA will continue to serve as a backbone organization grounded in common goals that aligns its members for regional impact, through adherence to the five core principles of collective impact: a common agenda, shared measurement, mutually reinforcing activities, continuous communication, and backbone support.

Reflection on the Organization

The LRHA conducted a robust stakeholder engagement process that included both members and current strategic partners who participated in one or more activities that included stakeholder surveys, focus groups, and key informant interviews. All stakeholders were asked to complete an anonymous stakeholder survey. This survey captured data regarding the organization's brand awareness, its value to the membership, community, and state, and achievement of its mission. In addition, there were three focus groups of members organized according to membership entity type, including rural health clinics, federally qualified health centers, and small rural hospitals. Finally, there were seven stakeholders asked to conduct key informant interviews. The data collected was translated into useful data that was utilized to develop the components of the strategic plan.

The following is a summary of data collected that outlines the strengths, weaknesses, opportunities, and threats to be considered for this new strategic plan.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Longevity of organization • Respected on local, state, and national levels • Independent organization • Support for logo updates • Inclusive of all rural healthcare provider types • National affiliation gives access to resources • Responsive to the needs of members, evaluates, addresses gaps • Effective relationships and partnerships with diverse groups • Effective partnership with the state- level stakeholders, including the Louisiana Well-Ahead program stakeholders • Cohesive network • New leadership • Trainings and information sharing 	<ul style="list-style-type: none"> • Staff capacity, need more staff and succession plan • Logo gives an agricultural presence, but no connection to healthcare • There is sometimes confusion between LRHA, Well Ahead and other rural coalitions • Lack of knowledge about membership, benefits and its structure • Dominated by individuals with personal interests • Lack of board involvement for timely approvals and output • Lack of resources to provide to rural health stakeholders • Reactive engagement with legislators at state and Federal levels

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Restructure and promote corporate sponsorships • Develop membership structure and promote benefits • Improved networking with non-members • Create strategic partnerships and collaborations to expand reach and leverage resources • Reduce feelings of isolation by rural providers • Elevate rural LA needs to a national level • Community alignment of goals and initiatives that are more grassroots • Capitalize of trainings and events • Leave a legacy for assisting and supporting rural patients • Rural data can give momentum and can be used to more effectively leverage • Cultivate legislative champions 	<ul style="list-style-type: none"> • Funding to the organization and its members • The unique challenges of rural LA communities and patients • The uncertainty of the world, post-pandemic • Political polarization • Other healthcare organizations that can reach members more effectively • Other healthcare organizations that present barriers to members • Lack of member involvement • State and federal rules and regulations

Strategic Plan

The LRHA's three-year strategic plan includes the following elements that are detailed below:

- An updated Mission Statement
- An updated Vision Statement
- Newly developed Values
- Newly developed Guiding Principles
- New developed Pillars of Excellence
- 3-year Goals & Key Performance Metrics

LRHA's Mission Statement

(The original) The mission of the Association is to serve as a unified voice for the promotion of rural health care through advocacy, education, and communication.

(2023 update) The mission of the Louisiana Rural Health Association is to provide a unified voice that promotes and enhances the quality of rural health in Louisiana.

LRHA's Vision Statement

(The original) The vision of the Association shall be:

- *To promote rural health as a distinct concern in Louisiana, as well as nationally;*
- *to serve as a forum for a unified voice for healthcare providers, public officials, healthcare workers, educators, and others working to improve rural health in Louisiana;*
- *to provide a forum for the exchange and distribution of ideas and information related to the improvement of rural health in our state;*
- *to serve as an advocate for rural health, promoting improved health status and improvements to the health system for residents of rural Louisiana; and*
- *to encourage the development of appropriate health resources for Louisiana.*

(2023 update) The Louisiana Rural Health Association works to ensure that all Louisiana residents have access to high quality healthcare and the opportunity to live a healthy life.

LRHA's Values

The LRHA has developed the following values to define its identity and what drives it toward success.

- **Integrity:** We value transparency, build trust, and represent the interest of our collective membership.
- **Connection:** We believe communication and relationships are critical for supporting our members.
- **Unity:** We know that we can collectively impact the lives of rural Louisianans through collaboration, representation, and advocacy.
- **Culture:** We embody diversity, equity, and inclusion as we serve all in Rural Louisiana and leverage cultural assets as Healthcare Provider and community champions.
- **Action:** We demonstrate our role as a rural health leader by serving with compassion and embracing innovation in addressing the unique challenges of rural Louisiana.

Values

Integrity | Connection | Unity | Culture | Action

LRHA's Guiding Principles

The LRHA has developed the following guiding principles to serve as a basis of how important decisions are made and what drives it toward success.

- We aim to improve the rural community's **Access** adhering to the 5 A's: affordability, availability, accessibility, accommodation, and acceptability.
- We will demonstrate **Responsiveness** to our members, partners, communities, by being available to receive input, understanding the needs of rural communities, working to remove barriers, and enhancing rural resources.
- We address **Regional Equity** by acknowledging there are disparities in the distribution of resources, opportunities and healthcare outcomes that create geographic inequities across Rural Louisiana and working to reduce these disparities.
- We are intentional in our **Engagement** with members, rural communities, and those champions who work toward improving the health of Rural Louisiana.
- We serve as the **Backbone** organization for a network of rural healthcare providers with a common agenda to improve the health of rural communities across the state.

LRHA's Pillars of Excellence

The LRHA has developed the following Pillars of Excellence as strategic focus areas to organize its programs and services toward achieving its new goals. In addressing these areas, LRHA strives to increase its overall infrastructure and financial stability, to provide clear direction to its leadership, to better engage with its members and partners, and to make a positive impact for improved rural health in the state.

The Pillars of Excellence includes:

- **Growth:** Infrastructure and Operations
- **Accountability:** Governance
- **Relationships:** Membership & Collaboration
- **Impact:** Programs & Advocacy

Goals

Under each of the Pillars of Excellence, LRHA has created organizational goals to focus on for the next three years.

Pillar 1. GROWTH

1. **Infrastructure:** Ensure the organization is fully equipped with competent staff, financial resources, and the necessary physical office infrastructure for the future of the organization.
2. **Recognition and Representation:** Promote the organization, members, and Louisiana's rural health needs and concerns at the local, state, and Federal levels.
3. **Sustainability and Growth:** Support sustainability and growth of the organization to support Louisiana's rural healthcare providers by identifying and securing new resources.

Pillar 2. ACCOUNTABILITY

1. **Board of Directors:** Develop a high-functioning board with a committee structure to support the engagement of more members.
2. **Membership Structure:** Create a membership structure with high-quality benefits for recruiting.

Pillar 3. RELATIONSHIPS

1. **Representation:** Promote the recognition and representation of Louisiana's rural health needs through strategic relationships that elevate LRHA and ensure grassroots engagement.
2. **Membership Engagement:** Develop a membership program with an engagement and communications plan with current members.
3. **Partnerships & Collaborations:** Develop strategic partnerships and collaborations with the purpose of elevating rural health and leveraging resources for the membership.

Pillar 4. IMPACT

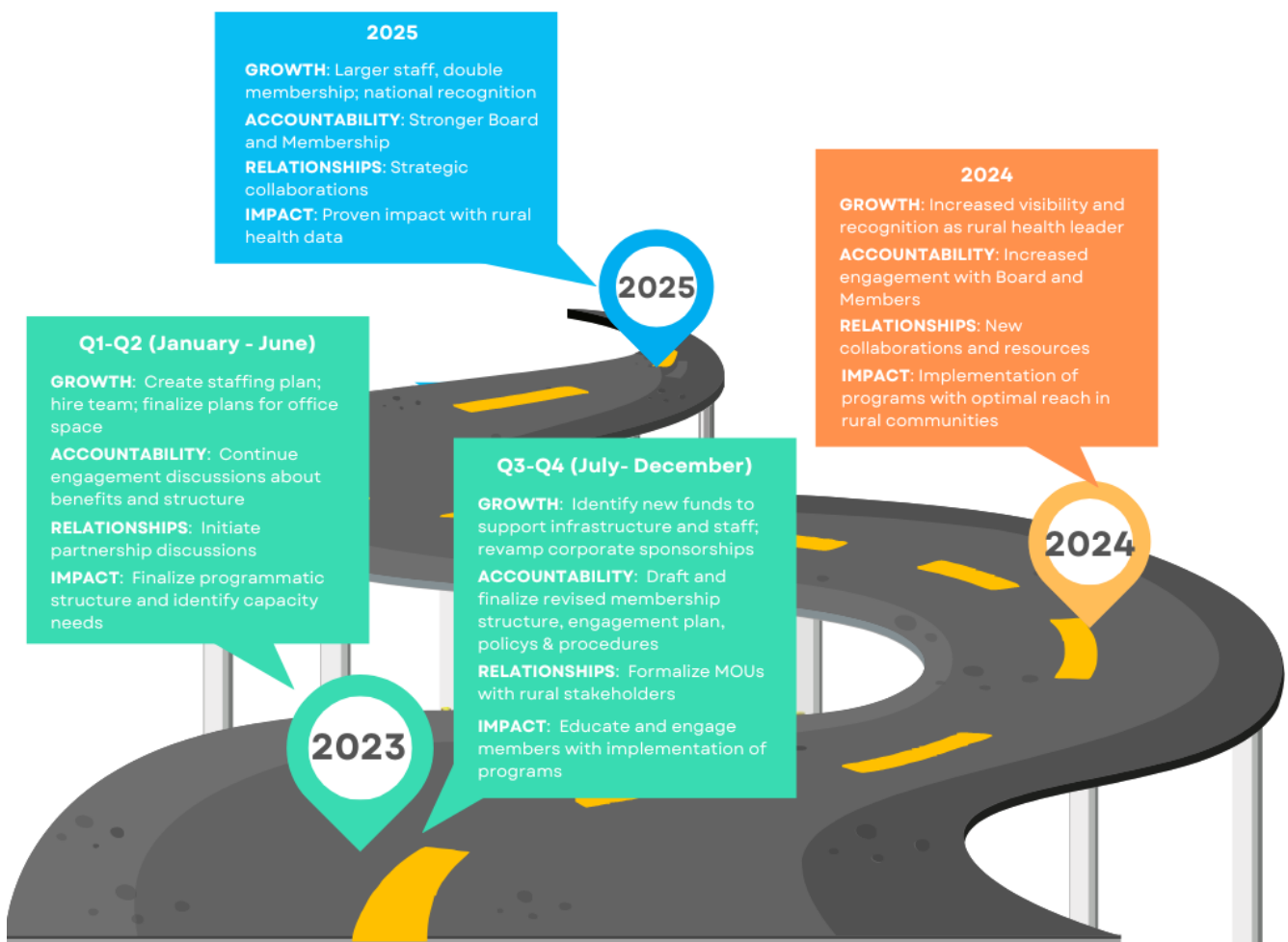
1. **Regional Equity & Access:** Increase equitable access to quality healthcare for all Louisiana rural residents to mitigate disparities through education and advocacy programs.
2. **Provider Viability:** Increase resources for the ability to support a strong workforce and enhance financial stability.
3. **Data Analytics:** Identify drivers of health and health disparities in rural Louisiana to remove barriers for optimal health of patients and show LRHA impact.

Each of our organizational goals aligns with one or more of our guiding principles, as illustrated below:

	GROWTH	ACCOUNTABILITY	RELATIONSHIPS	IMPACT
<p>IMPROVE ACCESS</p> <p>ADDRESS REGIONAL EQUITY</p> <p>INTENTIONAL ENGAGEMENT</p> <p>SERVE AS BACKBONE ORGANIZATION</p> <p>DEMONSTRATE RESPONSIVENESS</p>	<p>Infrastructure: Ensure the organization is fully equipped with competent staff, financial resources, and the necessary physical office infrastructure for the future of the organization.</p>	<p>Membership Structure: Create a membership structure with high-quality benefits for recruiting</p> <p>Board of Directors: Develop a high-functioning board with committee structure to support the engagement of more members.</p>	<p>Membership Engagement: Develop a membership program with an engagement and communications plan with current members</p>	
	<p>Sustainability and Growth: Support sustainability and growth of the organization to support LA's rural healthcare providers by identifying and securing new resources</p>		<p>Partnerships & Collaborations: Develop strategic partnerships and collaborations with the purpose of elevating rural health and leveraging resources for the membership.</p>	<p>Data Analytics: Identify drivers of health and health disparities in rural Louisiana to remove barriers for optimal health of patients and show LRHA impact.</p>
	<p>Recognition and Representation: Promote the organization, members and the LA rural health needs and concerns at the local, state, and federal levels.</p>		<p>Representation: Promote the recognition and representation of LA's rural health needs through strategic relationships that elevate LRHA and ensure grassroots engagement</p>	<p>Regional Equity & Access: Increase equitable access to quality healthcare for all Louisiana rural residents to mitigate disparities through education and advocacy programs.</p> <p>Provider Viability: Increase resources for the ability to support a strong workforce and enhance financial stability</p>

Roadmap to Success

Successful implementation of this strategic plan and achievement of these goals will take time, planning, and dedication. LRHA has created a visual overview or “roadmap,” with the desired outcomes per the Pillars of Excellence depicting a progressive journey for achieving its goals. This map provides more specific outcomes for the current year that is divided per quarter with an outline of longer-term outcomes for the future years. The roadmap will be regularly updated and shared with the Board of Directors to provide a progress report on the implementation of the strategic plan.



Implementation Plan

The Implementation Plan provides a detailed outline of how LRHA plans to achieve its goals. The plan initiates in January 2023 and includes strategies/activities, responsibilities, timeline, and performance measures to be undertaken by staff and the Board of Directors. The Implementation Plan adopted by LRHA to meet the goals of this Strategic Plan is intended to be a “living” document, updated as strategies and activities are implemented, completed, or revised. The document will be reviewed and updated with the Board of Directors on a regular basis.

Appendices

- A. Acknowledgments
- B. About Louisiana Rural Health Association
- C. Strategic Plan Presentation, including Stakeholder Engagement Data Overview

Appendix A: Acknowledgements

THANK YOU to those members and partners who participated in the Stakeholder Engagement processes and contributed to LRHA's success making!

Key Informants Interviews:

Davondra Brown, LDH/Bureau of Community Partnerships and Health Equity
Denaé Hebert, Louisiana Rural Health Association – (*Executive Director*)
Gerrelda Davis, Louisiana Primary Care Association
Karen Wyble, Ochsner Lafayette General
Kevin Bridwell, Louisiana Hospital Association
Lynne Bourgeois, Louisiana Rural Health Association – (*EatMoveGrow Coordinator*)
Roderick Campbell, Iberia Comprehensive
Shelina Davis, Louisiana Public Health Institute
Zach Snyder, Louisiana Rural Health Association (*Policy Analyst*)

Focus Groups: Rural Health Clinics

Kandi Smith, Louisiana Department of Health/Well-Ahead Louisiana (*facilitator*)
Kristi Manuel, Savoy Medical Center
Necole Vernon, Our Lady of the Lake Physician Group Riverside
Monica Martin, Plaquemines Medical Center
Peggy Gautreau, Total Family Medical

Focus Groups: Small Rural Hospitals

Taylor Cottano, Southern EVALS (*facilitator*)
Blake Kramer, Franklin Medical Center
Dianne Davidson, Union General Hospital
Kristin Cole, Springhill Medical Center
Lance Armentor, Savoy Medical Center

Focus Groups: Federally Qualified Health Centers

Randy McKinney, Louisiana Primary Care Association (*facilitator*)
Dr. Alecia Cyprian, Southeast Community Health Center
De'Marquis Hamilton, Iberia Comprehensive Community Health Center
Jennifer Harris, Plaquemines Primary Care

Appendix B: About Louisiana Rural Health Association

Founded in 1992, LRHA is a non-profit, 501(c)(6) membership association that is made up of Louisiana rural health care providers. This includes rural health centers (RHCs), federally qualified health centers (FQHCs), rural hospitals, and other rural stakeholders across the state.

LRHA membership consists of a diverse collection of individuals and organizations that share a common interest in ensuring that all rural communities have access to quality, affordable health care. LRHA recognizes that rural areas are unique and differ from urban areas in their geography, population mix and density, economics, lifestyle, values, and social organizations. Rural people and communities require programming and advocacy that responds to their unique characteristics and needs. LRHA works collaboratively with partners and stakeholders to create a clear understanding of rural health care in Louisiana, its needs, and effective ways to meet these needs.

LRHA provides a unified voice that promotes and enhances the quality of rural health in Louisiana and works to ensure that all Louisiana residents have access to high quality healthcare and the opportunity to live a healthy life. This includes: holding listening sessions with rural providers to provide education and receive provider feedback on new and upcoming legislation and regulation; submitting formal comments to rule-making bodies on proposed rules; advocating and educating on the needs of rural providers and communities with state and federal bodies; serving as a resource of information on the rural health landscape in Louisiana for policy-makers and other rural stakeholders; lobbying for proposed legislation that positively impacts our rural providers, patients, and communities; and representing rural health needs and interests in various local and state-wide committees.

LRHA facilitates educational programming to enhance rural health professionals' and administrators' professional skills and keeps them abreast of the latest legislative issues. Our continuing education workshops and webinars offer a wide variety of topics, including workforce recruitment/retention, health care legislative activity, reimbursement, regulatory compliance, best-practice sharing. LRHA also coordinates and carries out a variety of grant-funded work aimed at increasing access to care, supporting rural providers and communities, and working towards our overall mission and vision.

2022 LRHA Board of Directors

Dr. Alecia Cyprian

Southeast Community Health System
Chief Executive Officer

Brian Jakes, III

Southeast Louisiana Area Health Education Center
Chief Operating Officer

Dianne Davidson

Union General Hospital
Chief Operating Officer

Donna Felder

Our Lady of the Lake Physician Group Riverside
Office Manager

Eric Haik

Haik, Minvielle, & Grubbs, LLP
Attorney

Karen Wyble

Ochsner Lafayette General Health
SVP of Strategy and Business Development

Kevin Bridwell

Louisiana Hospital Association
Vice President of Healthcare Reimbursement

Michael Blake Kramer

Franklin Medical Center
Administrator

Nicole Coarsey

State Office of Rural Health
Rural Health Officer

Peggy Gautreau

Total Family Medical
Owner/Provider

Randy McKinney

Louisiana Primary Care Association
Healthcare Technology & Innovations Manager

Roderick Campbell

Iberia Comprehensive Community Health Center
Chief Executive Officer

Sandy Morein

Iberia Medical Center
Chief Nursing Officer

Taylor Cottano

Southern EVALS
Owner

William Brent, III

SWLA Center for Health Services
Chief Executive Officer

2023 LRHA Board of Directors

<p>Dr. Alecia Cyprian Southeast Community Health System Chief Executive Officer</p> <p>Brian Jakes, III Southeast Louisiana Area Health Education Center Chief Operating Officer</p> <p>Dianne Davidson Union General Hospital Chief Operating Officer</p> <p>Donna Felder Our Lady of the Lake Physician Group Riverside Office Manager</p> <p>Eric Haik Haik, Minvielle, & Grubbs, LLP Attorney</p> <p>Karen Wyble Ochsner Lafayette General Health SVP of Strategy and Business Development</p> <p>Kevin Bridwell Louisiana Hospital Association Vice President of Healthcare Reimbursement</p>	<p>Medha Kulkarni Women’s Medical & Surgical Clinic, Inc. Administrator</p> <p>Michael Blake Kramer Franklin Medical Center Administrator</p> <p>Nicole Coarsey State Office of Rural Health Rural Health Officer</p> <p>Randy McKinney Louisiana Primary Care Association Healthcare Technology & Innovations Manager</p> <p>Roderick Campbell Iberia Comprehensive Community Health Center Chief Executive Officer</p> <p>Shelley Malsam Jackson Parish Hospital Revenue Cycle Director</p> <p>William Brent, III SWLA Center for Health Services Chief Executive Officer</p>
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The Louisiana Rural Health Association strives to ensure that our Board of Directors provides for diverse representation from across stakeholder groups. At least one Board member must represent each of the following organizations or provider types.

<ul style="list-style-type: none"> ➤ Louisiana Primary Care Association ➤ Louisiana Department of Health ➤ Louisiana Hospital Association ➤ Area Health Education Center ➤ Community Health Center 	<ul style="list-style-type: none"> ➤ Small Rural Hospital ➤ Critical Access Hospital ➤ Provider-Based Rural Health Clinic ➤ Independent Rural Health Clinic
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Appendix C: Strategic Plan Presentation



LRHA's Strategic Plan

January 2023 – December 2025



Strategic Plan Overview

The Louisiana Rural Health Association (LRHA) has embarked on a strategic planning process to update its mission and vision and design a 3-year strategic plan that will guide its future growth and provide a playbook to open up new opportunities.

Plan to cover: January 2023 – December 2025



Strategic Plan Overview

The plan aims to achieve organizational goals to:

1. Refine the **organization's mission and vision** to align with the current and future rural health environment
2. Solidify the **organizational values, guiding principles, and organizational framework**
3. Create **strategic goals and identify growth opportunities** (funding, programs, and member services)
4. Establish **performance and success metrics/indicators** and desired short term and long-term outcomes

The strategic planning process focused on the following needs:

- Plan for a **brand refresh**
- Develop **Pillars of Excellence and guiding principles** pursuing operational excellence through the governance structure, oversight and accountability
- Create a **roadmap** with identified goals and success measures
- Discover **growth opportunities** through funding, programs and members services



Planning Highlights: **Stakeholder Engagement**

64 people participated in planning process!

Stakeholder Survey

Key Informants Interviews:

Roderick Campbell, Iberia Comprehensive
Karen Wyble, Ochsner Lafayette General
Kevin Bridwell, LA Hospital Association
Davondra Brown, LA Dept of Health
Shelina Davis, LA Public Health Institute
Gerelda Davis, LA Primary Care Association
Zach Snyder, LRHA - Policy Analyst
Lynne Bourgeois, LRHA - EMG Coordinator
Denae Hebert, LRHA Executive Director

Focus Groups: Rural Health Clinics

Peggy Gautreau, Total Family Medical
Necole Vernon, OLOL Physician Group Riverside
Monica Martin, Plaquemines Medical Center
Kristi Manuel, Savoy Medical Center
Kandi Smith, LDH Well Ahead

Focus Groups: Small Rural Hospitals

Dianne Davidson, Union General Hospital
Lance Armentor, Savoy Medical Center
Blake Kramer, Franklin Medical Center
Kristin Cole, Springhill Medical Center
Taylor Cottano, Southern EVALS

Focus Groups: FQHC

Dr. Alecia Cyprian, SE Community Health Center
De'Marquis Hamilton, Iberia Comprehensive Community Health Center
Jennifer Harris, Plaquemines Primary Care
Randy McKinney, LA Primary Care Association



Planning Highlights: Stakeholder Survey

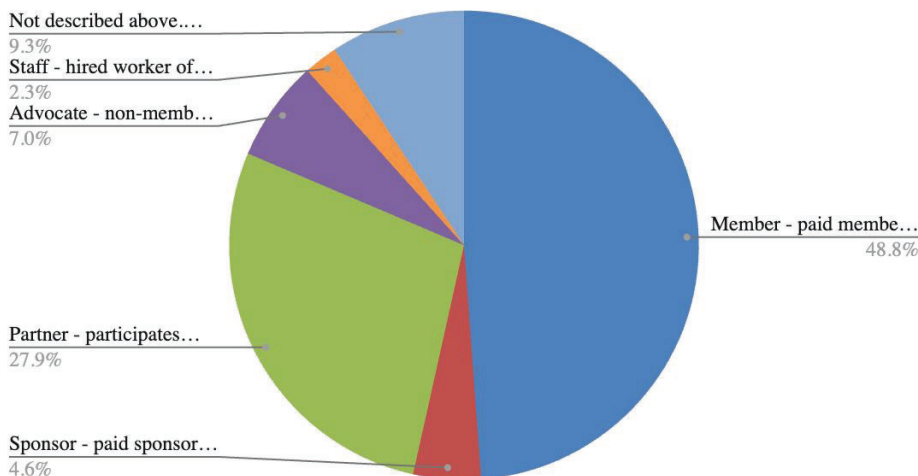
Important notes about survey data

- **There is a lot of rich data and information for continued discussion and processing over the next few years.**
- **This is an opportunity to set a BASELINE for ongoing data collection to see changes over time.**
- **Most of the synthesized information will be used to plan the details of activities within the Implementation Plan.**



Planning Highlights: Stakeholder Types

Responses



43 Responses, 49% members

Answer Choices

Member - paid membership for active engagement with LRHA
Sponsor - paid sponsorship for providing support for LRHA even
Partner - participates with LRHA via a collaborative project or program
Advocate - non-member who supports and promotes LRHA's efforts within community or network
Contractor - serves LRHA as paid contracted entity
Staff - hired worker of LRHA
Not described above. Please describe here.
CPA serving rural service providers, e.g. hospitals, nursing homes, rural health clinic, etc.
Non-Member
Board member
President of LRHA Board



Planning Highlights: Stakeholder Information

Of the 43 Responses:

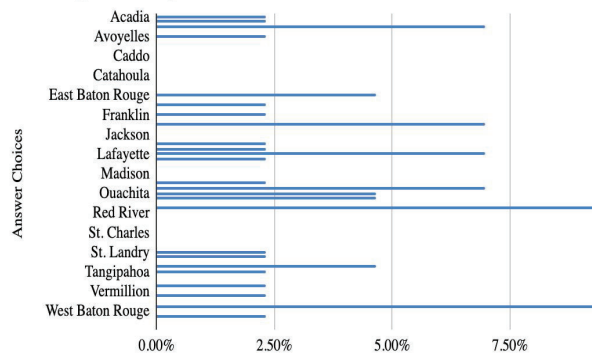
- ★ **25.58%** of the stakeholders have been connection to LRHA for **over 15 years**, while **27.9%** for **less than 2 years**
- ★ **72%** white, **28 %** black
- ★ **63%** female, **37 %** male
- ★ **Stakeholder Roles: 36%** C-Suite Leadership, **21%** Administrators/Directors, **10 %** Clinical Providers, **10%** Public Health Professions
- ★ **Entity types: 23%** FQHCs, **12%** Rural Health Clinics, **26%** Rural Hospitals, **18%** Nonprofits/Associations, **20%** Others



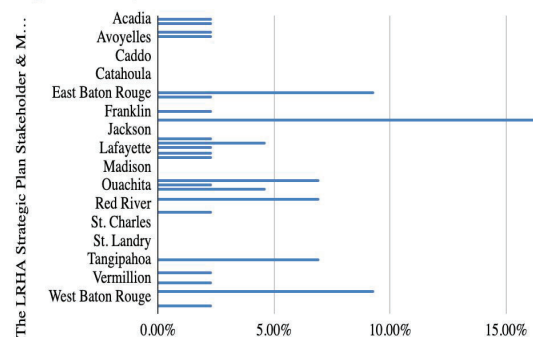
Planning Highlights: Stakeholder Location

Highest #s from Ascension, Iberia, Lafayette, Rapides, Webster

Which parish do you live in?



Which parish do you work in? (location for the main site of the organization.)





Planning Highlights: Stakeholder Survey

See more demographic data in the Appendix



Survey Questions: LRHA Mission,
Branding, Membership,
Partnerships, Focus Areas &
Programming

Stakeholders' Views on LRHA's Mission


Prior to taking this survey, 64% of stakeholders were aware of LRHA's mission and vision, while 23% were not.

74% felt that LRHA is achieving its mission and vision.

79% felt that LRHA is aware of the views and needs of rural healthcare providers.

Stakeholders' Input on LRHA's Future Mission and Work

Please indicate the extent to which the following statements are **important or unimportant for LRHA's future mission.**



Mission	Ranking
Promote rural health as a distinct concern in Louisiana	4.74
Encourage the development of appropriate health resources for rural Louisiana	4.64
Provide a forum for a unified voice for those working to improve rural health in Louisiana	4.64
Provide a forum for the exchange and distribution of ideas and information related to the improvement of rural health	4.62
Serve as an advocate for rural health by promoting improved health status and improvements to the health system for residents of rural Louisiana	4.54



Stakeholders' Input on LRHA's Membership and Programs

75% believe that being a member of LRHA **helps my organization meet its goals.**

75% felt that they were **aware** of the **membership benefits** outlined by LRHA.

70% are **satisfied with** the LRHA membership benefits.



Stakeholders' Input on LRHA's Branding

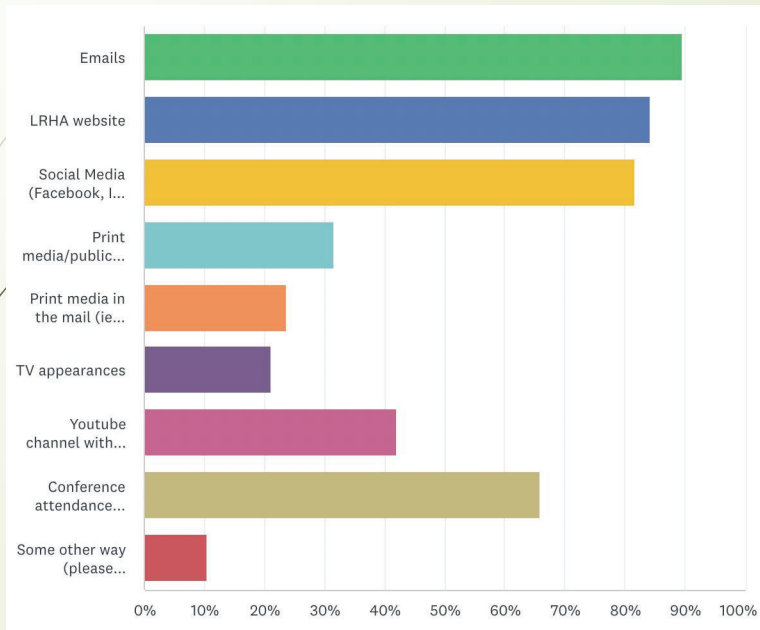
79% think that LRHA **should update or change** its logo, compared to **21%** who thinks it should remain.

44% think that LRHA's **programs and services are well known**, while **24%** disagrees.

65% of would like **increase their engagement** with LRHA.

Planning Highlights: Stakeholder Survey Data

How should LRHA promote its brand?



Some other way:

- Speaking engagements at Collaborative Partners Businesses and/or with their clients
- Utilize LPB to improve statewide understanding of LRHA's Mission, Goals and Activities
- I think all media is good for promoting what LRHA does

Which LRHA activities and services are the most beneficial and valuable to its members?

MOST BENEFICIAL

Provider educational sessions	65.00%
Advocacy for Rural Policy	65.00%
Information dissemination	45.00%
Connection, facilitating networking among rural providers	45.00%
Technical Assistance	40.00%
Public Health Program Implementation (ie. CDC Chronic Disease Prevention grants)	40.00%
Health System Program services (ie. Care Coordination among members)	40.00%
Increasing staff and capacity of rural providers	40.00%
Leadership opportunities	25.00%
Discounts on LRHA educational events	25.00%
Something else not listed here (please specify): Learn about and apply for rural health grants	5.00%

How would you prefer to receive technical assistance from LRHA?

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Webinars	75.00%
Conference calls/virtual listening sessions	65.00%
Annual education conference	55.00%
Workshops	55.00%
Networking events	35.00%
Capitol Days	10.00%
Town Hall Meetings	0.00%

Please indicate how **important or unimportant** each is for the LRHA and its work.

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Sustainable funding mechanisms and payment models for health care services	4.76
Reducing Rural Healthcare Workforce Shortages	4.71
Access to healthcare coverage for disparate population	4.51
Mental Health, Substance Abuse Disorders	4.46
Chronic Disease Prevention and Treatment	4.46
Improving Health Equity within rural Louisiana	4.37
Maternal Health	4.34
Investments in Public Health	4.17



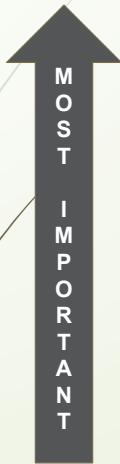
Survey Questions: Topics for Educational Sessions

Which topic areas are important for LRHA to provide educational sessions on for rural health providers? (Part 1)

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TOPIC	RANKING
Billing & Coding/Payer Issues	4.4
Workforce Recruitment & Retention	4.37
Community Engagement & Partnerships	4.34
Data Collection and Reporting	4.29
Quality and Workflow	4.17
Grassroots Advocacy	4.11

Which topic areas are important for LRHA to provide educational sessions on for rural health providers? (Part 2)




TOPIC	Ranking
Telehealth	4.34
Emergency Preparedness & Response	4.26
Infection Prevention and Control	4.23
Regulatory Compliance	4.23
Addressing Social Determinants of Health	4.17
Health Information Technology/Cybersecurity	4.17
Licensing/Accreditation Surveys	4.03



Survey Questions: Social Determinants of Health & Health Equity Priorities

Education Access and Quality. Please rate each in terms of its level of importance for the health of rural Louisiana residents/patients.



Education Access and Quality.	Ranking
Language, literacy skills	4.66
High school graduation	4.57
Early childhood education and development	4.51
Education system reform	4.26
Enrollment in higher education	4.2

Health Care Access and Quality. Please rate each in terms of its level of importance for the health of rural Louisiana residents/patients.



Health Care Access and Quality.	Ranking
Access to primary care	4.77
Access to speciality care	4.74
Health insurance coverage	4.63
Health literacy	4.6
Implicit bias and discrimination in Health Care	3.89

Neighborhood and Built Environment. Please rate each in terms of its level of importance for the health of rural Louisiana residents/patients.

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Neighborhood and Built Environment.	Ranking
Transportation	4.66
Crime	4.49
Housing Instability/Homelessness	4.43
Pollution	3.91
Parks, green space	3.83

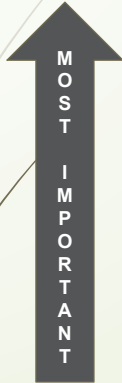
Social and Community Context. Please rate each in terms of its level of importance for the health of rural Louisiana residents/patients.

M
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Social and Community Context	Ranking
Food Insecurity	4.34
Conditions in the workplace	4.03
Racism, discrimination	3.97
Civic participation	3.89
Incarceration	3.8

Economic Stability. Please rate each in terms of its level of importance for the health of rural Louisiana residents/patients.



Economic Stability.	Ranking
Poverty level	4.54
Life expenses	4.51
Employment status	4.46
Health insurance status	4.37
Financial safety-net	4.26



Planning Highlight:
Stakeholder Survey Data from **Key Informants and Focus Groups**



SWOT ANALYSIS

Strengths

- Longevity of organization
- Respected on local, state, and national levels
- Independent organization
- Support for logo updates
- Inclusive of all rural healthcare provider types
- National affiliation gives access to resources
- Responsive to the needs of members and fills in gaps
- Good at relationships and partnership with diverse groups
- Good partnership with the state- Well Ahead
- Tightness of network
- New leadership
- Trainings and info sharing

Opportunities

- Restructure and promote corporate sponsorships
- Develop membership structure and promote benefits
- Connection with non-members
- Create strategic partnerships and collaborations to expand reach and leverage resources
- Reduce feelings of isolation by rural providers
- Elevate rural LA needs to a national level
- Community alignment of goals and initiatives that are more grassroots
- Capitalize of trainings and events
- Leave a legacy for helping rural patients
- Rural data can give momentum and used to leverage
- Cultivate legislative champions

Weaknesses

- Staff capacity, need more staff and succession plan
- Logo gives an agricultural presence, but no connection to healthcare
- There is confusion between LRHA, Well Ahead and other rural coalitions
- Lack of knowledge about membership, benefits and its structure
- Dominated by individuals with personal interest
- Lack of board involvement for timely approvals and output
- Lack of resources to rural healthcare
- Reactive engagement with legislators

Threats

- Funding to the organization and its members
- The unique challenges of rural LA communities and patients
- The uncertainty of the World, post-pandemic
- Politics polarization
- Other healthcare organizations that can reach members better
- Other healthcare organizations that present barriers to members
- Lack of member involvement
- State and federal rules and regulations



THE PLAN



DRAFTED Key Components:

- Updated Mission
- Updated Vision
- Values
- Guiding Principles
- Goals & Key Metrics Recommendations



APPROVALS NEEDED BY BOD :

- (1) Mission
- (2) Vision
- (3) Values
- (4) Guiding Principles
- (5) Pillars of excellence
- (6) Goals
- (7) ROADMAP



1. Refine the organization's mission and vision to align with the current and future rural health environment

The Mission - *for approval*



The mission of the Louisiana Rural Health Association is to provide a unified voice that promotes and enhances the quality of rural health in Louisiana.

A mission statement is an action-oriented statement declaring the purpose an organization serves to its audience. It often includes a general description of the organization, its function, and its objectives.

The Vision - *for approval*



The Louisiana Rural Health Association works to ensure that all Louisiana residents have access to high quality healthcare and the opportunity to live a healthy life.

A vision statement describes where the organization wants a community, or the world, to be as a result of the company's services. Thus, a mission statement is a roadmap for the vision statement.



2. Solidify the organizational values, guiding principles, and organizational framework

The Values of LRHA: WHO WE ARE?

01 Integrity

We value transparency, build trust, and represent the interest of our collective membership.

02 Connection

We believe communication and relationships are critical for supporting our members.

03 Unity

We know that we can collectively impact lives of rural Louisianans through collaboration, representation, and advocacy.

04 Culture

We embody diversity, equity, and inclusion as we serve all in Rural Louisiana and leverage cultural assets as Healthcare Provider and community champions.

05 Action

We demonstrate our role as a rural health leader by serving with compassion, and embracing innovation in addressing the unique challenges of Rural Louisiana.

An organization's values define its identity, how important decisions are made and what drives it toward success.

LRHA's Guiding Principles

We aim to improve the rural community's **Access** adhering to the 5 A's: affordability, availability, accessibility, accommodation and acceptability.

We will demonstrate **Responsiveness** to our members, partners, communities, by being available to receive input, understanding the needs of rural communities, working to remove barriers, and enhancing rural resources.

We address **Regional Equity** by acknowledging there are disparities in the distribution of resources, opportunities and healthcare outcomes that create geographic inequities across Rural Louisiana and working to reduce these disparities.

We are intentional in our **Engagement** with members, rural communities and those champions who work toward improving the health of Rural Louisiana.

We serve as the **Backbone** organization for a network of rural healthcare providers with a common agenda to improve the health of rural communities across the state.

An organization's guiding principles is its broad philosophy that encompass beliefs and values and guides it throughout time in all circumstances, irrespective of changes in its goals or strategies.

Organizational Framework

Approach to consider: THE COLLECTIVE IMPACT MODEL

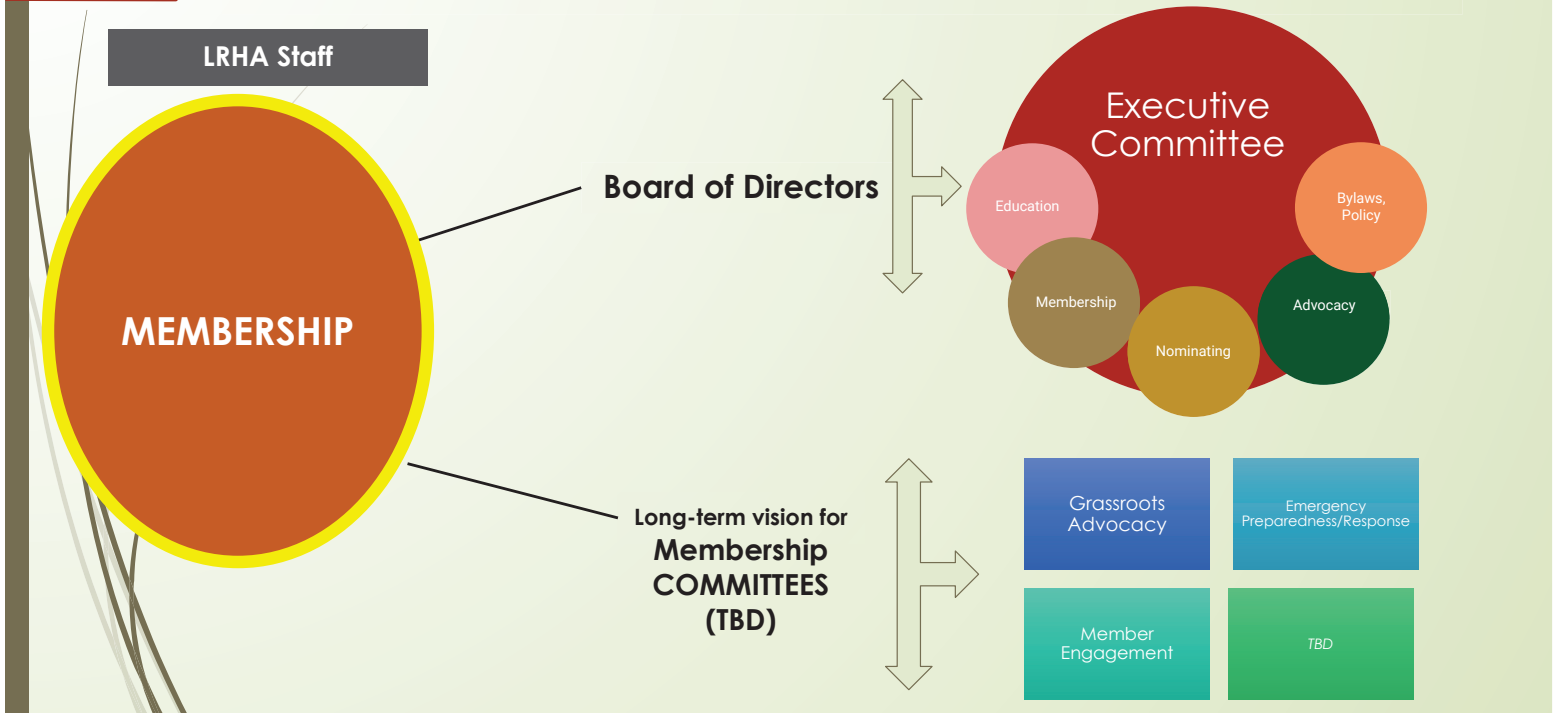
Collective impact brings people together in a structured way to achieve social change.

<https://collectiveimpactforum.org/what-is-collective-impact/>



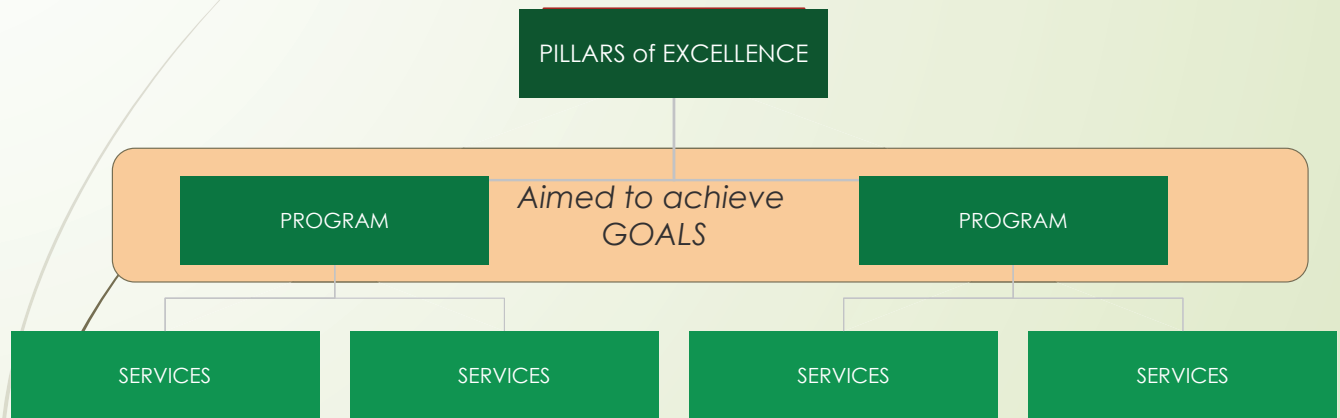
Organizational Framework

GOVERNANCE & MEMBER ENGAGEMENT



3. Developing Pillars of Excellence pursuing operational excellence through the governance structure, oversight and accountability
4. Create strategic goals and identify growth opportunities

The Organization of LRHA's Programs & Services

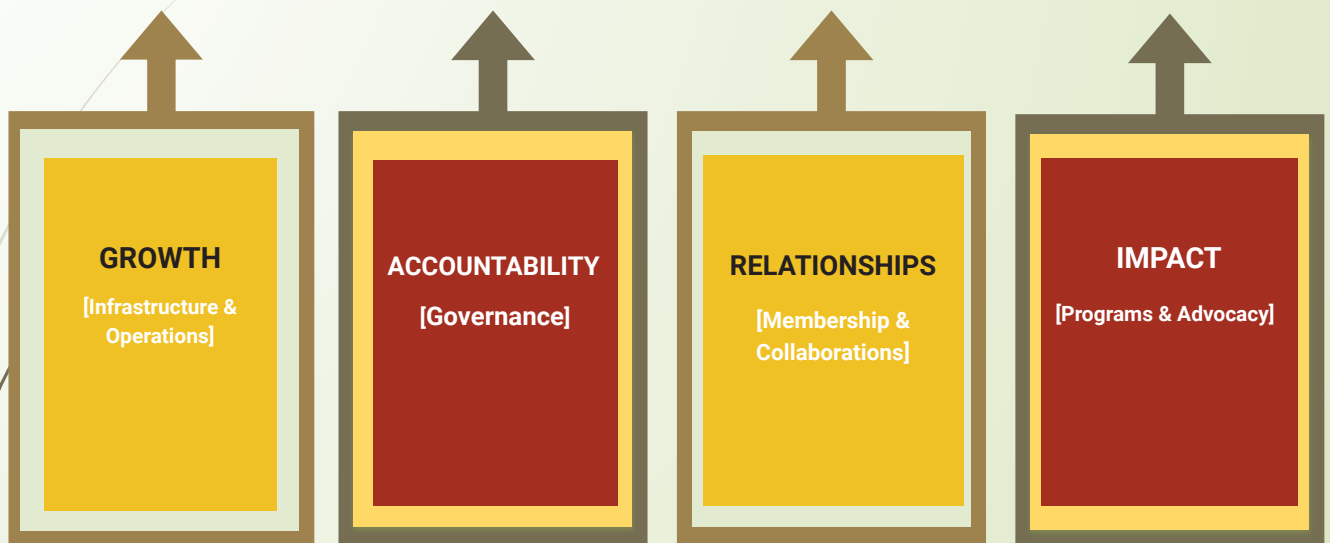


Pillars of Excellence are how the overarching goals of LRHA are organized.

Programs are the organizational framing of LRHA's initiatives and priorities to achieve goals.

Services are what LRHA provides to members and the stakeholders within its programs..

Pillars of Excellence {FOCUS Areas}

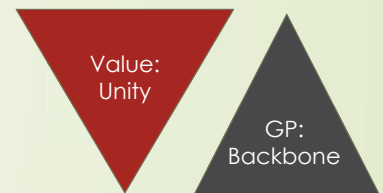




“Before we can grow, we have to harness what we have and then extend”

- Focus Group Participant

GROWTH Goals:



Infrastructure

Ensure the organization is fully equipped with competent staff, financial resources and the necessary physical office infrastructure for the future of the organization

Organizational development

Recognition and Representation

Promote the organization, members and the LA rural health needs and concerns at the local, state and federal levels

Brand refresh and updated logo

Sustainability and Growth

Support sustainability and growth of the organization to support LA's rural healthcare providers by identifying and securing new resources

Resource development

ACCOUNTABILITY Goals:

Value:
Integrity

GP:
Responsiveness

Board of Directors

Develop a high-functioning board with committee structure to support the engagement of more members

Board development and engagement

Membership Structure

Create a membership structure with high-quality benefits for recruiting

Membership development

RELATIONSHIP Goals:

Value:
Culture,
Connection

GP:
Engagement

Representation

Promote the recognition and representation of LA rural health needs through strategic relationships that elevate LRHA and ensure grassroots engagement

Recognition of LRHA

Membership Engagement

Develop a membership program with engagement and communications plan with current members

Strong membership network

Partnerships & Collaborations

Develop strategic partnerships and collaborations with the purpose of elevating rural health and leveraging resources for the membership

Strategic partners

IMPACT Goals:



Regional Equity & Access

Increase equitable access to quality healthcare for all Louisiana rural residents to mitigate disparities through education and advocacy programs.

Education and Advocacy Program

Provider Viability

Increase resources for the ability to support a strong workforce and enhance financial stability

Workforce and Financial Resources

Data Analytics

Identify drivers of health and health disparities in rural Louisiana to remove barriers for optimal health of patients and show LRHA impact.

Data and insights on rural Louisiana

WHO IS LRHA?



The LRHA is a non-profit, grassroots, member-driven organization.

We are here to provide a unified voice that promotes and enhances the quality of rural health in Louisiana.

We work to ensure that all Louisiana residents have access to high quality healthcare and the opportunity to live a healthy life.

We are focused on these areas: Growth, Relationships, Accountability, and Impact.



LRHA Growth Opportunities & Recommendations

Become the hub and repository for resources and available funding for rural Louisiana, including Emergency Preparedness & Response

Target all rural healthcare providers for increased membership

Grow membership connection with local and state legislative champions and initiate Call-to-Action protocols

Build new partnerships with academic organizations from high schools to medical schools

Address mental health and oral health needs in rural Louisiana

Participation in Health Equity Consortium and HCR44 Taskforce

Organize members and partners to call for direct accountability measures for MCOs

Collaborate with partners like LDH, LPCA and LPHI on developing pitch ideas and grants for new funding



5. Create a roadmap with identified goals and success measures

The LRHA *DRAFT* Roadmap

2023. Q1 - Q2

GROWTH. Create staffing plan and hire team; Finalize plans for office space

ACCOUNTABILITY. Continue engagement discussions with Board/Members about benefits and structure

RELATIONSHIPS. Initiate partnership discussions to leverage resources that enhances capacity

IMPACT. Finalize programmatic structure with current and new programs, and identify capacity needs to implement

2023. Q3 - Q4

GROWTH. Identify new funds for stable core funding that supports infrastructure and staffing; revamp corporate sponsorships

ACCOUNTABILITY. Draft and finalize for approval members structure and engagement plan for BOD and member.

RELATIONSHIPS. Formalize MOUs with rural stakeholders (Ex.LDH, LPCA, LA Rural Hospital Coalition and LPHI) for addressing LRHA priority goals

IMPACT. Educate and engage members with the implementation of programs

2025.
GROWTH.

Larger staff; Double membership; National recognition for achievements

ACCOUNTABILITY. Stronger Board and Membership

RELATIONSHIPS Strategic collaborations

IMPACT

Proven impact with rural health data

2024.

GROWTH.

Increased visibility and recognition as leader

ACCOUNTABILITY. Increased engagement with Board/ Members

RELATIONSHIPS. New collaborations and resources with partners for Members

IMPACT.

Implementation of programs with optimal reach in the rural communities

APPROVALS NEEDED BY BOD :

- (1) Mission
- (2) Vision
- (3) Values
- (4) Guiding Principles
- (5) Pillars of excellence
- (6) Goals
- (7) ROADMAP



Next Steps:

6. Establish performance and success metrics/indicators and desired short term and long-term outcomes
(TBD - upon GOAL approvals)

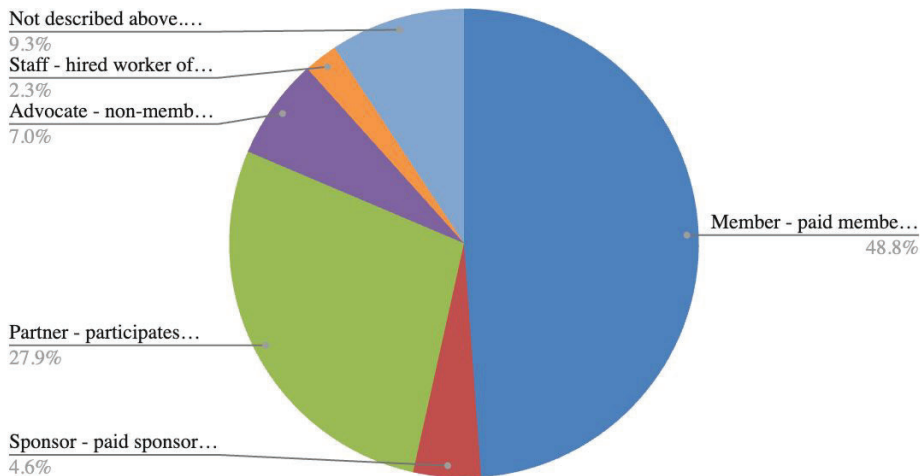
THANK YOU FOR YOUR
PARTICIPATION, ENERGY AND
INPUT INTO THIS PLAN!

APPENDIX. STAKEHOLDER ENGAGEMENT DATA



Planning Highlights: Stakeholder Types

Responses



43 Responses

Answer Choices

- Member - paid membership for active engagement with LRHA
- Sponsor - paid sponsorship for providing support for LRHA even
- Partner - participates with LRHA via a collaborative project or program
- Advocate - non-member who supports and promotes LRHA's efforts within community or network
- Contractor - serves LRHA as paid contracted entity
- Staff - hired worker of LRHA
- Not described above. Please describe here.

CPA serving rural service providers, e.g. hospitals, nursing homes, rural health clinic, etc.

Non-Member

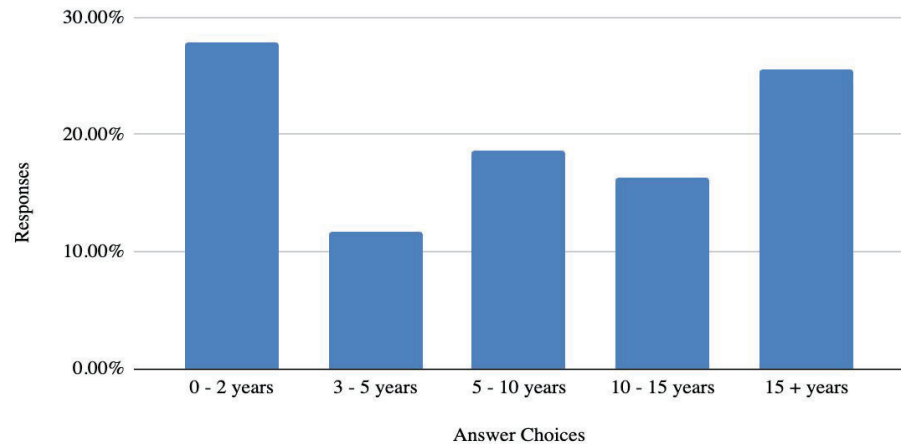
Board member

President of LRHA Board

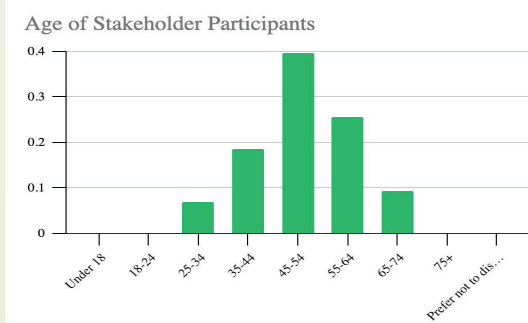
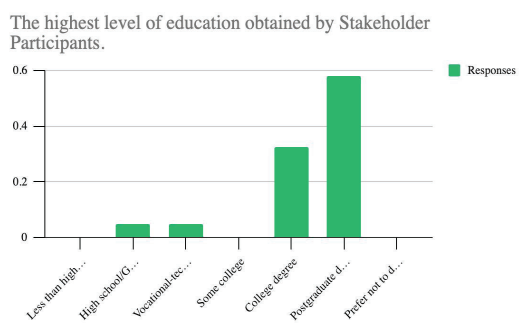
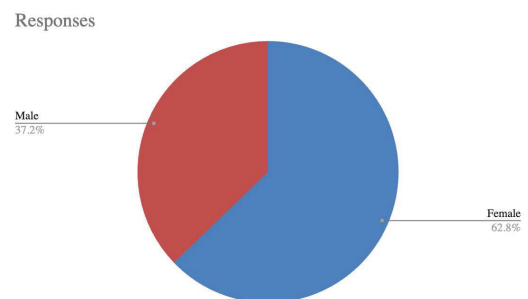
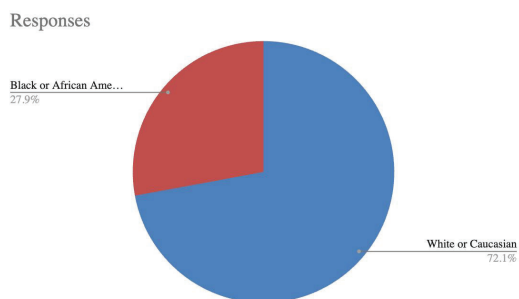


Planning Highlights: Stakeholder Connection to LRHA

How many years have you known about the LRHA?



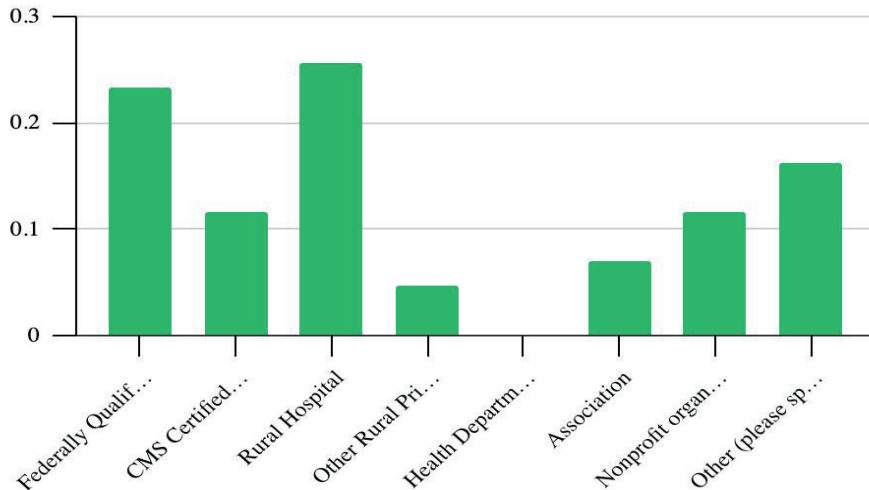
Planning Highlights: Stakeholder Demographics





Planning Highlights: Stakeholder Entity Type

The type of entity that Stakeholder Participants represent



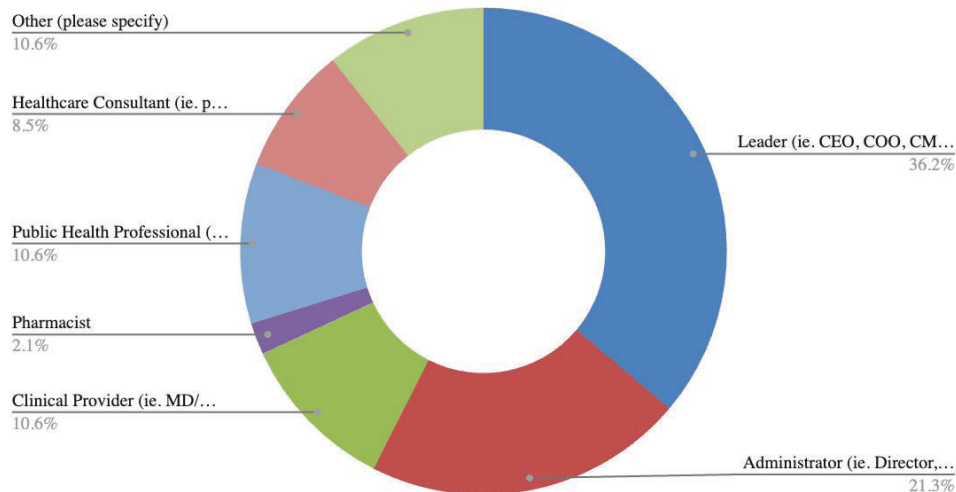
Answer Choices

- Federally Qualified Health Center
- CMS Certified Rural Health Clinic
- Rural Hospital
- Other Rural Primary Care Provider Office (M.D., D.O., NP, PA, CNM)
- Health Department
- Association
- Nonprofit organization
- Other (please specify)
 - CPA Firm
 - State of LA
 - University
 - Law Firm
 - Urgent Care
 - Hospital Service Organization



Planning Highlights: Stakeholder Professions

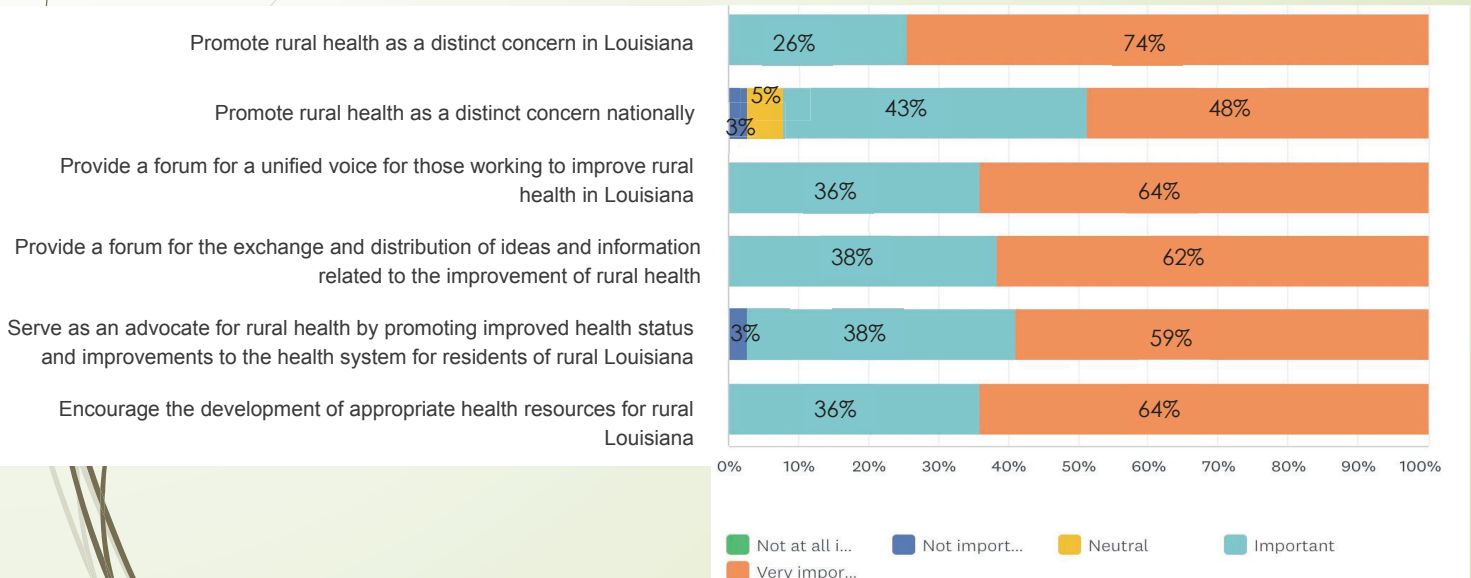
Professions of Stakeholder Participants



- Others:
- CLO of AHEC
 - Assistant Professor
 - LHA VP
 - Dentist
 - Legal advisor

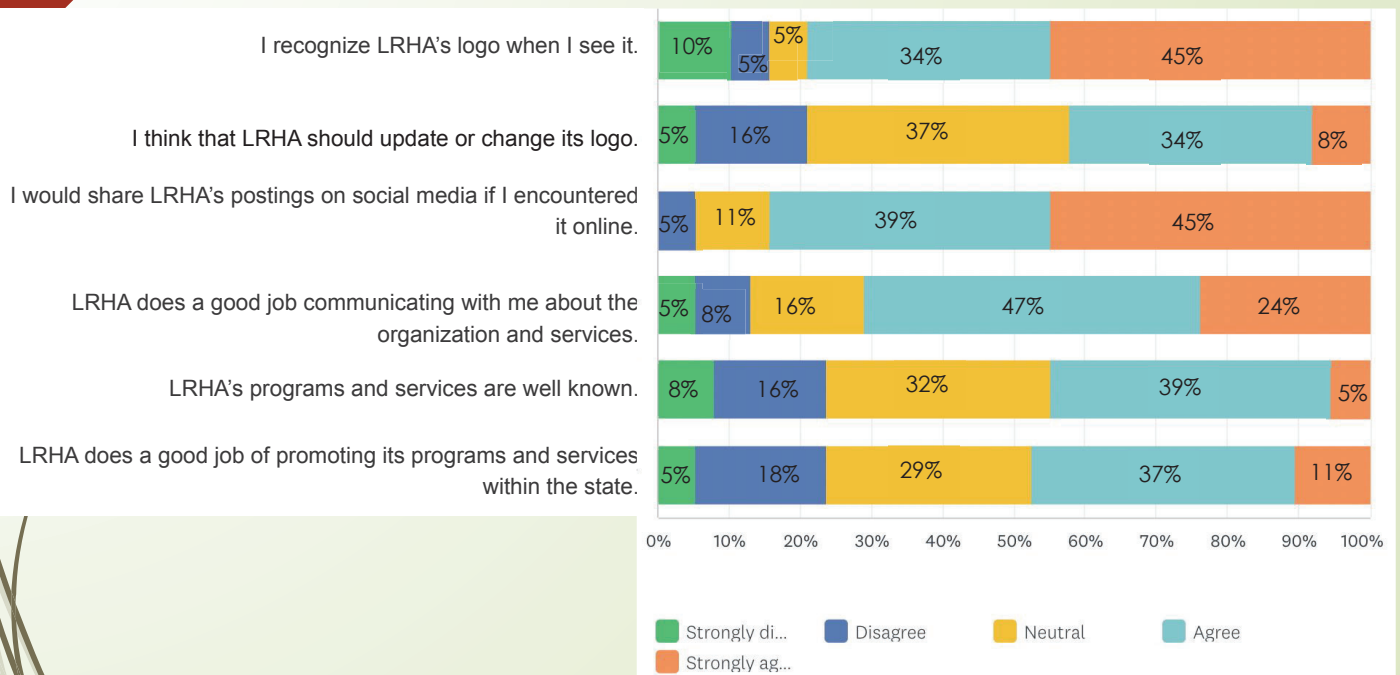
Planning Highlights: Stakeholder Survey Data

Please indicate the extent to which the following statements are **important or unimportant for LRHA's future mission.**



Planning Highlights: Stakeholder Survey Data

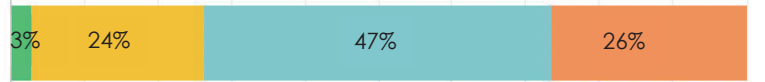
Indicate the extent to which you **agree or disagree** with the following statements.



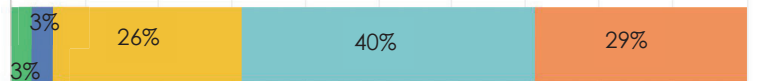
Planning Highlights: Stakeholder Survey Data

Please indicate the extent to which you **agree or disagree** with the following statements.

LRHA's programs and services are accessible to my organization.



I am satisfied with my relationship with LRHA (either as a member or a partner).



I am aware of the membership opportunities for my organization as a rural health stakeholder.



I would recommend LRHA membership to other organizations.



0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Strongly di... Disagree Neutral Agree Strongly Ag...

Planning Highlights: Stakeholder Survey Data

Please indicate whether you **agree or disagree** with the following statements.

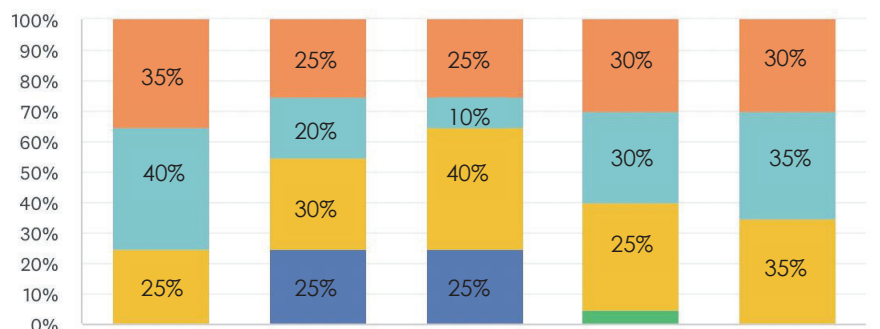
1. LRHA's Board of Directors represent the rural communities of Louisiana.

2. I am aware of the requirements to be selected for LRHA's Board of Directors.

3. I am aware of the process to be selected for LRHA's Board of Directors.

4. LRHA recognizes my colleagues' and my achievements.

5. I would like to increase my engagement with LRHA in the next year.



LRHA's Board of Directors represent ...

I am aware of the requirements to be...

I am aware of the process to be selected f...

LRHAs recognizes my colleagues' and my...

I would like to increase my engagement with LRHA ...

Strongly di... Disagree Neutral Agree Strongly ag...

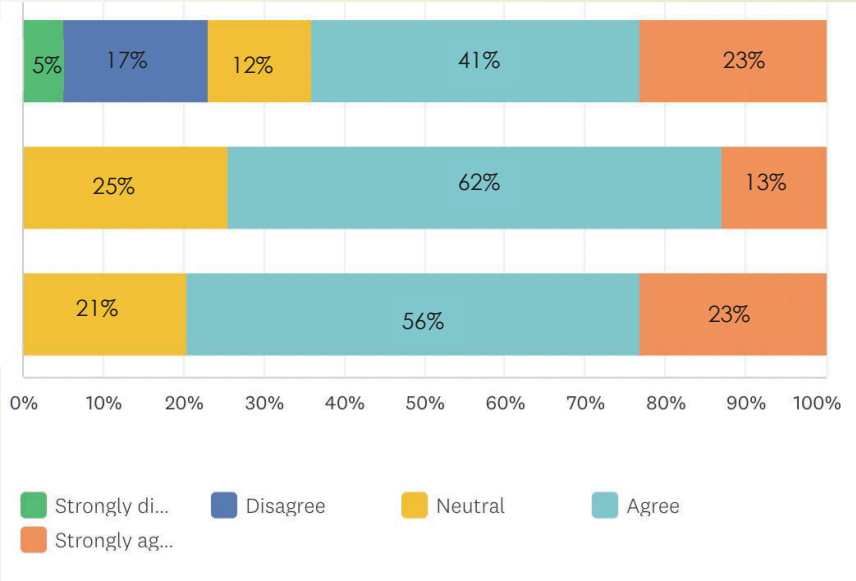
Planning Highlights: Stakeholder Survey Data

Please indicate whether you **agree or disagree** with the following statements.

Prior to taking this survey, I was aware of LRHA's mission and vision.

LRHA is achieving its mission and vision.

LRHA is aware of the views and needs of rural healthcare providers.



Planning Highlights: Stakeholder Survey Data

Please indicate whether you **agree or disagree** with the following statements.

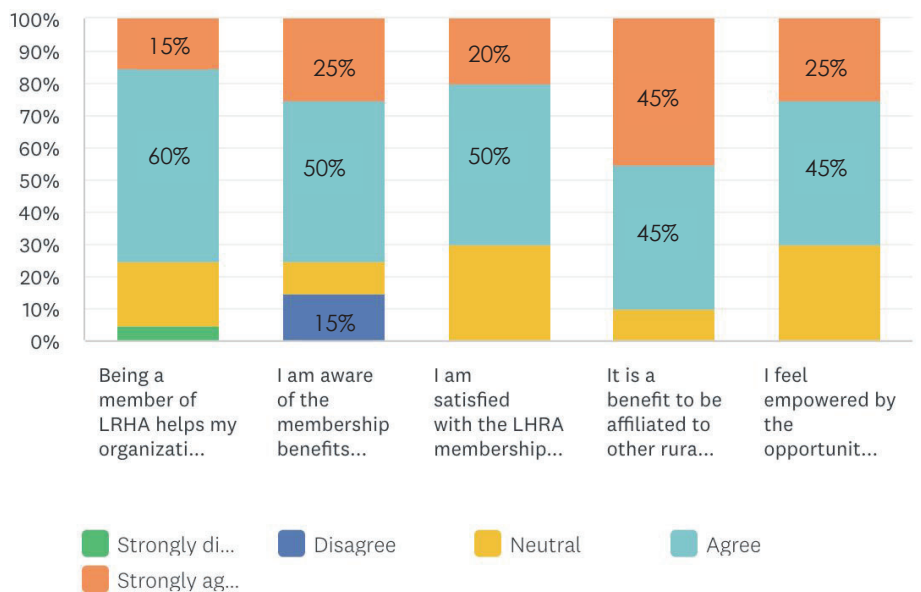
1. Being a member of LRHA helps my organization meet its goals.

2. I am aware of the membership benefits outlined by LRHA.

3. I am satisfied with the LRHA membership benefits.

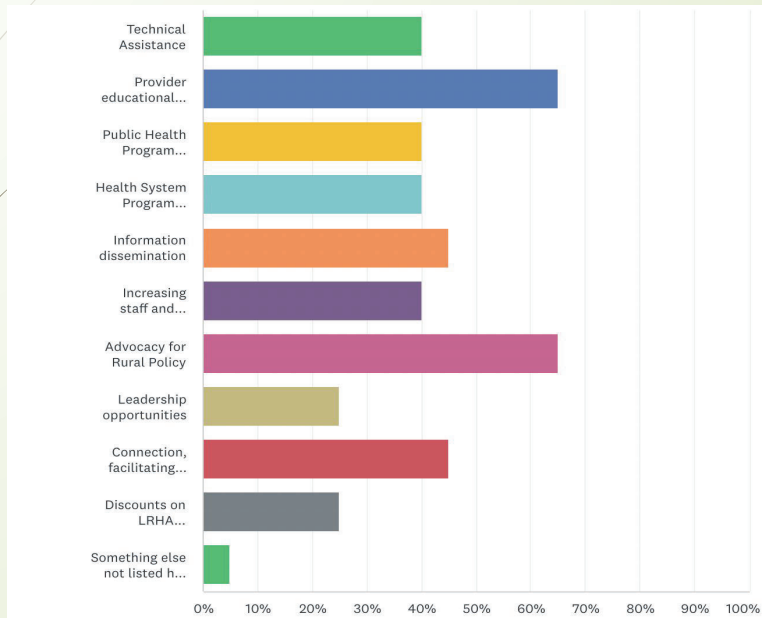
4. It is a benefit to be affiliated to other rural providers at the state and national level through LRHA.

5. I feel empowered by the opportunities provided by LRHA to address issues that affect rural health in Louisiana.



Planning Highlights: Stakeholder Survey Data

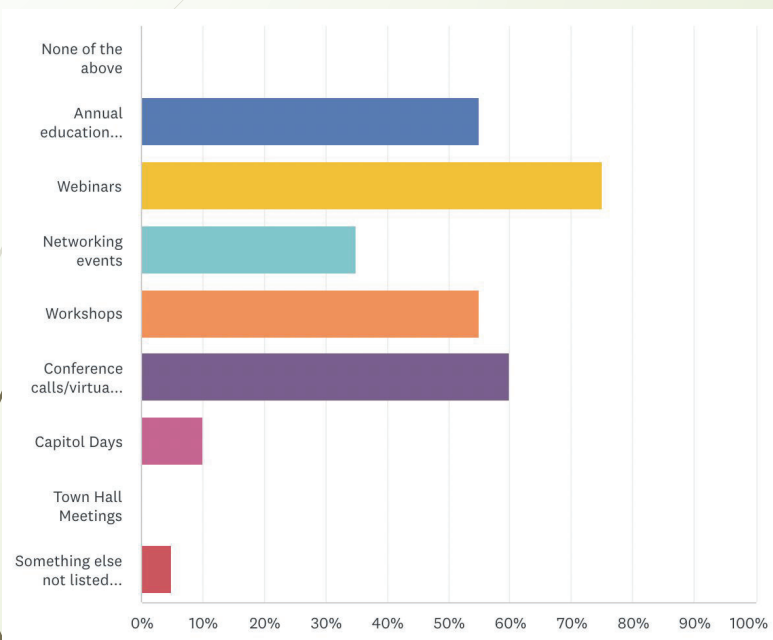
Which LRHA activities and services are the most beneficial and valuable to its members?



Something else: Learn about and apply for rural health grants

Planning Highlights: Stakeholder Survey Data

How do you prefer to receive technical assistance from LRHA?



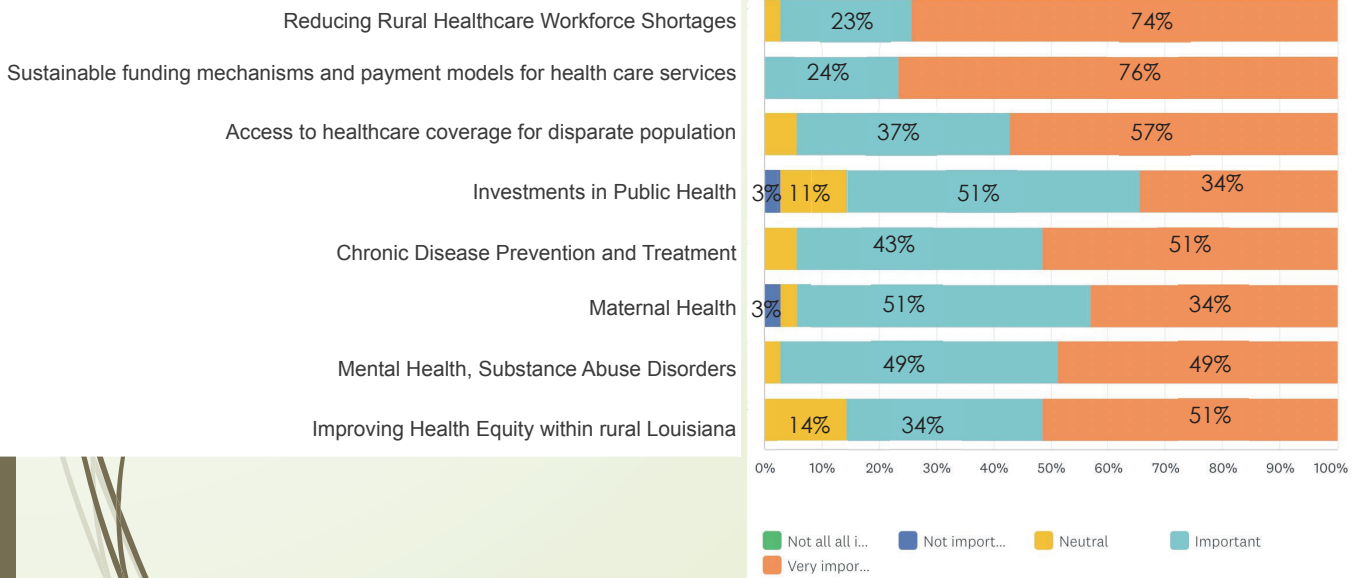
Answer Choices

- None of the above
- Annual education conference
- Webinars
- Networking events
- Workshops
- Conference calls/virtual listening sessions
- Capitol Days
- Town Hall Meetings
- Something else not listed here: (please specify)

Zoom meetings and conferences

Planning Highlights: Stakeholder Survey Data

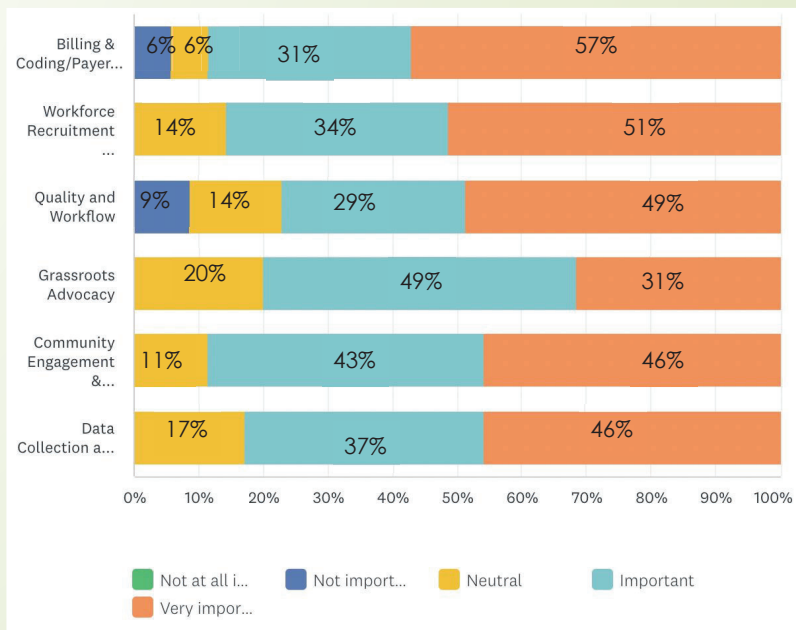
Please indicate how **important or unimportant** each is for the LRHA and its work.



Planning Highlights: Stakeholder Survey Data

Which topic areas are important for LRHA to provide educational sessions on for rural health providers? (Part 1)

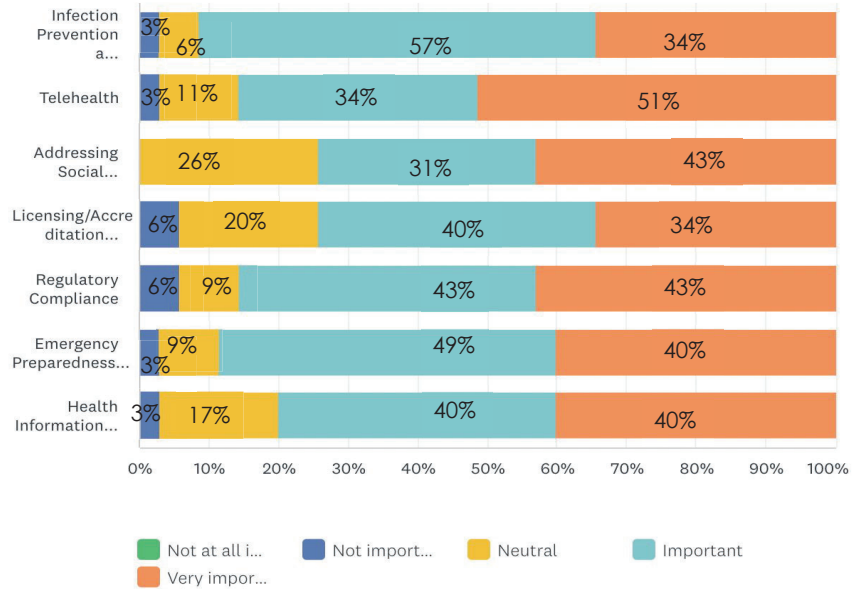
Billing & Coding/Payer Issues
Workforce Recruitment & Retention
Quality and Workflow
Grassroots Advocacy
Community Engagement & Partnerships
Data Collection and Reporting



Planning Highlights: Stakeholder Survey Data

Which topic areas are important for LRHA to provide educational sessions on for rural health providers? (Part 2)

Infection Prevention and Control
Telehealth
Addressing Social Determinants of Health
Licensing/Accreditation Surveys
Regulatory Compliance
Emergency Preparedness & Response
Health Information Technology/Cybersecurity



Survey Questions: Social Determinants of Health & Health Equity Priorities

Planning Highlights: Stakeholder Survey Data

Education Access and Quality. Please rate each in terms of its level of importance for the health of rural Louisiana residents/patients.

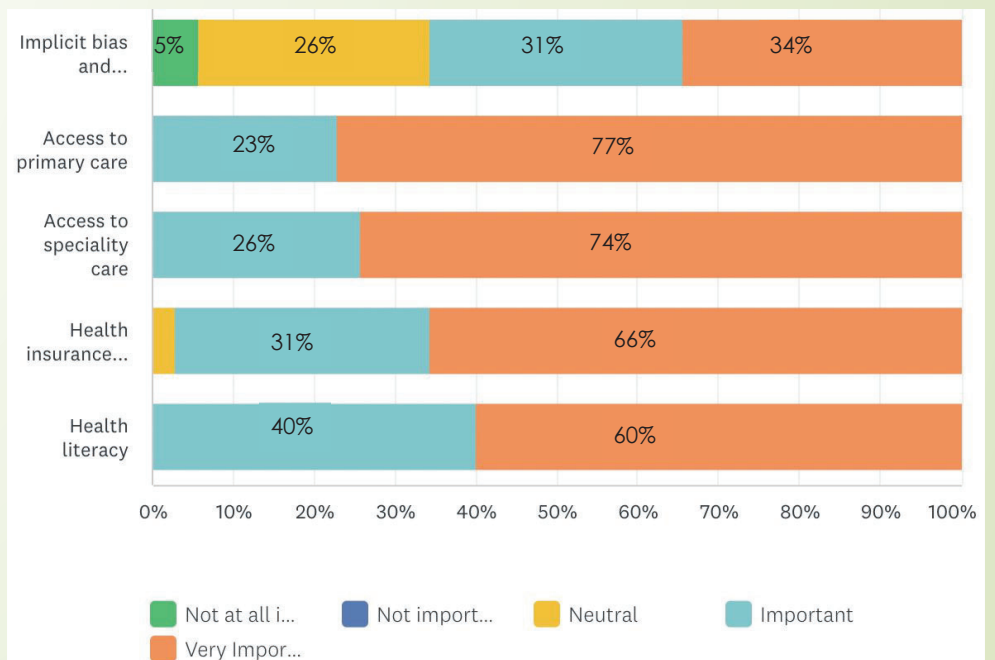
Early childhood education and development
High school graduation
Language, literacy skills
Enrollment in higher education
Education system reform
Other (please specify)



Planning Highlights: Stakeholder Survey Data

Health Care Access and Quality. Please rate each in terms of its level of importance for the health of rural Louisiana residents/patients.

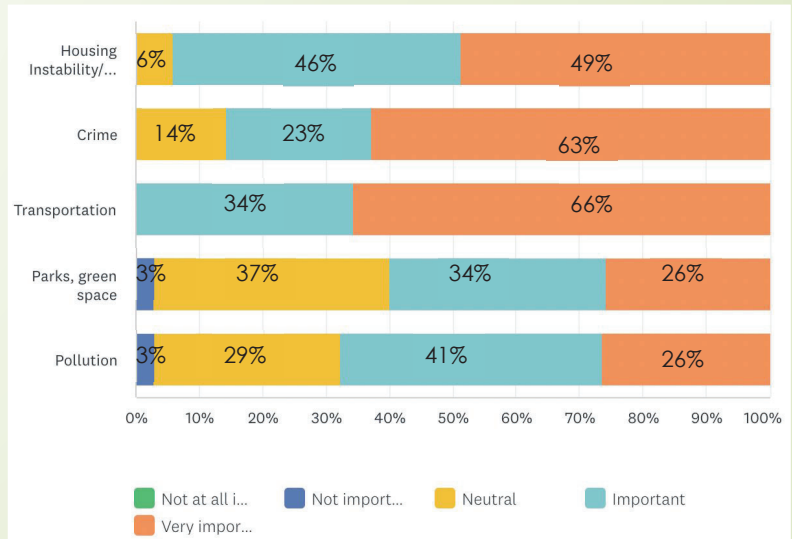
Implicit bias and discrimination in Health Care
Access to primary care
Access to speciality care
Health insurance coverage
Health literacy
Other (please specify)



Planning Highlights: Stakeholder Survey Data

Neighborhood and Built Environment. Please rate each in terms of its level of importance for the health of rural Louisiana residents/patients.

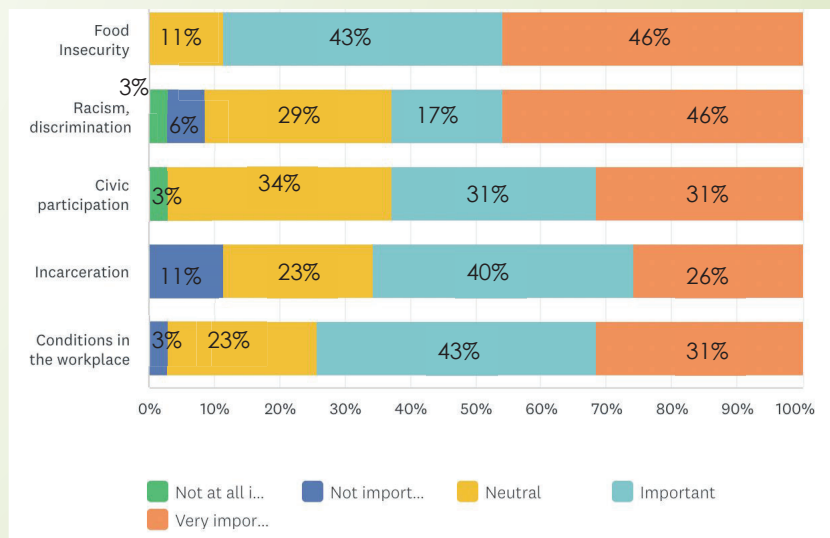
Housing Instability/Homelessness
Crime
Transportation
Parks, green space
Pollution



Planning Highlights: Stakeholder Survey Data

Social and Community Context. Please rate each in terms of its level of importance for the health of rural Louisiana residents/patients.

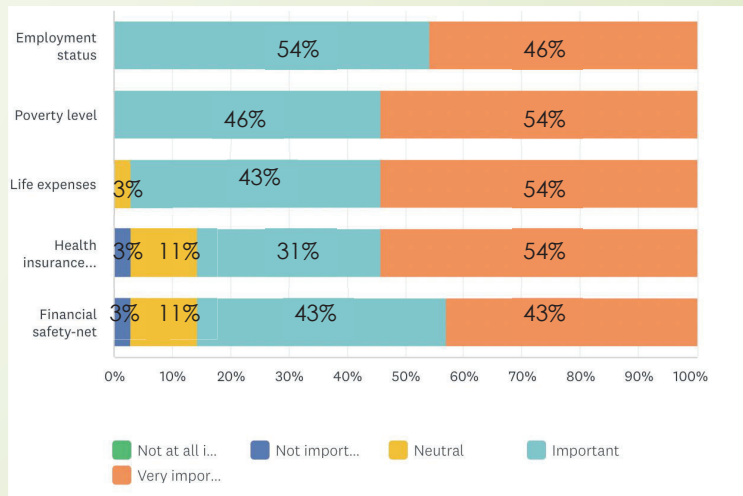
Food Insecurity
Racism, discrimination
Civic participation
Incarceration
Conditions in the workplace



Planning Highlights: Stakeholder Survey Data

Economic Stability. Please rate each in terms of its level of importance for the health of rural Louisiana residents/patients.

Employment status
Poverty level
Life expenses
Health insurance status
Financial safety-net



THANK YOU!

For questions, please contact:



Tiffany Jeanminette, MPA, PMP
JeanminetteMC@outlook.com