



Community Health Action Coalition (CHAC)

Marketing and Sustainability Plan

2015 Executive Summary

History

The original **Citizens Health Advisory Council (CHAC)** was started in 2001 by a diverse array of La Plata County community members and healthcare providers as a result of the first La Plata County Community Summit's "Access to Healthcare" breakout session. As a grassroots movement, participants determined that a broad coalition dedicated to improving access to healthcare in La Plata County was needed. CHAC was established as an open group; every person and organization with an interest and stake in our population's health has a seat at the table and a voice in all discussions.

In 2014 & 2015 CHAC reassessed everything about itself. It was clear that the organization had evolved from an advisory council of concerned citizens to an action coalition with a much broader community membership. As a result, **Citizens Health Advisory Council** became **Community Health Action Coalition** in January 2015, maintaining our **CHAC** acronym.

Vision, Mission, and Values

A cornerstone of this evolution and reinvention of CHAC, going beyond a simple name change, was the revision of our Vision, Mission, and Values to better reflect what we have become.

Vision

Better Health for All

Mission

Community Health Action Coalition (CHAC) is the coordinating body for communication, collaboration, education and other health related activities in La Plata County. We advocate for the prevention of disease and disability, healthy lifestyles, and integrated health services that are accessible and affordable to everyone.

Values

We believe in person-centered health and wellness that honors the whole human within the context of family and community, including mind, body, emotions and spirit.

Goals for 2015

As a vital component of the re-visioning process, CHAC's goals were also revised so as to frame all activities in 2015, including serving as criteria for grant applications.

Goal: Impact and Education

- Positively impact community-wide population health outcomes;**
- Improve and increase relationships among service providers, non-profits, businesses, and other sectors related to CHAC's mission;**
- Improve and increase awareness of prevention and health promotion;**
- Increase knowledge about integrated health care models and services.**

Goal: Convening, Networking and Involvement

- Increase and improve involvement in CHAC and its various teams (Summit/Education; Messaging; Marketing; Membership; Behavioral Health; and Oral Health).**

Goal: CHAC Resources and Sustainability

- Increase exposure and knowledge about CHAC throughout La Plata County;**
- Increase capacity and resources – financial and human – so that CHAC can accomplish its mission.**

Taking Action in a Rural/Resort County

La Plata County (pop. 53,989) is both a rural and resort area with a shared interest in improving health and healthcare in the community. Our rural healthcare system simply lacks the resources and networking of a large urban area, especially in meeting the needs of the 11.4% of county residents living at or below the Federal Poverty Level. As a result, parts of our local system are understaffed and can be disconnected from other systems in the state. This can cause innovation lags.

Despite these challenges, smaller rural systems such as ours can also be more nimble and allow more room for change. Our personal relationships are deeply rooted and, as a result, collaboration opportunities exist. The realities of a rural healthcare system such as ours have driven local innovations such as School-Based Health Centers, the La Plata County Health Care Capacity Project, the Health Alliance of La Plata County, Community Care Teams, the La Plata Community Clinic, La Plata Integrated Healthcare, the Medical Coverage Collaborative, Oral and Behavioral Health Initiatives, and early adoption of Health Information Technology.

Need for CHAC funding

Current Status:

The coalition has now evolved to become an unduplicated and vital service to the community, necessitating a sustainable stream of operating funds to fulfill its mission in La Plata County. While the volunteer membership is the lifeblood of the organization, many of the above accomplishments only came to full fruition after a part-time Executive Director (E.D.) was hired in 2010 with a grant from The Colorado Health Foundation. The expansion of projects being organized through CHAC has made necessary a parallel expansion in staffing. However, with only the current part-time employment of the E.D. and very limited other staff, CHAC already is understaffed and unable to expand to meet the needs that have been identified by our community, including adequate behavioral health, oral health, and prevention.

The current funding comes through two avenues: **foundation grants** and **membership contributions** through optional dues and donations. Although these sources of revenue will be vital moving forward, they are insufficient to meet our anticipated financial needs. Therefore, new sources of funding must be developed.

Missing Piece... Community Funding:

Despite the community benefits produced through CHAC action to date, there has been limited engagement and financial support from the community at large, including both private parties and businesses. For this reason CHAC developed a comprehensive Marketing & Sustainability Plan in late 2014 in an effort to increase general community awareness of CHAC and its accomplishments, to expand our connection with all aspects of our community, and to encourage participation by those who are not currently represented.

This Executive Summary consolidates that larger, more detailed Marketing & Sustainability Plan.

Working toward sustainability: Three Components to Future Funding

In an effort to achieve sustainability, CHAC is undertaking a major revision to its funding approach. This consists of refining past methods and developing new ones.

- Foundation grants will continue to be sought as long as the individual grant requirements are consistent with our revised mission, goals and major initiatives;
- CHAC membership levels, benefits and investments have been restructured;
- A strategy to involve the community at large as fiscal partner and sponsor of CHAC will be implemented in stages.

The Two-stage Approach to Achieving Community Support

Before seeking financial support from anyone in the community...individuals, businesses, personal foundations, service and faith-based organizations, etc...it is important that potential donors be familiar with CHAC. Thus, **Stage One** of the campaign is focused upon **Visibility and Marketing**. Only after this stage has been successful in achieving recognition for CHAC will **Stage Two** be implemented, focusing on **Fundraising and Sustainability**.

Stage One: Visibility and Marketing

Despite all the accomplishments of CHAC since its inception, it is unintentionally a “well-kept secret” which has gone unrecognized by most members of our community. Perhaps this is because it is the nature and “standard

operating procedure” of many non-profits to be working behind the scenes and under the radar. As a result, there is a lack of general visibility for CHAC within La Plata County. Marketing and self-promotion have not been priorities, especially with limited budgetary and personnel resources to date.

In order to overcome this obstacle, a major marketing campaign is being initiated, with the goal of increasing visibility of CHAC so that our community will know:

- Who we are;
- What we do;
- How we benefit the community, including businesses and individuals of all socioeconomic levels;
- Why community members should both care about and support CHAC.

It has been said, “If you don’t toot your own horn, there will be no music.” The time has now come to start tooting!

As part of this effort, CHAC will develop a network of Business Champions. Through this network we will build relationships with members of our business community and educate them about the benefits that CHAC provides to the community at large, and to businesses in particular. We will also seek input on ways our Champions, from their unique business perspectives, see CHAC having the greatest impact.

Team approach to marketing:

The work necessary to achieve sustainability cannot be done solely by the CHAC staff and Board. It requires a major voluntary commitment from the members and participants. CHAC has developed three Teams to implement the Marketing & Sustainability Plan, with Board members and CHAC supporters voluntarily serving on the Teams. A basic premise for this work is that no one will be asked nor expected to do something they cannot do willingly and with passion. Although additional teams may be developed over time, the initial Teams, with their tasks and early accomplishments, are:

- **Messaging team**...has reviewed all available CHAC information; revised the CHAC name so as to more accurately reflect what we currently are and do; restated our Vision, Mission and Values; initiated the revision of our Goals for the future to serve as the basis for a simple but detailed message directed to the community.
- **Marketing team**...will establish a Speakers Bureau for live presentations to the community; coordinate presentations and develop the written and audiovisual supporting materials; identify print and broadcast media opportunities and provide the appropriate information to these media; work with the Administrative Coordinator as appropriate on the website and other online connections.
- **Membership team**...has revised our Membership Investment Program; will work with staff in managing the membership roster; determine which additional individuals or organizations should be included in CHAC; recruit, invite and welcome such potential new members, including introducing them to other CHAC participants.

Stage Two: Fundraising and Sustainability

Although it is logical to achieve sustainability through community fundraising (**Stage Two**) as a supplement to our current grant and membership funding, this is dependent upon a successful **Stage One: Visibility and Marketing** campaign. As of November 2014, the CHAC Board chose to defer **Stage Two** plans until the success of the **Stage One: Visibility and Marketing** campaign has been clearly demonstrated. Nevertheless, the Board has endorsed the following plan in concept.

Community Fundraising: The Journey to Sustainability

In **Stage One**, specific audiences and stakeholders will be identified, along with the messages important to each. The CHAC Speakers Bureau will present our message to these community groups (service clubs, Chamber of Commerce, faith-based organizations, etc.). In **Stage Two**, the Speakers Bureau will return to *interested* organizations with a message specific to the financial needs and vision of CHAC, in an effort to obtain financial support.

Budget:

The CHAC Board and Executive Director developed the 2015 budget based upon committed income from our existing grant with The Colorado Health Foundation. This budget reflects: a) the minimum level of staffing; and b) the number of projects that require CHAC staff or resources.

As part of this process, reassessment of grants, both existing and new, will direct future applications. New grant applications will be based upon the degree to which the grant requirements are consistent with CHAC's mission and goals.

Additionally, the CHAC membership fee structure was modified to better define the value delivered to members (individual and organizational). The Board implemented these changes for three reasons:

- To demonstrate different levels of benefits available to members;
- To demonstrate to the community that members are supporting CHAC financially in accordance with their level of participation and ability;
- To modestly raise income for CHAC coming from its members.

SUSTAINABILITY FINANCIAL GOALS

To reach our goals after 2015, an approximate breakdown of funding sources is:

- 65% from grants
- 5% from membership fees
- 30% in community donations and sponsorships

The Stage Two campaign is anticipated to begin in late 2015 to raise funds during 2016.

Grants – 65% of the budget:

- Request continued funding from The Colorado Health Foundation, recognizing that this crucial system-wide and community engagement work is difficult to fund through other mechanisms;
- Apply to other Colorado grant funders, which may include The Colorado Trust and Caring for Colorado;
- Apply to local funding sources such as United Way of Southwest Colorado, City Block Grant, LPEA Round-up, La Plata County, and other local grantors and private foundations.

Membership Fees – 5% of the Budget:

- Total from Individual and Organizational memberships.

Community Donations and Sponsorships – 30% of the budget:

- Annual Member donations beyond membership fees;
- Service clubs and other organizations targeted by Speakers Bureau;
- Business donations such as DMR, BP, Mercury Systems, etc.
- Other local funding sources: Individual donors, Faith Community, etc.

- Signature Fundraising Event, possibly in collaboration with another entity;
- Business partnership/sponsorships;
- Educational summit/event sponsorships;

In-Kind:

CHAC receives substantial in-kind donations each year in time, food, meeting space, and other services. Such vital support is appreciated and will continue to be sought.

Conclusion

CHAC looks forward to the future. We know that these fundraising and sustainability efforts will ensure that CHAC not only survives, but thrives, continuing to lead and coordinate efforts which improve the health of our community.

We also know this plan needs to remain adaptive, flexible and responsive to opportunities. We are confident that the strategies reflected are doable with sufficient community engagement and ongoing support.

Current Board Members

Eileen Wasserbach, CHAC Board President and Executive Director - SUCAP

Bill Warren: Axis Health System Board and Retired Attorney

Bob Cox: Physician

Bob Juskevich: Axis Health System Board and Retired Physician

Lon Erwin: Board Chair -Durango Education Center and Retired Nonprofit Executive Director

Lynn Westberg: Retired San Juan Basin Health Department Executive Director and Retired Nonprofit Executive Director

Missy Rodey: Mercy Regional Medical Center Board

Sheila Casey: Executive Director - La Plata County Senior Center

Current CHAC Staff

Pattie Adler: Executive Director

Jayne Fontecchio-Spradling – Special Projects Manager

Cari Powell – Administrative Coordinator

Website: www.chaclaplata.org