

**THE VISION**  
 Optimizing pre-hospital care as a critical component of  
 New York State's medical care system.

**THE MISSION**  
 Empowering New York State's  
 Proprietary Ambulance Providers.



**STRATEGIC  
 PLANNING  
 PROCESS  
 2016 – 2018**

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**OUR VALUES**

*Member Focus*  
 Meet the needs and exceed  
 the expectations of members.

*Integrity*  
 Act ethically with  
 accountability for life-long  
 commitment to excellence.

*Innovation*  
 Embrace change  
 with creativity  
 and strategic thinking.

**GOALS**

**EDUCATE  
& ENGAGE**  
 Improve value  
 proposition;  
 making attractive  
 to all PAPs

**LEAD**  
 Improve  
 governance &  
 administration;  
 secure finances &  
 build reserves

**ADVOCATE**  
 Increase visibility  
 & influence of  
 UNYAN  
 at all levels

**BENCHMARKS**

Study of  
 membership  
 levels;  
 statewide trends;  
 participation

Best practices  
 assessment; budget  
 analysis & trends;  
 analysis  
 of association  
 participation

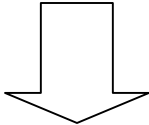
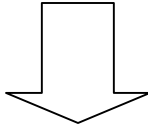
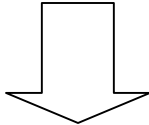
Statewide  
 surveys of  
 industry  
 &  
 membership

**STRATEGIES**

New/improved  
 membership  
 benefits; target  
 all PAPs

Governance  
 review; new  
 resources for  
 volunteers/ldrs.

Create strategic  
 alliances;  
 member action;  
 legislative push



**ACTION ITEMS**

- Identify needs of members
- Effective programming
- Partnerships
- Recruitment & Retention Plan
- Anticipate trends

- Continue governance review
- Programming
- Leadership training
- Expand resourcing
- Volunteer Cadre

- Raise profile
- Increase outreach
- Promote activity
- Promote legislative efforts (at Capitol & in Districts)



# Strategic Plan 2016 – 2018

## WORK PLAN

Revised  
4/10/16

*Draft for Membership Review – May 2016*

### GOAL #1 EDUCATE & ENGAGE

**Note:** *Bridge Action* denotes items that are currently underway or should be initiated while this Strategic Plan is being finalized. The implementation window for the Bridge Actions is the next 90-120 days.

Strategy	Action Item(s)	Responsible Position(s)	Deadline	Notes/Status
Strengthen value proposition of UNYAN membership through effective programs, services and initiatives to all PAPs.	<ol style="list-style-type: none"> <li>1. Conduct full review of member benefits and the packaging of the association's value proposition.</li> <li>2. Continue surveying membership to identify needs, trends, and effectiveness of current offerings (using target surveys).</li> <li>3. Increase awareness and participation in UNYAN programming.</li> </ol>	<p>Board, Administrator</p> <p>Membership Committee, Administrator</p> <p>Board, Administrator, Committee Chairs</p>	<p>2016</p> <p>Ongoing</p> <p>Ongoing</p>	1. <i>Bridge Action</i>
Provide state-of-the-art professional development for education, competence and career success; and effective member services.	<ol style="list-style-type: none"> <li>1. Work to develop a standard timeframe to develop, announce and promote all training opportunities and events.</li> <li>2. Conduct website content review; developing it as the "clearinghouse" or portal for all UNYAN services.</li> <li>3. Develop a "start-up" social media plan.</li> </ol>	<p>Board, Administrator</p> <p>Chair, Administrator, Secretary</p> <p>Administrator &amp; CHMS</p>	<p>2016</p> <p>2016</p> <p>2016</p>	2. <i>Bridge Action</i>
Continue long-range planning of UNYAN events.	<ol style="list-style-type: none"> <li>1. Develop further the 4 events/year model (with 1 being Lobby Day).</li> <li>2. Continue researching cost-effective venues and rotation ideas for the</li> </ol>	<p>Board, Lobby Day Chair, Administrator</p>	<p>Ongoing</p> <p>Ongoing</p>	

	meetings.			
Develop formal membership recruitment and retention plan—with outreach to all PAPs and supporters to grow membership.	<ol style="list-style-type: none"> <li>1. Craft targeted messages for all prospective member types/groups.</li> <li>2. Obtain contact lists from all appropriate sources.</li> <li>3. Conduct 2 Work Groups to study and bring recommendations to the BOD about Owners &amp; Operators, and Young Professionals.</li> <li>4. Develop outreach campaign across all platforms—including mailings, social media and “grassroots”/PPI (Power of the Personal Invite).</li> </ol>	<p>Chair, Administrator, Membership Committee</p> <p>Chair, Administrator</p> <p>Work Groups (TBD)</p> <p>Chair, Membership Chair, Administrator &amp; CHMS</p>	<p>2016</p> <p>2016</p> <p>2016</p> <p>Ongoing</p>	<b>2. Bridge Action</b>
Strategically promote PAPs—both as professionals in the field and as members of UNYAN.	<ol style="list-style-type: none"> <li>1. Create recognition system for member successes.</li> <li>2. Highlight such successes across the full spectrum of UNYAN communications.</li> </ol>	Membership Committee, Administrator	Ongoing	
<b><i>Other potential strategies for 2016 – 2018? Are we missing anything?</i></b>				

<b>GOAL #2</b>	<b>LEAD</b>
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<b>Strategy</b>	<b>Action Item(s)</b>	<b>Responsible Position(s)</b>	<b>Timeline</b>	<b>Notes/Status</b>
Strengthen UNYAN governance and administration paradigm.	1. Continue to review operations at all levels and assess for best practice implementation.	Chair, Administrator & CHMS	2016	<b>1. Bridge Action</b>
	2. Conduct review of By-Laws; reformat and look at options for BOD expansion.	By-Law Committee & CHMS	2016	<b>2. Bridge Action</b>
	3. Continue to develop UNYAN Office as the hub for member connections, master files, and communications.	Board, Administrator	Ongoing	<b>3. Bridge Action</b>
	4. Implement a new structure for annual roll-out of outreach,		2016	

	programming and all services.			
Establish new leadership development program.	<ol style="list-style-type: none"> <li>1. Create new Leadership Development Committee; expanding efforts to identify and recruit potential new volunteers for leadership—paying attention to greater diversity within the association.</li> <li>2. Continue to develop resources and tools for leaders.</li> </ol>	<p>Chair, Administrator</p> <p>Chair, Administrator</p>	<p>2017</p> <p>Ongoing</p>	
Review and revitalize Committee Operations structure.	<ol style="list-style-type: none"> <li>1. Review all UNYAN Committees; ensure structure represents the association’s needs.</li> <li>2. Develop goals and action items for Committees.</li> <li>3. Create and conduct annual Committee Chair orientation and training.</li> </ol>	<p>Chair, Administrator, Committee Chairs</p> <p>Board</p> <p>Board, Administrator</p>	<p>2016</p> <p>2016/Ongoing</p> <p>2016/Ongoing</p>	1. <b>Bridge Action</b>
Develop templates for governance and administrative needs and consistency.	<ol style="list-style-type: none"> <li>1. Continue to identify vital planning documents/resources that need to be updated, replaced or created , i.e. annual planning calendar, etc.</li> </ol>	Officers, Committee Chairs & Administrator	Ongoing	
Continue to develop, improve and leverage all aspects of the UNYAN’s “Toolkit” in identifying and responding to trends and the needs of the association.	<ol style="list-style-type: none"> <li>1. Expand breadth of communications/outreach to highlight news, events and opportunities.</li> <li>2. Provide at least 1 media/social media training to UNYAN leaders and members.</li> <li>3. Develop webinar series that can address professional development, advocacy issues, and member interaction with UNYAN.</li> </ol>	<p>Chair, Administrator</p> <p>Administrator &amp; CHMS</p> <p>Board, Administrator, CHMS</p>	<p>Ongoing</p> <p>2016</p> <p>2017</p>	
Tout the achievements of UNYAN, its leaders and members!	<ol style="list-style-type: none"> <li>1. Continue to develop and expand the “Did You Know?” Initiative.</li> <li>2. Create a “pipeline” for submitting news/updates from across the state and use this information across the full spectrum of the association.</li> </ol>	<p>Administrator</p> <p>Administrator</p>	<p>Ongoing</p> <p>2016</p>	1. <b>Bridge Action</b>

Continue wise financial management to garner the biggest benefit for UNYAN.	<ol style="list-style-type: none"> <li>1. Provide regular financial updates and reporting to leadership.</li> <li>2. Work with CHMS Finance Department for fuller budget and financial trends analysis.</li> <li>3. Identify long-range financial needs in order to prepare beyond annual cycle.</li> </ol>	Treasurer, Administrator & CHMS Finance Department	Ongoing	
<b><i>Other potential strategies for 2016 – 2018? Are we missing anything?</i></b>				

<b>GOAL #3</b>	<b>ADVOCATE</b>
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**Note:** This major area is UNYAN’s greatest and proven strength. The plan reflects strategies to maintain and expand these efforts.

<b>Strategy</b>	<b>Action Item(s)</b>	<b>Responsible Position(s)</b>	<b>Deadline</b>	<b>Notes/Status</b>
Continue to expand and leverage all government affairs efforts—advancing UNYAN’s legislative agenda.	<ol style="list-style-type: none"> <li>1. Review bills, regulations, court actions, etc. and determine which UNYAN will support or oppose.</li> <li>2. Provide routine reporting methodology for all government affairs issues and updates.</li> </ol>	Chair, GAC, Lobbyist	Ongoing	
Position UNYAN as “THE Expert” and “go-to” source in PAP and services.	<ol style="list-style-type: none"> <li>1. Develop and distribute updates to policy makers, decision makers and thought- leaders that UNYAN and its leadership can provide useful insight and knowledge about PAP issues and the health care industry.</li> </ol>	Chair, GAC, Lobbyist	Ongoing	
Increase the visibility and influence of UNYAN leadership and members within the PAP community and the general health care community to promote UNYAN.	<ol style="list-style-type: none"> <li>1. Identify and support/attend direct or related events.</li> <li>2. Communicate updates to members and how they can be involved via UNYAN communications network.</li> <li>3. Develop and implement “grassroots” member engagement plan; asking for their assistance in “spreading the</li> </ol>	Chair, GAC  Chair, GAC, Administrator  Chair, GAC, Administrator	Ongoing	

	word”—including lobbying visits to district offices.			
Reinstitute Lobby Day as part of the annual cycle; make cost-effective and re-position as a key member benefit and service.	<ol style="list-style-type: none"> <li>Continue to refine a new footprint for this key event.</li> <li>Promote across entire UNYAN communications platform.</li> </ol>	Lobby Day Committee, GAC, Administrator	2016  Ongoing	1. <b>Bridge Action</b>
<b><i>Other potential strategies for 2016 – 2018? Are we missing anything?</i></b>				

### 3 Year Process/Path to Stabilization & Growth

2016	Year 1	Introspection/Analysis/Full Operational Review + Begin to implement improvements/changes
2017	Year 2	Implementation and “Full Court Press”
2018	Year 3	Full Transition to a “New” UNYAN