



## Diabetes Coalition of Palm Beach County Strategic Plan 2014 - 2016



Collaborating to conquer diabetes

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## Message from the Chair

Dear Members, Friends and Colleagues:

It is with great pleasure that we present to you the *Diabetes Coalition of Palm Beach County 2014-2016 Strategic Plan*, a vital tool in our effort to reduce the burden of diabetes in Palm Beach County.

Diabetes is a serious and costly disease in Palm Beach County. Tragically, the number of people with diabetes in Palm Beach County grows each year. Through the Diabetes Coalition, we have a great opportunity to reduce the burden of this devastating disease.



The purpose of the strategic plan is to provide the Diabetes Coalition with a guide to prevent diabetes and improve the health and quality of life for those who live with the disease. The success of carrying out the plan rests in the collaboration, coordination and cooperation of our members, strategic partners and funders.

The strategic plan provides guidance that will help the coalition as it seeks to move to the next level of success. This plan takes into account an analysis of our past performance, marketplace trends, emerging issues and the challenges we face in our constantly changing environment.

The Diabetes Coalition has embarked upon a new approach to strategic planning and strategy management involving:

- **Extensive stakeholder participation** – Board members and members were involved in identifying strategic goals, objectives and initiatives. Moreover, board members and members will commit their time and talents to the implementation of the strategic plan.
- **Proactive measurement approach** – The performance measures and targets included in the strategic plan will be reviewed throughout the life of the plan so that we can continually fine-tune our efforts.
- **Strategy as an ongoing management process** – Managing our strategy will be an ongoing activity that will take place across the coalition.

The Diabetes Coalition of Palm Beach County board members and members worked for six months to develop this strategic plan. It was a true collaborative effort with many diabetes professionals coming together to address how we can combat diabetes in Palm Beach County. We are truly grateful for the input provided by those that work day in and day out to conquer this devastating disease.

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We look forward with great anticipation to working with our members, strategic partners, funders and other key stakeholders to implement this plan. And, we eagerly anticipate celebrating with them the successes that will occur along the way.

Sincerely,

*Eugenia Millender*

Eugenia Millender, PhD, RN, PMHNP-BC, CDE  
Chair  
Diabetes Coalition of Palm Beach County

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## Acknowledgements

The entire Diabetes Coalition of Palm Beach County board of directors and selected members dedicated their time and expertise to create this strategic plan. We wish to thank the following individuals for their participation in the strategic planning process.

Name	Diabetes Coalition Title	Employer
<b>Louise Aurelien</b>	Policy & Advocacy Committee Chair	Palm Beach State College
<b>Leon Fooksman</b>	Marketing & Communications Committee Chair	Digital Storyline
<b>Quinetta Hayes</b>	<ul style="list-style-type: none"> <li>• Vice Chair</li> <li>• Membership Committee Chair</li> </ul>	Palm Beach County Health Department
<b>Jezabel Maisonet</b>	Treasurer	Caridad Center
<b>Eugenia Millender</b>	Chair	Florida Atlantic University
<b>Andrea Stephenson</b>	Data & Resources Committee Chair	Health Council of Southeast Florida
<b>Marjorie Sullivan</b>	Special Events & Community Outreach Committee Chair	Palm Healthcare Foundation
<b>DeAnna Warren</b>	Secretary	Genesis Community Health

We wish to thank our members for their participation in the strategic planning process as member survey respondents and member listening session participants. Without your valuable input, this strategic plan could not have been created. Moreover, without your continued involvement, we will not be able to successfully implement the strategic initiatives outlined in the plan.

We would like to thank Meridian Point Consulting, LLC for providing the administrative and technical guidance to produce this strategic plan. The Meridian Point Consulting team guided the entire planning process, including strategy session design and facilitation, retreat design and facilitation and plan production.

## 1.0 Strategic Planning & Strategy Management

### 1.1 Purpose of the Strategic Plan

The purpose of this strategic plan is to serve as a framework that orients, guides and supports the Diabetes Coalition of Palm Beach County board members, members, staff members, consultants and contractors as they carry out the coalition's mission.

### 1.2 Strategic Planning Process

During the second quarter of 2013, we formed a Strategic Planning Committee, consisting of Diabetes Coalition of Palm Beach County board members and selected members, to participate in our strategic planning efforts. This strategic plan is the result of the combined efforts of the Strategic Planning Committee and the guidance of the Meridian Point Consulting team.

In order to gather input for the strategic plan, the Strategic Planning Committee participated in a face-to-face planning retreat in August 2013 and a series of face-to-face and web conference pre-retreat and post-retreat strategy sessions. The post-retreat strategy sessions played a pivotal role in helping to shape the final strategic objectives, performance measures and targets and strategic initiatives included in the strategic plan.



## 1.2A Assessment Process

Meridian Point Consulting designed several instruments to gather information to inform the strategic planning process. These instruments included an *Online Member Survey*, *Stakeholder Interview Guide*, *Member Listening Session Discussion Guide* and *Best Practices Interview Guide*.

### Online Member Survey

The Diabetes Coalition conducted an online member survey to gather input from members about their membership experience and membership benefits and services. 30 of the coalition's 84 members completed the eleven question survey.

### Stakeholder Interviews

Several Diabetes Coalition members volunteered to interview five (5) community stakeholders (i.e., elected official, school health professionals, insurance executive, charitable organization administrator). The nine (9) question interviews focused on diabetes prevention and management.

### Member Listening Session

Meridian Point Consulting facilitated a member listening session in October 2013 to seek members' feedback about the initial strategic initiatives that the Strategic Planning Committee proposed. 15 members participated in the listening session. The listening session participants prioritized the strategic initiatives and offered recommendations to improve these initiatives.

1.3 Strategic Planning and Strategy Management Cycle



## Strategic Plan 2014 – 2016

### 1.3A Strategic Planning Phases



### 1.4 Strategy Map

The Diabetes Coalition leadership committed to using a scorecard approach to develop the strategic plan. Following this approach, we identified performance measures to align with the coalition’s strategic goals and objectives. By identifying performance measures, we are better able to gauge our progress towards accomplishment of the strategic goals and objectives we have set for the coalition.

A map serves the function of helping to get us from Point A to Point B, detailing the pathways of our journey that ultimately lead to our chosen destination. With a strategy map, an organization defines the pathways (or strategic goals) that will lead to its ultimate destination – achievement of its vision. The Diabetes Coalition strategy map is a tabular representation of what the coalition must do well in order to successfully execute its strategy. It tells the coalition’s strategic story.

The Strategic Planning Committee worked to develop a coalition strategy map. The strategy map serves as the foundation for the strategic plan. Moreover, the strategy map serves as a model of how the Diabetes Coalition creates value for its members and other key stakeholders.

### 1.5 Strategic Initiatives

It is important to note that the strategic initiatives contained in this strategic plan represent the strategic projects the Diabetes Coalition undertakes and will undertake in order to achieve the coalition’s strategic goals. There are many more activities that will take place on a daily basis across the coalition that will also impact achievement of these goals. However, this strategic plan primarily focuses on the most vital initiatives that we are undertaking and will undertake in order to accomplish the goals.

In follow-up to the coalition-wide strategic plan, Diabetes Coalition committees and leaders will flesh out and implement the strategic initiatives. In this way, the entire coalition will be working collaboratively to influence the performance measures contained within the strategic plan.

## Strategic Plan 2014 – 2016

In order to improve accountability, each strategic initiative has been assigned a Strategic Initiative Leader. Each Strategic Initiative Leader, individually or in collaboration with a committee or work group, must prepare a Strategic Initiative Action Plan to implement his/her assigned strategic initiative.

A *Strategic Initiative Template* outlines all essential information regarding a strategic initiative including goal, objective, cost estimates, funding commitments, etc.

### 1.6 Action Plan

The strategic plan demands the commitment of board members, members, staff members, strategic partners, consultants and contractors to ensure implementation success. In order to break the strategic plan into more manageable elements, the Diabetes Coalition will create action plans for each strategic initiative. The action plans will be hosted on a project management website (e.g., Basecamp, TeamworkPM) which will enable the coalition to share information and collaborate more effectively as a team. A project management website is a web-based portal that allows users to update and store documentation and deliverables, with controlled access levels appropriate for the material and people involved.

### 1.7 Implementation, Performance Monitoring and Strategy Review

The true success of the strategic planning process is not measured by the elegance of the written plan but by the results that it produces. Consequently, this strategic plan places significant emphasis on implementation. Implementation is an ongoing process so the Diabetes Coalition leadership must take responsibility for monitoring progress and keeping the coalition on track.

The Diabetes Coalition leaders will consistently monitor progress in meeting the performance targets contained in the strategic plan by tracking the performance results.

The Strategic Initiative Leaders are responsible for reporting to the Diabetes Coalition board members and members on the progress made on the strategic initiatives on a bimonthly basis.

#### 1.7A Strategy Review

This strategic plan provides an effective framework for the Diabetes Coalition. However, the strategic plan is not a straitjacket so during the implementation process the coalition's leaders will regularly revisit and reevaluate aspects of the strategic plan. Consequently, we may change, remove or add goals, objectives, performance measures, performance targets or strategic initiatives as strengths or weaknesses change, opportunities arise, threats emerge or the marketplace shifts.

## 1.8 Plan Dissemination

We intend to promote and tactically disseminate the strategic plan and several of its accompanying elements. Consequently, the strategic plan, strategy map and/or Strategy Snapshot will be disseminated to:

- Board Members
- Members
- Strategic Partners
- Funders
- Elected Officials

## 2.0 About the Diabetes Coalition

### 2.1 History

In 2007 Palm Healthcare Foundation conducted a series of interviews with community stakeholders. These interviews centered on uses for the Palm Healthcare Pavilion, located on the St. Mary's Medical Center Campus in West Palm Beach. One of the themes that surfaced during those interviews was diabetes education and prevention.

Starting in November 2010, Palm Healthcare Foundation convened local health leaders who were concerned about the increasing prevalence of diabetes; and who had an interest in exploring local issues and solutions related to the prevention and management of diabetes in Palm Beach County. After just two (2) meetings, the participants chose to form a local diabetes coalition to align priorities and work together to combat the disease.

In March 2012, Barbara Jacobowitz, Chair of the Florida Diabetes Alliance Leadership Council and a trustee of Palm Healthcare Foundation, arranged a community meeting. The meeting featured two (2) state officials – M.R. Street, MPH and Tammie M. Johnson, DrPH – who were instrumental in crafting the Florida Diabetes Health System 2011 Strategic Action Plan. The presenters provided an overview of state-level efforts and tactics for a local coalition to link to and support the state strategic plan. More specifically, M. R. Street, Healthy Communities Analyst for the Florida Department of Health, presented highlights of the Florida Diabetes Health System 2011 Strategic Action Plan. Also, Tammie Johnson, Assistant Professor in the Department of Public Health at the University of North Florida, presented a comparative perspective when she contrasted local diabetes data and state diabetes data.

The members of the burgeoning coalition met for six (6) months to establish a mission statement, vision statement and initial strategic priorities. Also, under the guidance of an ad hoc committee, they prepared bylaws; developed a governance structure; outlined membership benefits; elected officers; established four (4) committees; and developed a website and logo.

Since March 2012, the Diabetes Coalition has held quarterly meetings in regional locations across Palm Beach County.

## Strategic Plan 2014 – 2016

### 2.2 Current Programs and Services

The Diabetes Coalition's sole initiative is *Palm Beach County Diabetes Week*. The inaugural event was co-conceived, planned and implemented in 2012. Diabetes Week 2012 offered **48 opportunities** during the eight-day event for free glucose, cholesterol and BMI screenings, diabetes risk tests and family fitness and educational activities.

### 2.3 Major Milestones

#### 2012

- **January 2012** – M. R. Street and Tammie Johnson presented an overview of state-level efforts and tactics for a local coalition to link to and support the state strategic action plan.
- **March 2012** – The first Diabetes Coalition meeting was held at the Palm Healthcare Pavilion to discuss the creation of the Diabetes Coalition.
- **September 2012** – The Diabetes Coalition elected its first officers.
- **November 2012** – The Diabetes Coalition supported Diabetes Week 2012 efforts.

#### 2013

- **June 2013** – Palm Healthcare Foundation granted Genesis Community Health, the Diabetes Coalition's fiscal agent, \$17,530 to engage Meridian Point Consulting to complete a strategic planning project for the Diabetes Coalition.
- **November 2013** – The Diabetes Coalition co-sponsored Diabetes Week 2013 with Palm Healthcare Foundation.

### 2.4 Membership

The Diabetes Coalition has 84 members. Membership in the Diabetes Coalition is free and open to anyone with an interest in advancing the Diabetes Coalition's mission. The membership roster includes diverse types of organizations such as hospitals, community health centers, government agencies and colleges.

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**2.5 Current and Future Roles**

To achieve its goals and objectives, the Diabetes Coalition performs or will perform the range of roles and deliver or will deliver the broad array of services included in the following table.

Role	Service
<b>Coalition Builder</b>	The Diabetes Coalition assembles diabetes professionals to combat diabetes.
<b>Educator</b>	The Diabetes Coalition will host seminars, webinars and symposiums.
<b>Event Organizer</b>	The Diabetes Coalition plans, organizes and markets events.
<b>Information Source</b>	The Diabetes Coalition serves as an information source for members and other coalition stakeholders. The coalition’s information dissemination methods include membership meetings, website and e-Newsletter.
<b>Marketer</b>	The Diabetes Coalition markets member programs, services and events through its website and membership directory.

**2.6 Resource Development**

The Diabetes Coalition has had one (1) funding source since its inception. This funding source, Palm Healthcare Foundation, and the grants made are included in the following table.

Organization	Year and Amount	Purpose
<b>Palm Healthcare Foundation</b>	2013 – \$17,530	To complete a strategic planning project
<b>Palm Healthcare Foundation</b>	2013 – \$5,000	To fund scholarships for diabetes professionals to become Diabetes Certified Educators

## 3.0 Internal and External Forces

There are internal and external forces that impact the strategic plan and its implementation. Internal forces (i.e., strengths, weaknesses) are factors within the Diabetes Coalition's direct control and external forces (i.e., opportunities, threats) are factors beyond the Diabetes Coalition's direct control. The Diabetes Coalition's internal and external forces are vital factors to effectively define the coalition's strategic goals and objectives.

A SWOT analysis is a framework to identify an organization's perceived internal strengths and weaknesses and external threats and opportunities. The analysis is conducted to formulate, evaluate and select strategies that ensure the best alignment between the internal situation and external environment. The results from the Diabetes Coalition's SWOT analysis are listed below.

### 3.1 SWOT Analysis

#### 3.1A Strengths

##### Governance

- **Experienced Executive Committee** – The Diabetes Coalition's Executive Committee has a number of seasoned professionals who have decades of relevant experience and extensive knowledge about diabetes prevention and management.
- **Established and Respected Organizations Represented on Board of Directors** – Most Diabetes Coalition board members are employed by well-established and well-respected organizations which enhances the credibility of the coalition.

##### Membership

- **Membership Diversity** – The Diabetes Coalition members represent diverse Palm Beach County organizations.
- **Established and Influential Coalition Members** – A significant number of Diabetes Coalition members represent established and influential organizations in Palm Beach County.

##### Resource Development

- **Palm Healthcare Foundation Support** – Palm Healthcare Foundation's financial and staff support of the Diabetes Coalition has been integral to the coalition's formation and development.

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### Culture & Values

- **Pursuit of Excellence** – The Diabetes Coalition’s leadership has a shared commitment to pursue excellence.
- **Culture of Transparency** – The Diabetes Coalition has fostered a transparent culture that has led to a free flow of information within the coalition and between the coalition and its stakeholders.

### 3.1B Weaknesses

#### Governance

- **Excessive Work Demands of Executive Committee Members** – All of the Executive Committee members have highly-demanding jobs which make it challenging to fulfill their Diabetes Coalition responsibilities.

#### People Management

- **No Employees** – The Diabetes Coalition does not employ staff members or engage contractors so it can be challenging to complete even rudimentary tasks.
- **Ineffective Volunteer Management** – The Diabetes Coalition has not effectively managed its volunteers.

#### Membership Program

- **Undefined Membership Benefits and Services** – The Diabetes Coalition has not clearly defined its membership benefits and services.

#### Resource Development

- **Inadequate Financial Resources** – The Diabetes Coalition does not have adequate financial resources to employ staff and operate as a high-performance organization.
- **No Resource Development Plan** – The Diabetes Coalition does not have a plan to guide its efforts to raise financial and other resources to operate the coalition.

#### Marketing & Communications

- **Poor Brand Awareness** – The Diabetes Coalition is a relatively new organization that is not very well-known amongst key stakeholder groups in Palm Beach County.
- **Inadequate Website** – The Diabetes Coalition’s website has infrequent updates, limited content and mediocre design.

### 3.1C Opportunities

#### Marketplace

- **Positioned as Local Diabetes Leader** – The Diabetes Coalition can become the leading organization in Palm Beach County on issues related to diabetes.
- **Awareness of Diabetes as Global Epidemic** – International, national, state and local media have highly publicized the diabetes epidemic so the public, in general, is aware of the scope and impact of the disease.

#### Programs & Services

- **Need for Diabetes Professional Education** – The Diabetes Coalition’s members have expressed that there is a significant need for more education for diabetes professionals.
- **Replicable Diabetes Programs in Palm Beach County** – There are a number of effective diabetes programs operating in Palm Beach County. The program administrators can share their best and most promising practices so these programs can be replicated at other sites.

#### Strategic Alliances

- **Potential Collaborations** – There are hundreds of organizations in Palm Beach County that impact or can impact diabetes which presents countless collaboration opportunities for the Diabetes Coalition.

### 3.1D Threats

- **Member Apathy** – If Diabetes Coalition members become apathetic about the organization’s work it can lead to member disengagement and turnover.

#### Marketplace

- **Service Fragmentation** – Many of the diabetes-related services in Palm Beach County are stretched and fragmented which negatively impacts patient care.

#### Resource Development

- **Limited Healthcare Funding** – There is limited healthcare funding in Palm Beach County so it may be challenging for the Diabetes Coalition to raise adequate financial resources.

## 4.0 Stakeholder Analysis

The Diabetes Coalition has a number of companies, organizations and individuals that have a stake in the coalition because they can impact or be impacted, positively or negatively, by the coalition's decisions, actions or policies. The chart below depicts the Diabetes Coalition's key stakeholder groups. Refer to the **Stakeholder Analysis** attachment to review additional details about each stakeholder group.

### 4.1 Stakeholder Analysis Chart



## 5.0 Mission, Vision and Values Statements

### 5.1 Mission Statement

To prevent diabetes and improve its care through awareness building, information sharing, education and advocacy

### 5.2 Vision Statement

Palm Beach County is a national model for controlling and preventing the incidence of diabetes

### 5.3 Values and Values Statements

Values	Values Statements
<b>Integrity</b>	We act, individually and collectively, with honesty and adhere to the highest standards of moral and ethical values and principles through our personal and professional behavior.
<b>Accountability</b>	We keep our commitments and assume responsibility for our actions.
<b>Commitment to Excellence</b>	We strive for excellence in everything we do.
<b>Collaboration</b>	We seek and maintain partnerships with organizations and individuals to best serve our members and our community.
<b>Member-centric</b>	We provide education, information, networking opportunities and resources to empower members to more effectively perform their professional duties.
<b>Transparency</b>	We maintain open communication and transparent processes in every aspect of the work we do.

## 6.0 Pillars of Excellence and Strategic Goals, Objectives and Initiatives

A pillar of excellence is an area in which the Diabetes Coalition must excel in order to be a high-performance organization that achieves its mission and reaches its goals. The five (5) pillars of excellence and strategic goals listed in the table below are interdependent. These pillars of excellence and strategic goals are not presented in priority order.

Pillar of Excellence	Strategic Goal
Member Experience	Design, develop and deliver high-quality services that engage and offer significant value for members.
Diabetes Prevention	Reduce the incidence and prevalence of diabetes.
Knowledge & Information Sharing	Be a comprehensive, accessible and reliable source for diabetes prevention and management knowledge and information.
Policy & Advocacy	Bring visibility to the extent, impact and urgency of diabetes in Palm Beach County.
Management & Operational Excellence	Build and manage effective systems and efficient processes to support organizational success.

### The strategic plan will be a fluid document.

Each year we will review our strategic plan and adjust our goals, objectives, performance measures and performance targets in light of our progress from the previous year and marketplace shifts.

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**6.1 Member Experience**

The lifeblood of a coalition is its members. Consequently, an effective membership program can be one of a coalition’s most important assets because it increases member recruitment, cultivates member engagement and improves member retention. An effective membership program is especially critical for the Diabetes Coalition since the organization heavily relies upon its members’ time and talents to accomplish its goals and objectives.

**6.1A Strategic Goal**

Design, develop and deliver high-quality services that engage and offer significant value for members.

**6.1B Strategic Objectives, Performance Measures & Strategic Initiatives**

Strategic Objective	Performance Measure	Strategic Initiative
<b>Build and manage a membership program to effectively serve and retain members.</b>	<ul style="list-style-type: none"> <li>• # of Members</li> <li>• Member Satisfaction Rate</li> <li>• Member Retention Rate</li> <li>• # of Membership Meetings</li> <li>• % of Members Attending Membership Meetings</li> <li>• # of Affinity Partners</li> </ul>	Membership Program
<b>Attract and recruit professionals from diverse organizations.</b>	<ul style="list-style-type: none"> <li>• # of Recruitment Events</li> <li>• # of Members Registered per Recruitment Event</li> <li>• # of Recruitment Campaigns</li> <li>• # of Membership Prospects Referred</li> <li>• # of Membership Ambassadors</li> </ul>	Member Recruitment Program
<b>Create opportunities for members to network with each other and other professionals.</b>	<ul style="list-style-type: none"> <li>• # of Networking Events</li> <li>• # of Attendees per Networking Event</li> </ul>	Networking Events

**6.1B – I Membership Program**

The Diabetes Coalition will design, develop and manage a membership program that provides numerous benefits to its members. These benefits will range from professional development services to marketing and business development opportunities.

Currently, the Diabetes Coalition does not require its members to pay an annual fee to join the coalition. However, as the coalition expands its membership benefits, members may be expected to make an annual membership investment that is commensurate with the value of the membership benefits.



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The table below lists the current membership benefits and additional membership benefits that the Diabetes Coalition will phase into the membership program over the next three (3) years.

Category	Current Membership Benefits	Additional Membership Benefits
Professional Development		<ul style="list-style-type: none"> <li>• <b>Diabetes Learning Institute</b> – The coalition will offer seminars and webinars to diabetes professionals.</li> <li>• <b>Best, Promising and Innovative Practices Showcase</b></li> </ul>
Marketing & Business Development	<b>Member Directory</b> – The coalition publishes members’ profiles in its web-based directory.	<ul style="list-style-type: none"> <li>• <b>Member Spotlights</b> – The coalition will highlight members through written profiles posted on its website and profiles presented during membership meetings, networking events, etc.</li> <li>• <b>Client and Patient Referrals</b></li> </ul>
Networking	<b>Membership Meetings</b>	<ul style="list-style-type: none"> <li>• <b>Networking Events</b></li> </ul>
Financial Savings		<ul style="list-style-type: none"> <li>• <b>Reduced Rates</b> – The coalition will offer members reduced rates for all coalition fee-based programs and services.</li> <li>• <b>Affinity Program</b> – The coalition will offer members exclusive access to discounted products and services through its affinity partners.</li> </ul>
Knowledge & Information Sharing		<ul style="list-style-type: none"> <li>• <b>e-Newsletter Subscription</b></li> <li>• <b>Online Discussion Forums</b> – The coalition will manage online forums (e.g., LinkedIn Group) for members to post and view messages.</li> <li>• <b>Diabetes Information Resource Center</b> – The coalition will offer members access to diabetes prevention and management best practices, research and other information, resources and tools through its website.</li> </ul>
Community Service	Members have an opportunity to engage in community service activities.	
Other		<ul style="list-style-type: none"> <li>• <b>Online Job Board</b></li> <li>• <b>Intern Placement Program</b> – The coalition will match member organizations with college student-interns.</li> </ul>

### 6.1B – II Member Recruitment Program

In order to increase its membership base, the Diabetes Coalition will implement member recruitment events and campaigns. The member recruitment program will have three (3) primary segments:

- **Member Recruitment Events** – The Diabetes Coalition will host member recruitment events throughout the year. These events will generally be an element of another program such as a networking event, seminar or membership meeting.
- **Member Referral Program** – The Diabetes Coalition will incentivize its current members to recruit new members on an ongoing basis and during regular recruitment campaigns. The Diabetes Coalition will offer referral incentives to current members that refer prospects that become members. The incentives may include Member Spotlight opportunities, e-Newsletter advertisements and the like.
- **Membership Ambassador Program** – The Diabetes Coalition will enlist and train Membership Ambassadors who will promote member recruitment and retention. The Membership Ambassadors primary roles will include recruiting prospective members; welcoming new members; encouraging member engagement; serving as hosts during events; and renewing lapsed members.

### 6.1B – III Networking Events

The Diabetes Coalition will organize and host networking events for members and non-members to exchange information, generate leads and build relationships. The networking events will be held at various locations across Palm Beach County. The Diabetes Coalition will also seek to coordinate joint networking events with other coalitions and associations (e.g., Palm Beach County Community Call to Action on Obesity, Mental Health Association of Palm Beach County).



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**6.2 Diabetes Prevention**

Primary prevention is the prevention of type 2 diabetes (Type 1 diabetes is not preventable). The diabetes prevention strategic initiatives focus on modifiable risk factors – overweight, obesity, unhealthy eating habits and a sedentary lifestyle – for developing type 2 diabetes. Results from the National Diabetes Prevention Program, a large clinical trial funded by the National Institutes of Health, showed the risk of developing type 2 diabetes for people with pre-diabetes or impaired glucose tolerance can be reduced by 57 percent through intensive counseling on diet, exercise and behavior modification.

**6.2A Strategic Goal**

Reduce the incidence and prevalence of diabetes.

**6.2B Strategic Objectives, Performance Measures & Strategic Initiatives**

Strategic Objective	Performance Measure	Strategic Initiative
<b>Promote healthy living and provide health education, screenings, demonstrations and other resources to motivate people to make positive health behavior changes.</b>	<ul style="list-style-type: none"> <li>• # of Participants</li> <li>• # of Host Sites</li> <li>• # of Screenings and Risk Assessments Conducted</li> </ul>	Palm Beach County Diabetes Week
<b>Promote, educate and provide support for organizations to improve the health and wellness of their members.</b>	<ul style="list-style-type: none"> <li>• # of Faith-based Organization Collaborations</li> <li>• # of Association Collaborations</li> <li>• # of Wellness Programs Established</li> </ul>	Members Health First Program

### 6.2B – I Palm Beach County Diabetes Week

Diabetes has reached epidemic levels in Palm Beach County. In fact, more than 120,000 Palm Beach County residents suffer from diabetes and at least 50 percent are unaware they have the devastating disease. Palm Healthcare Foundation conceived and developed *Palm Beach County Diabetes Week* as a means to inform people about their diabetes risk and link high-risk individuals to available and affordable healthcare.

Palm Beach County Diabetes Week is a series of diabetes and wellness events that last 7 to 10 days. The events are held in locations across Palm Beach County. In alignment with American Diabetes Month (November) and World Diabetes Day (November 14<sup>th</sup>), Palm Beach County Diabetes Week is held in November. The multiday event offers free services and activities such as:

- **Screenings** – glucose screening, cholesterol screening and Body Mass Index (BMI) screening
- **Tests and Exams** – diabetes risk test, blood pressure test, Hemoglobin A1c blood test, diabetic retinopathy exam, physical exam
- **Education** – nutrition and other health education
- **Demonstrations** – cooking demonstrations, fitness demonstrations
- **Healthy Food Sampling**
- **Information Distribution** – diabetes prevention materials

In 2013, the 2-hour feature event for Diabetes Week was held at Downtown at the Gardens in Palm Beach Gardens and included screenings and tests, cooking and fitness demonstrations, local television and radio personalities and family fun. In 2012, the inaugural year of the event, more than 1,000 individuals were screened for diabetes. In fact, a few individuals were found to be in diabetic crisis and were immediately transported to local hospitals. For these individuals, Diabetes Week was lifesaving.



**Diabetes Week 2013**

Cooking demonstrations with Sally Severeid from KOOL 105.5 and Chef David Pantone from the Lincoln Culinary Institute

While Palm Healthcare Foundation has led Diabetes Week, there have been numerous collaborators, including the Diabetes Coalition of Palm Beach County, Quantum Foundation, 211 Palm Beach/Treasure Coast, WPBF Television, Clear Channel Radio and other community health organizations. As the Diabetes Coalition strengthens its operational performance, the expectation is the coalition will transition to become the lead agency for Diabetes Week.

### 6.2B – II Members Health First Program

Many Palm Beach County residents are members of a place of worship (e.g., church, temple, mosque) and/or an association (e.g., chamber of commerce, civic organization, fraternal organization). Consequently, these organizations present a viable means to reach local residents. The Diabetes Coalition's *Members Health First* program will be designed to assist Palm Beach County's faith-based organizations and membership associations to adopt and manage wellness programs to improve the health of their members.

The program will incorporate several core elements, including:

- **Health Education Seminars and Webinars** – Diabetes Coalition volunteers will conduct healthy living seminars, webinars and demonstrations (e.g., cooking, fitness) for members of collaborating faith-based organizations and membership associations.
- **Employee and Volunteer Training** – The Diabetes Coalition will train employees and volunteers (e.g., Health Ministry Committee, Church Kitchen Committee) from collaborating organizations to deliver blood pressure screenings and monitoring, prepare healthy meals and snacks, etc.
- **Technical Assistance** – The Diabetes Coalition will engage a Wellness Coordinator (or coordinate Wellness Coordinators from coalition member organizations) to provide technical assistance for the implementation of wellness programs in collaborating organizations.
- **Health Promotion Materials** – The Diabetes Coalition will distribute health promotion materials (e.g., posters, information sheets) to collaborating organizations to post in their place of worship or business and to distribute to their members.
- **Health Education Messaging** – The Diabetes Coalition will craft and communicate health and wellness messages through the collaborating organizations' meeting presentations and announcements, website postings, newsletter (e.g., church bulletin, association e-Newsletter) inclusions and the like.



NOTES

A series of horizontal blue lines provided for taking notes, located below the 'NOTES' header.

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**6.3 Knowledge & Information Sharing**

The Diabetes Coalition intends to establish a culture of knowledge and information sharing across the coalition. The coalition expects to facilitate the flow of knowledge and information from coalition-to-member, member-to-coalition and member-to-member.

**6.3A Strategic Goal**

Be a comprehensive, accessible and reliable source for diabetes prevention and management knowledge and information.

**6.3B Strategic Objectives, Performance Measures & Strategic Initiatives**

Strategic Objective	Performance Measure	Strategic Initiative
<b>Train diabetes professionals on proper prevention, care and treatment of individuals with diabetes and pre-diabetes.</b>	<ul style="list-style-type: none"> <li>• # of Seminars Delivered</li> <li>• Average # of Seminar Participants per Session</li> <li>• Average Seminar Satisfaction Rate</li> <li>• # of Webinars Offered</li> <li>• Average # of Webinar Participants per Session</li> <li>• Average Webinar Satisfaction Rate</li> <li>• # of Scholarships Awarded</li> </ul>	Diabetes Learning Institute
<b>Organize events that inform and educate diabetes professionals.</b>	<ul style="list-style-type: none"> <li>• # of Events</li> <li>• Average # of Participants per Event</li> </ul>	Diabetes Symposiums & Conferences
<b>Serve as a comprehensive health education and promotion resource for diabetes professionals.</b>	<ul style="list-style-type: none"> <li>• # of Unique Website Visitors</li> </ul>	Diabetes Resource Portal
<b>Build and manage a content-rich and multifunctional website.</b>	<ul style="list-style-type: none"> <li>• # of Unique Website Visitors</li> </ul>	Website
<b>Publish an informative and educational e-Newsletter.</b>	<ul style="list-style-type: none"> <li>• # of Issues Published</li> <li>• # of Subscribers</li> <li>• Subscriber Open Rate</li> </ul>	e-Newsletter

### 6.3B – I Diabetes Learning Institute

Education and training was the most often cited expectation that Diabetes Coalition members had for the coalition. This expectation surfaced in the Member Survey and Member Listening Session results.

The Diabetes Coalition will develop and administer a needs assessment survey to determine members' professional development and training needs and interests. The Diabetes Coalition will use the survey results to design, establish and manage a Diabetes Learning Institute that will offer training to members and non-members.

The training programs will be offered as face-to-face and web-based sessions. The web-based sessions, or webinars, will be delivered through a web conferencing service such as GoToMeeting or WebEx. The Diabetes Coalition anticipates offering Continuing Medical Education (CME) credits for training program participants.

#### Certified Diabetes Educator

The National Certification Board for Diabetes Educators is an organization that promotes the interests of diabetes educators by granting certification to qualified health professionals involved in teaching persons with diabetes, through establishment of eligibility requirements and development of a written exam. The Palm Healthcare Foundation has granted the Diabetes Coalition \$5,000 to offer scholarships to members that desire to pursue the certification.



### 6.3B – II Diabetes Symposiums & Conferences

The Diabetes Coalition will organize and host events (e.g., symposiums, conferences, forums, summits) to support the professional development of diabetes professionals. The events will feature seminars, panel sessions, discussion forums, etc. The sessions will focus on topics ranging from preventing and managing the diabetes crisis to community resources for improving quality care.

The Diabetes Coalition will organize a *Best, Promising & Innovative Practices Showcase* as an element of the events. This element will showcase best and promising practices in diabetes prevention and control through presentations, exhibitions and demonstrations.

### 6.3B – III Diabetes Resource Portal

The Diabetes Coalition intends to create the Diabetes Resource Portal, an online portal for diabetes professionals. The portal, hosted at the Diabetes Coalition website, will include diabetes prevention and management events, health education materials (e.g., curriculum), publications, presentations, videos, posters, flyers, research reports, data and the like. The Diabetes Coalition will encourage members to use the online portal to locate materials and to upload their materials to share with other members.

### 6.3B – IV Website

The Diabetes Coalition website will serve as a resource for members, diabetes professionals, diabetes patients and the public. The website will include content and functions such as:

- **Articles**
- **News Feeds**
- **Member-related Resources** – *membership application form, member directory, member spotlights*
- **Calendar of Events**
- **Online Job Board** – The Job Board will allow employers to post job vacancies and enable members to view the posted jobs.
- **Grants & Contracts Board** – The Grants & Contracts Board will allow organizations to post grants, Requests for Proposals (RFPs) and Requests for Quotations (RFQs) and enable members to view them.
- **Online Discussion Forums**



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**6.4 Policy & Advocacy**

People living with diabetes face daily challenges coping with the devastating disease. These challenges go well beyond just health challenges and can include school or workplace discrimination, poor insurance coverage and countless other challenges.

Regrettably, local residents living with diabetes do not have a central voice representing them and their issues. The Diabetes Coalition will be that voice for people living and working in Palm Beach County as advocacy will play a vital role in the coalition’s work.

**6.4A Strategic Goal**

Bring visibility to the extent, impact and urgency of diabetes in Palm Beach County.

**6.4B Strategic Objective, Performance Measures & Strategic Initiative**

Strategic Objective	Performance Measure	Strategic Initiative
<b>Educate and inform the public, legislators, policymakers and key decision makers about legislation, public policies and initiatives that relate to diabetes prevention and care.</b>	<ul style="list-style-type: none"> <li>• # of Issue Forums</li> <li>• # of Legislative Briefings</li> <li>• # of Presentations Made</li> <li>• # of Letter-writing Campaigns</li> <li>• # of Articles Published</li> </ul>	Advocacy Program



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**6.5 Management & Operational Excellence**

In today’s marketplace, an organization must focus on building a model of operational excellence that aligns with its strategic goals. Operational excellence involves making continuous improvements to the organization in order to achieve a competitive advantage. In doing so, an organization maximizes value for its members, employees and other stakeholders as well as its own financial benefit.

**6.5A Strategic Goal**

Build and manage effective systems and efficient processes to support organizational success.

**6.5B Strategic Objectives, Performance Measures & Strategic Initiatives**

Strategic Objective	Performance Measure	Strategic Initiative
<b>Recruit, develop and retain talented people and create an environment that allows these people to maximize their performance.</b>	Employee Satisfaction Rate	Human Resources Management Program
<b>Recruit and manage a capable and motivated volunteer force.</b>	<ul style="list-style-type: none"> <li>• # of Volunteers</li> <li>• Volunteer Satisfaction Rate</li> <li>• Volunteer Retention Rate</li> </ul>	Volunteer Management Program
<b>Maximize the performance of individual board members and the collective board of directors.</b>	<ul style="list-style-type: none"> <li>• Board Performance Index</li> <li>• Board Meeting Attendance Rate</li> </ul>	Board Development Program
<b>Establish and maintain high-performance committees.</b>	<ul style="list-style-type: none"> <li>• Committee Performance Index</li> <li>• Committee Meeting Attendance Rate</li> </ul>	Committee Management Program
<b>Establish and manage diverse methods to secure funds and in-kind products and services.</b>	<ul style="list-style-type: none"> <li>• # of Grant Proposals Submitted</li> <li>• % of Grant Proposals Funded</li> <li>• Grant Revenue</li> <li>• # of Sponsors Solicited</li> <li>• # of Sponsor Commitments</li> <li>• Sponsorship Revenue</li> </ul>	Resource Development Program
<b>Engage in marketing activities to increase exposure and enhance brand reputation.</b>	<ul style="list-style-type: none"> <li>• # of Unique News Stories in Multiple Media</li> <li>• # of Facebook Fans</li> <li>• # of Twitter Followers</li> </ul>	Marketing Program

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**6.5B – I Human Resources Management Program**

The performance and growth of countless coalitions is limited by one (1) primary factor – no employees. In order to achieve its ambitious plans, the Diabetes Coalition expects to raise financial resources to hire employees. The Diabetes Coalition intends to develop a human resources management program that centers on recruitment, interviewing, hiring, training, performance planning and performance evaluation of these employees.

The following table reveals employees that the Diabetes Coalition intends to hire during the next three (3) years.

Position	FTE	Primary Role	Expected Hire Date
Coalition Administrator	1.0	Provide leadership and coordination to implement the strategic initiatives detailed in the strategic plan. Provide general oversight for coalition activities including planning, fundraising, program management and event management.	July 2015
Coalition Assistant	.5	Provide administrative support in areas such as meeting management, membership management, event planning and program support.	July 2014

**6.5B – II Volunteer Management Program**

Volunteers are a vital resource for most coalitions. In fact, the Diabetes Coalition would not be able to accomplish its mission without the service of volunteers. A volunteer management program is essential to effectively coordinate these volunteers. The Diabetes Coalition will develop and implement a volunteer management program to guide the coalition’s recruitment, screening, orientation, training, supervision, recognition, reward and assessment of its volunteers.

**6.5B – III Board Development Program**

The Board of Directors is primarily responsible for policymaking and the general welfare of the coalition. The Diabetes Coalition will develop and implement a program to guide the coalition's recruitment, cultivation, nomination, orientation, training and education, engagement, recognition, reward and self-assessment of board members.



**6.5B – IV Committee Management Program**

The Diabetes Coalition accomplishes much of its work through committees. Coalition members are expected to serve on a committee and provide their time and talents to get the work done. Each committee has a special function to accomplish. Most committees will generally meet monthly or bimonthly.

The Diabetes Coalition will redefine and restructure its current committees and define and structure new committees. The Diabetes Coalition’s current committees and their primary functions are included in the following table:

Committee	Primary Function
<b>Data &amp; Resources Committee</b>	Assist in the collection, analysis and interpretation of various data sources. Evaluate programs and activities of the Diabetes Coalition through the measurement and management of outcomes.
<b>Membership Committee</b>	Oversee the recruitment, orientation, service, engagement and retention of members.
<b>Nominating &amp; Governance Committee</b>	Oversee and/or manage the identification, recruitment, nomination, orientation, training and education, recognition and self-assessment of board members.
<b>Policy &amp; Advocacy Committee</b>	Support, plan and implement advocacy initiatives to reduce Palm Beach County’s diabetes burden.
<b>Special Events &amp; Community Outreach Committee</b>	Create and participate in events and activities that serve to increase awareness of the risks associated with diabetes and provide education to prevent and manage the disease.

The Diabetes Coalition will establish the following committees:

- **Marketing & Communications Committee** – Raise the visibility and awareness of the coalition and its programs and services; provide expertise and resources to guide the coalition’s marketing, branding, advertising and public relations activities.
- **Resource Development Committee** – Plan and oversee the development and implementation of diverse revenue-generating activities to provide financial support for the coalition.

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**6.5B – V Resource Development Program**

**Resource Development Plan**

The Diabetes Coalition will prepare a comprehensive resource development plan to guide its resource development activities. The plan will outline the coalition’s resource development goals, tasks, people accountable, timelines and budgets for each approach (e.g., membership fees, grants, sponsorships, special events, earned income).

**Grant Funding Pursuits**

The Diabetes Coalition will identify prospective funders, prepare a master grant proposal, customize proposals and pursue grant funding opportunities.

**Sponsorship Program**

The Diabetes Coalition will develop and implement a sponsorship program to guide the coalition in its pursuit to generate revenue for its properties (e.g., seminars, webinars, events, publications).

**6.5B – VI Marketing Program**

Many nonprofits do not seek to market at all. These nonprofits often perceive marketing as a waste of time and funds. However, marketing is an essential function for nonprofits. The Diabetes Coalition will prepare a comprehensive marketing plan to guide its marketing activities. The marketing plan will incorporate a variety of tactics to boost visibility and awareness of the coalition, including:

- Event Exhibitions
- Print and Online Advertising
- Public Relations
- Social Media – *Twitter, LinkedIn, FaceBook, YouTube*
- Direct Mail
- Promotions

NOTES

## Appendix A – Diabetes Coalition Board Members

Diabetes Coalition Title	Name	Employer
<b>Chair</b>	Eugenia Millender	Florida Atlantic University
<b>Vice Chair and Membership Committee Chair</b>	Quinetta Hayes	Palm Beach County Health Department
<b>Treasurer</b>	Jezabel Maisonet	Caridad Center
<b>Secretary</b>	DeAnna Warren	Genesis Community Health
<b>Policy &amp; Advocacy Committee Chair</b>	Louise Aurelien	Palm Beach State College
<b>Nominating &amp; Governance Committee Chair</b>	Cynthia Clayton	Palm Beach County Medical Society
<b>Data &amp; Resources Committee Chair</b>	Andrea Stephenson	Health Council of Southeast Florida
<b>Special Events &amp; Community Outreach Committee Chair</b>	Marjorie Sullivan	Palm Healthcare Foundation

## Appendix B – Call to Action

It requires many organizations and individuals to significantly improve the lives of people at risk for diabetes and those living with diabetes. We firmly believe, no matter who you are or what you do, you have a role to play in the war to conquer diabetes. Consequently, we encourage you to get engaged with the implementation of the Diabetes Coalition's strategic plan because if we coordinate our collective talents and resources, we will start to move Palm Beach County closer to being diabetes-free.

### Ways to Get Involved

- **JOIN** the Diabetes Coalition.
- **REVIEW** the strategic plan's goals, objectives and initiatives.
- **COMMIT** to one or more strategic initiatives you desire to see achieved.
- **VOLUNTEER** to serve on a Diabetes Coalition committee.
- **PROMOTE** awareness of the strategic goals, objectives and initiatives in newsletters, at places of worship, in club or association meetings and in everyday conversations.
- **COLLABORATE** and find partners who share your commitment to jointly battling diabetes.
- **THINK** of new strategic initiatives and ideas that can help achieve the Diabetes Coalition's goals. Then, follow through to assist with the implementation.

For more information about getting involved, contact us at [info@DiabetesCoalitionPBC.org](mailto:info@DiabetesCoalitionPBC.org).

## Attachments

1. Diabetes Coalition Strategy Map
2. Diabetes Coalition Strategy Snapshot
3. Diabetes Coalition Stakeholder Analysis
4. Diabetes Coalition Member Survey Results

