

University of Mississippi

eGrove

Honors Theses

Honors College (Sally McDonnell Barksdale
Honors College)

Spring 5-1-2021

Investigating the Relationship between the James C. Kennedy Center and the Utilization of the Harvard Policy Model: A Strategic Planning Process

Neely Griggs

Follow this and additional works at: https://egrove.olemiss.edu/hon_thesis



Part of the [Business Administration, Management, and Operations Commons](#), [Nonprofit Administration and Management Commons](#), [Other Public Affairs, Public Policy and Public Administration Commons](#), and the [Strategic Management Policy Commons](#)

Recommended Citation

Griggs, Neely, "Investigating the Relationship between the James C. Kennedy Center and the Utilization of the Harvard Policy Model: A Strategic Planning Process" (2021). *Honors Theses*. 1599.
https://egrove.olemiss.edu/hon_thesis/1599

This Undergraduate Thesis is brought to you for free and open access by the Honors College (Sally McDonnell Barksdale Honors College) at eGrove. It has been accepted for inclusion in Honors Theses by an authorized administrator of eGrove. For more information, please contact egrove@olemiss.edu.

INVESTIGATING THE RELATIONSHIP BETWEEN THE JAMES C. KENNEDY CENTER
AND THE UTILIZATION OF THE HARVARD POLICY MODEL: A STRATEGIC
PLANNING PROCESS

By

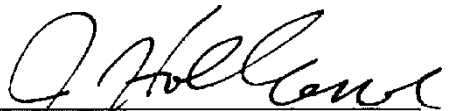
Neely Caradine Griggs

A thesis submitted to the faculty of The University of Mississippi in partial fulfillment of the
requirements of the Sally McDonnell Barksdale Honors College

Oxford, MS

March 2021

Approved By



Advisor: Dr. Joseph Holland

Reader: Dr. Richard Gentry

Reader: Dr. John Samonds

© 2021

Neely Caradine Griggs

ALL RIGHTS RESERVED

To my mother, who taught me that there are always lessons to be learned.

Acknowledgments

I would like to acknowledge my thesis committee Dr. Joseph Holland, Dr. Richard Gentry, and Dr. John Samonds for assisting me throughout the writing process. Dr. Holland, thank you for giving me this research opportunity and for helping me turn this project into a thesis I am proud of. I am thankful for the Sally McDonnell Barksdale Honors College and the Trent Lott Leadership Institute for guiding and supporting me in my academic interests throughout the past four years, and I am grateful for endless support I have received from staff in both of these institutions. Thank you to Dr. Catherine Moring and all of the employees at the James C. Kennedy Wellness Center for allowing me to be a part of this planning process. Finally, thank you to Kylie Bring, Carley Horner, and Peyton Day for their encouragement throughout this process and for reading this thesis almost as many times as I have.

Abstract

This thesis aims to understand the relationship between the James C. Kennedy Wellness Center and the utilization of the Harvard Policy Model. The Wellness Center in Tallahatchie county, Mississippi has a profound impact in the community by working to decrease the prevalence of preventable diseases, and the Wellness Center's leadership has decided to engage in the development of a strategic plan. The researchers led the Wellness Center through the first four steps in the Harvard Policy Model of strategic planning. Through focus groups and data analysis, the Wellness Center's vision and mission statements were re-conceptualized, the core values of the organization were identified, and the organization's environment was assessed. This research highlights the results of the utilization of the Harvard Policy Process and provides insights into the strategic planning process.

Contents

Chapter 1: Introduction	1
Chapter 2: Background of Strategic Planning	6
Chapter 3: Methodology.....	19
Case Study Research Model	19
James C. Kennedy Wellness Center Case Justification.....	19
Data Sources.....	20
Focus Groups.....	20
Document Analysis	21
The Harvard Policy Model.....	21
Chapter 4: Findings.....	26
Plan to Plan	26
Objective 1: Clarify the Organization’s Vision and Mission.....	27
Objective 2: Determine the Organization’s Values.....	28
Objective 3: Determine the Organization’s Environment	29
Discussion and Recommendations	33
Limitations	37
Conclusion	39
References	41
Appendix	46
A. Consent Form	47
B. Agenda	49
C. Mission Statement Construction Notes	50
D. Vision Statement Construction Notes.....	51
E. Focus Group Questions	52
F. Value Definitions	56
G. Blank Value Assessment.....	58
H. Value Assessment Results.....	62
I. S.W.O.T. Analysis Notes.....	70
J. Full Focus Group Transcripts	74

List of Tables

Table 1. Data Selection Plan.....	25
Table 2. Mission and Vision Statement Analysis	28
Table 3. Value Identification	29
Table 4 S.W.O.T. Analysis.....	30
Table 6. P.E.S.T. Analysis.....	32

Investigating the Relationship between the James C. Kennedy Center and the Utilization of the Harvard Policy Model: A Strategic Planning Process

Chapter 1: Introduction

The James C. Kennedy Wellness Center serves Tallahatchie County, Mississippi through a variety of programs focusing on nutritional education, physical fitness, and health intervention. When the Wellness Center was first envisioned in 2012, Tallahatchie County ranked 81 of 82 counties in Mississippi in terms of health and had the highest rates of obesity, teenage pregnancy, sexually transmitted infections, diabetes, and heart disease (Wellness, n.d.). Having an interest in Charleston, Mississippi, philanthropist and businessman James C. Kennedy sought to create a positive impact on the community and worked with Dr. Catherine Moring and Tallahatchie General Hospital Chief Executive Officer Jim Blackwood to identify the community's needs. Therefore, the Wellness Center was created to combat preventable health problems and to better the lives of the Tallahatchie community members.

Since its inception in 2016, the Wellness Center has served over 1,000 individuals and has developed eight programs to target specific needs of the community, all at minimal cost to its members. The programs at the Wellness Center focus on diabetes management, prevention, and education; nutrition and wellness programs; and seasonal health programs. These programs are created with all age groups and abilities in mind (Wellness Center, n.d.). The Wellness Center has also created opportunities for its members to explore wellness through nontraditional opportunities with a 1.25- mile outdoor walking path, meditation garden, playground, wellness garden, and open-use gym with free weights, machine weights, and cardio equipment (Wellness Center, n.d.).

This research will explore the strategic planning process of the James C. Kennedy Wellness Center. Strategic planning, originally a tool for the private sector, has become a popular instrument for governments and nonprofit organizations. Whether it is required by legislation or by a funder, strategic planning is an important component of creating lasting value and thus has become a fundamental management function (Bryson, 2010). Strategic planning creates a foundation for accountability and internal benchmarks while making a place for organizational capacity building (Allison and Kaye, 1997). Because of the Wellness Center's important role in improving the health and wellbeing of its community, strategic planning will be helpful for the organization to consider what the future will look like, especially in a rapidly-changing, dynamic environment.

Strategic planning is a management tool that creates an opportunity for an organization to create consensus. As defined by Allison and Kaye (1997), strategic planning is a deliberate process through which an organization creates a blueprint for how its mission will be achieved. Therefore, the goal of strategic planning is not to create a static plan. Through an adaptable plan the organization is deliberate in overcoming barriers and creating growth in an everchanging environment. One of the first steps in strategic planning includes an overhaul of the organization's mission, vision, and values. This process involves deliberate actions by an organization's leaders to create fundamental decisions that will guide and shape the organization, its reason for existing, and its purpose (Bryson, 1995). This process requires the organization's leaders to come together and think critically about the organization's reason for being and responsibilities. For nonprofit organizations, strategic planning is an integral part of creating organizational sustainability, and because nonprofit organizations are driven by their mission, strategic planning allows leaders to think critically about the organization's responsibilities to

society and how it can best achieve its mission (Allison and Kaye, 1997). Therefore, by analyzing fundamental components of an organization, leaders build consensus around what the organization is doing and how.

Specifically, the strategic planning process sharpens the organizational focus. By clarifying why the organization exists, establishing an ideal future of the organization, and explaining values the organization holds to be most important, stakeholders will build consensus around the organization's goals and can make more efficient decisions (Worth, 2019). For nonprofit organizations, analyzing the mission statement is extremely important because this represents the organization's value and responsibility to society and communicates that to employees and other stakeholders (Phills, 2005). As the organization's leaders create unanimity around the purpose of the organization, they can prepare to think about the future of the organization and how it will function in society. Through this process, employees and other stakeholders will also have a unified interpretation of the organization's role and be better equipped to act as channels of the organization's mission. Analyzing these statements and creating a unified understanding provides a strong foundation for strategic planning and organizational efficiency.

Because strategic planning is an interactive and creative process, it fosters teamwork and collaboration among those involved. This can simply be board members and upper level management, or this process can include all employees and stakeholders. While board members can focus on the right priorities of the organization through analyzing the basics, developing a strategic plan improves the process of people working together (Allison and Kaye, 1997). The strategic planning process creates a forum for individuals to discuss the organization's reason for being and create a consensus of the needs of the organization, specifically its clients, employees,

and other stakeholders. This lays groundwork for change within the organization by helping leadership focus on priorities of the organization, specifically how it will fulfill its mission going forward. The strategic planning process creates an opportunity for key decision makers to discuss the most important aspects of an organization while addressing the current and future needs both internal and external to the organization.

Another benefit of strategic planning is that leadership will gain a better understanding of the organization's place in its environment. Through the strategic planning process, an organization will have a better sense of its own strengths and weaknesses, as well as threats and opportunities for growth in its environment. This information allows the organization to maximize its resources when focusing on its core competencies and to recognize opportunities for improvement in administrative and organizational capacity (Worth, 2019). Leaders develop a better understanding of how the organization can efficiently use its current abilities, and a general blueprint can be created for how the organization can achieve its mission (Allison and Kaye, 1997). This blueprint creates a framework that supports and guides the organization in a broad sense, allowing for effective decision making and the fulfilment of stakeholder expectations.

Strategic planning is an effective tool to understand the current capabilities of an organization, but undergoing a strategic planning process may not be helpful for every organization. Strategic planning does not have to be a resource consuming process, but the organization must have the capacity for key decision makers to work together to create consensus on the mission, vision, and blueprint for the organization (Allison and Kaye, 1997). If an organization does not have the capacity to achieve its mission, a strategic plan helps unify board members and employees and creates a plan to either increase capacity or make other

changes (Gratton, 2018). However, if an organization is unprepared to begin the strategic planning process, then the plan could fail during implementation. Therefore, while strategic planning can be a useful tool, an organization's leaders must consider the real capacity to decide if the strategic plan is obtainable and judge if the organization is prepared for its implementation.

The purpose of this research is to examine the strategic planning process and the James C. Kennedy Wellness Center. This report is driven by the research question, "What is the relationship between the James C. Kennedy Wellness Center and the utilization of the Harvard Policy Model?" First, this analysis will examine the background and scholarship of strategic planning. Second, the report will describe the methodology applied in this project. Using a case study approach, the researcher adapted the Harvard Policy Model to collect data for this research. Third, the findings from the data collected will be presented. Finally, the author will provide a discussion chapter that will highlight recommendations as well as suggest future research and provide a conclusion.

Chapter 2: Background of Strategic Planning

The concept of strategic planning has grown from a need for planning and organization that first existed in the private corporation. Today, it is a popular managerial tool used widely in governmental agencies, nonprofit organizations, and private corporations. This chapter will review existing literature related to the strategic planning. This chapter will also review benefits that the strategic planning process brings to an organization, as well as precautions that should be considered prior to an organization undergoing the strategic planning process. Finally, this chapter will develop an understanding of capacity and the role of capacity building within an organization as it is linked to the strategic planning process.

To begin, our understanding of strategic planning has developed over the past forty years, and the definition of strategic planning can widely vary between the public and private spheres and even individual organizations. In general, strategic planning integrates different forms of organizational work in a deliberate and formalized way that clarifies key components of the organization, specifically its mission, vision, goals, mandates, and issues (Bryson, 1995). Later, Bryson (2010) clarifies that strategic planning can also be viewed as a practice, meaning it does not simply follow rigid steps, so it is an on-going process for an organization to make decisions and adapt to its environment. Bryson also emphasizes the need for clarifying the key components of the organization through this practice. Therefore, the first component of the strategic planning process is that it is a deliberate and formal practice which clarifies key components of the organization; decision makers are able to explore different understandings of the organization's components and create a consensus. Deliberate actions include strategic thinking, which requires participants to think critically about the future of the organization with intention, and this leads to acting strategically by which decision makers can efficiently communicate changes in the

environment, make the appropriate decisions, and implement effective changes without negatively impacting the long-term objectives of the organization (Bryson, 2010). The second component of the strategic planning process is creating an understanding of how a balance will be maintained between the organization and its environment over a long period of time, typically a minimum of five years (Eadie 2000). Because the strategic plan is not meant to be changed frequently, the organization's decision makers create a general roadmap for the organization with a dynamic environment in mind. The organization's environment includes factors external to the organization, such as the economy, market, and competition. The third component of strategic planning is that it is a customizable process. Being an interactive and creative process, strategic planning fosters discussion and allows decision makers to conceptualize the future of their organization. However, because the needs and goals of each organization will be different, the strategic planning is a useful management tool because it allows for customization within the process. In one organization, the strategic plan may be a wide-ranging vision with broad goals, or it may identify specific strategic obstacles with plans on how to resolve them (Stone, Bigelow, and Crittenden, 1999). Therefore, developing a strategic plan is a deliberate process used by management. This process is highly customizable, and the strategic plan carefully considers the organization's dynamic environment.

Our understanding of strategic planning involves the use of intentional planning to understand key components of the organization and create a blueprint for the future. However, prior to the New Deal Era policies, the idea of deliberate organizational planning was relatively new. Bryson (2010) relates the development of strategic planning to the post-New Deal and WWII era relationship between the corporation and the government. In 1937, political scientist Luther Gulick developed his organizational theory and introduced the widely used POSDCORB

acronym, which stands for planning, organizing, staffing, directing, coordinating, reporting, and budgeting, with an emphasis on deliberate and direct planning within a corporation. Gulick's POSDCORB framework developed a blueprint for management to implement and improve business processes within an organization. While Gulick was focused on private industry, the Great Depression, New Deal Era Policies, and the threat of WWII influenced the United States government to create beneficial relationships with the corporate sphere. Therefore, the public sphere was introduced to the hierarchical and highly organized corporation. With increasing technology and globalization, the U.S. government saw a need for planning at all levels. John A. Vieg (1942) understood that before the 1930s, the U.S. government had taken a hands-off approach when it came to economic and production planning; he coined this style of laissez-faire planning *negative planning*. However, with a greater need for workforce organization and for prevention of another economic downturn, Vieg (1942) recognized a need for *positive planning*, in which policy makers took an active role in shaping things to come. Vieg's theory of positive planning created the foundation for the development of organizational planning and for the understanding of the need for strategy within an organization.

Vieg's understanding of deliberate planning and the growth in organizational management theories led corporations to use long-term planning to ensure profitability of the business. Long-term or long-range planning differs from strategic planning in that it emphasizes an assumed environment; therefore, organizations created detailed plans with specific goals and operational objectives (Allison and Kaye 1997). However, the level of detail included in these long-term plans meant that they would need to be adapted for every major change in the environment. Stone, Bigelow, and Crittenden (1999) identified that this form of planning could be costly and inefficient in dynamic environments. For example, in a study on Southern Baptist

churches, Odom and Boxx (1988) found that it was practical for churches to switch from a traditional long range style planning to a strategic planning process as the church grew and as the decision maker's recognized greater complexity in the environment. This study indicates that strategic planning supports organizations in decision making over a long period of time, particularly when an organization intends to grow and evolve. Therefore, strategic planning developed as a management tool that would account for a dynamic environment.

In the 1980s and 1990s, strategic planning became a popular topic for research and was established as a useful tool for all levels of government and sizes of corporations. In 1980, the United Way of America changed the name of its planning department to "Strategic Planning," following the lead of corporate America (Webster and Wylie, 1988). Later, the Government Performance and Results Act of 1993 required all federal agencies to conduct strategic planning processes, and many states have implemented similar policies (Bryson, 2010). States like Oregon, Minnesota, Texas, and Utah developed policies that included requirements for performance tracking and the development of broad organizational benchmarks for organizations that received funding (Stone, Bigelow, and Crittenden, 1999). These policies implemented at the state and federal level either encouraged or required nonprofit organizations, specifically those that received federal funding, to implement strategic planning practices. Therefore, because of the growth in regulations that have created normative pressures, strategic planning has become widely popular in the nonprofit sector (Bryson, 2010). Between 1980 and 2000, managers increasingly perceived that creating a formal strategic plan was necessary for their nonprofit organization to be taken seriously (Stone, Bigelow, and Crittenden, 1999). Therefore, a general faddishness has developed with the popularity of strategic planning. While the process offers

numerous benefits, the development of regulations and policies has been instrumental in increasing the use of strategic planning as a management tool.

Nonprofit organizations face certain challenges that for-profit organizations often do not; specifically, they are bound to their organizational mission and often struggle to create financial stability. First, strategic planning allows an organization to carefully consider its core components and create consensus around its reason for being. Therefore, the process of strategic planning is particularly applicable to nonprofit organizations because it focuses on these elements of the organization. Second, because nonprofit organizations offer their services for free or under market value, strategic planning has become an especially important tool for creating organizational stability and resiliency. Stone, Bigelow, and Crittenden (1999) identified that sources of funding for nonprofit organizations, specifically foundations, required grantees to display their financial viability and organizational stability. This requirement creates a unique dilemma for nonprofit organizations since capital is required to fulfill their mission, but they must simultaneously display the capacity to carry out their mission. If an organization is lacking one of these components, they are less likely to acquire the capital needed to fulfill their mission. However, a strong strategy in a formalized strategic plan emphasizes the organization's mission and vision and will help explain the organization's need for funding and how that funding will be used, especially if the organization is young or implementing a new program. Often, funders require nonprofit organizations to prove their financial viability and organizational stability through a strong strategic plan; however, nonprofit organizations, which are often resource-constrained, struggle to create and implement a strong strategic plan without the capacity to do so. Therefore, strategic planning allows nonprofits to explore their mission and vision while also

developing a clear roadmap and argument for their organization's purpose that is valuable to funders.

The process of strategic planning offers many benefits to organizations of both the public and private nature. The first benefit of the strategic planning process is that the organization will build consensus on its mission, vision, and values. Creating a consensus on these elements of an organization is one of the first steps of the strategic planning process, and understanding these basics focuses attention and effort on the main priorities of the organization, creates consistency in decisions and actions, and encourages the organization's decision makers with a new sense of purpose (Poister, Pitts, and Edwards, 2010). Creating a consensus on the mission, vision, and values also adds value to the organization by incorporating key decision makers. In his research on board performance of 299 nonprofit organizations, Brown (2005) identified a positive correlation between the board of directors' adherence to their organization's mission and values with perceptions of organizational performance. Boards that understood and agreed the organization's historical purposes and current operating context were more likely to be perceived as operating effectively (Brown, 2005). A unique aspect of these studies is that they focus on public and nonprofit organizations, which are more mission driven than private firms. Therefore, a unanimous understanding of the organization's mission, vision, and values is especially valuable to these organizations, and the application of this research on the strategic planning process indicates that the consensus on foundation components of an organization creates a positive relationship between strategic planning and operating efficiency.

Through the strategic planning process, management is also able to focus on important aspects of organization's current and future state. Management gains insight into the direction of the organization, the community it serves, and its internal administrative needs and goals.

Therefore, the second benefit of strategic planning is that the process creates a general roadmap for the organization to use in making decisions and navigating a dynamic environment. According to Allison and Kaye (1997), strategic planning allows an organization to create general benchmarks and broad milestones for driving growth and understanding how the organization is performing. In their study on strategic implementation in 190 public organizations, Elbanna, Andrews, and Pollanen (2016) found that strategic planning was extremely beneficial in orienting decision makers to forecast for the future of the organization, specifically in organizations that operate with formalized policies and within time constraints. A key feature of strategic planning is that the process creates a plan that is responsive to a dynamic environment; therefore, even though decision makers and other organization members will face challenges from external and internal forces, the strategic plan will create a roadmap for the organization to use to achieve its mission. Much like Vieg's theory of *positive planning*, key decision makers within an organization will proactively plan for the future of the organization in a dynamic environment. Therefore, the results of Elbanna's, Andrews', and Pallanen's study clarify the claim that strategic planning produces a roadmap that is beneficial to the organization. Through the orientation of key decision makers, the organization is able to forecast the future, consider possible changes to the environment, and develop appropriate actions.

Undergoing the strategic planning process allows an organization to better meet the needs of its community. Bryson (2010) suggests that through meeting mandates and community needs, the organization becomes more effective, responsive, and resilient. In their research on the relationship between planning and performance, Boyne and Gould-Williams (2003) found that by implementing a form of strategic planning, public organizations in Wales perceived an increase in the quality of services provided, specifically that services were more aligned with

customer needs. These findings are supported by Johnsen (2018) in his research on Norwegian municipal agencies, which confirmed that there is generally a positive relationship between internal stakeholder's perceptions and the organization's performance after the strategic planning process; however, Johnsen also found that there was no positive relationship when solely considering empirical data such as the organization's financial efficiency. Therefore, the strategic planning helps internal stakeholders understand how the organization can better meet its mission, and after implementation of the strategic plan, internal stakeholders feel that the organization is performing better, even though there might be a neutral relationship between strategic planning and empirical data. However, this research focuses on municipal organizations in which decisions on budget and actions tend to be made at a higher level of authority and from an unbiased perspective. Nonprofit organizations might experience a different level of success based on their board of directors' dedication to the practice, but even so, a positive relationship generally exists between strategic planning and performance measures (Brown, 2005; Elbanna, Andrews, and Pollanen, 2016).

While strategic planning is a useful process that yields many benefits, it involves a commitment from the organization's decision makers during implementation. Therefore, before an organization decides to commit to a strategic planning process, the resources and capabilities of the firm and its key decision makers should be considered. Simply put, strategic planning is a process that will not implement itself. Much like Bryson (2010) suggests, strategic planning represents a management practice, and its results should be implemented into the daily functions of the business. When an organization is only nominally engaged in the strategic planning process, meaningful results might not be produced because of a failure to carry out basic functions or meet minimum criteria such as developing a vision (Poister, 2010). While it sounds

simple, facilitating a discussion among key decision makers with differing opinions can be difficult when attempting to create a consensus on the organization's vision.

While communication is an important variable to create lasting change within an organization, strategic planning allows participants to increase their communication and collaboration skills through negotiations, compromises, and conversations (Bryson, 2010; Jarzabkowski and Balogun, 2009). Communication is not only important in the strategic planning process, but key decision makers have the opportunity to articulate the goals and priorities that emerge from the process. Ketokivi and Castañer (2004) applied this claim in their research on the integration abilities of the strategic planning process, and the researchers found that with efficient communication between key decision makers and the rest of the organization, position bias was reduced. Ketokivi and Castañer (2004) also found that greater employee involvement also decreased position bias by making employees aware of organizational goals and by increasing a sense of belonging and awareness. Position bias refers to the phenomenon that develops from members of an organization focusing on the immediate goals of their unit (department, product line, function) instead of focusing on the goals of the whole organization (Max and Simon, 1958). Therefore, communication is a key component of a successful strategic planning practice, but key decision makers also have the opportunity to increase organizational integration through improving their communication and direction within the organization.

Another obstacle that might arise during the strategic planning process involves who should participate in developing the strategic plan. Allison and Kaye (1997) suggest that any stakeholder that can exceptionally aid or impede implementation efforts should be included; this could include a large group of people from part-time employees to executive staff to both past and present community stakeholders. While evidence shows that there are many benefits to

welcoming employees and stakeholders of all levels into the process, this could also lead to unproductive conversations, confusion, and conflict (Allison and Kaye, 1997 and Poister, Pitts, and Edwards, 2010). While some organizations could facilitate a large number of surveys or other means of gathering opinions from the majority of its employees and external stakeholders, other organizations may not be able to effectively handle this while simultaneously building a strong strategic plan. By deciding who will be involved in the strategic planning process, decision makers have another opportunity to customize their strategic plan and the process of creating it.

As Bryson considers strategic planning a practice, developing and implementing strategy is an active process. Therefore, even though key decision makers develop the strategic plan and then do not revise it for some time, implementing the plan is an on-going practice that will drive and coordinate the organization. In their research on strategic planning in municipalities, Poister and Streib (2005) identified that one reason the strategic planning process might not produce valuable results is because it is not actively implemented. While it might be easy to write a formalized plan, the plan might not be deliberately implemented and become a practice for the organization. Management must ensure that there is “follow-through” during the implementation of the strategic plan, and this can involve a re-alignment of budgets with the new strategic priorities, emphasizing consistency within the organization, and communicating the strategic goals and objectives to both internal and external stakeholders (Poister, 2010). Before beginning the strategic planning process, an organization’s board of directors or executive management should consider the financial stability, level of stakeholder involvement, and potential evaluation tools to be used (Gratton, 2010). Simply, when beginning the process, planners should ask, “Are we able to do this?” If an organization does not have the capacity to carry out its written strategic

plan, then the process could be waste of valuable resources, and this could be reflected in how the organization meets its mission in the future. Therefore, the organization's decision makers must determine the readiness of the organization to undergo the strategic planning process.

While the process itself does not have to be resource consuming, it is important for the organization to be prepared to focus on its core components and create a plan for the future of the organization.

Through this process, the internal strengths and weaknesses of the organization may also become apparent. As the decision makers assess the organization's readiness to begin the strategic planning process, they will be able to evaluate the capacity and develop a plan to ensure continued organizational growth. The definition of capacity is broad and differs between industries, organizations, and even departments within an enterprise. Simply, capacity refers to anything an organization needs to achieve its mission. This includes internal capacity like the abilities and specific skills of employees, and external capacity such as other organizations, resources, government, and investors (or donors for nonprofits) (Light, 2004). Understanding capacity is important because the organization's capacity allows it to fulfill its mission, and it is fundamental for nonprofit organizations to have a firm understanding of their organization's capacity to meet the needs of the community. Without this understanding, an organization may overreach in its goals and objections and miss in executing its mission and strategy, or there might be wasteful or inefficient processes.

Strategic planning offers organizations the opportunity for capacity building since decision makers can identify areas of weaknesses and opportunities for growth in fulfilling the organization's mission. Capacity building is a process; it is an ongoing effort to improve the organization's abilities to meet core functions, fulfill its mission, meet stakeholder expectations,

and gain a greater understanding of its environment (Low and Davenport, 2002). Researchers also agree that capacity building is coupled with development. This can look like leadership development, strengthening internal and external communication, and improving efficiency (Low and Davenport, 2002). If participants in a strategic planning process identify a lack of capacity, the strategic planning process is helpful in unifying board members and employees to create a plan for capacity building to meet the needs of the community and the expectations of stakeholders (Gratton, 2018). For example, in an empirical study including 285 Chinese nonprofits, researchers identified funding, program management, and governance as major areas of growth for the organizations. A decision maker in one of these organizations could use the strategic planning process to identify the applicable weakness, program management for example, communicate this during the development process, and implement management training or make new hires to improve program management within the organization. Therefore, the strategic planning process encourages capacity building; through the strategic planning process, managers and/or the board of directors can recognize these gaps in capacity and set goals and objectives to correct shortcomings and plan for growth.

In conclusion, strategic planning as a process has developed from the need for greater planning in regulatory and state agencies, but it has become a very popular management tool that allows nonprofit organizations to explain their reason for being and goals. Through the process of strategic planning, organizations can become more focused and driven while understanding their current capabilities and dreaming about where they want to be. Strategic planning does not have to be a time-consuming process, but it requires deliberate thought and discussion by key decision makers. Therefore, there is risk involved with the planning process if an organization is not prepared to dedicate the resources to develop a strategic plan, specifically if the organization

lacks the capacity to do so. The capacity of an organization allows it to fulfill its mission, and through strategic planning, an organization understands not only how its mission will be fulfilled but also the limit to its current capacity.

The purpose of this research is to examine the strategic planning process at the James C. Kennedy Wellness Center. This report is driven by the research question, “What is the relationship between the James C. Kennedy Wellness Center and the utilization of the Harvard Policy Model?” In the following chapter, the author will provide a narrative describing the methods utilized to conduct this research. Once that is established, the researcher will present the findings in Chapter 4. Finally, in Chapter 5, the author will provide a discussion of the research and conclusion.

Chapter 3: Methodology

This research uses a case study methodology to examine the relationship between the James C. Kennedy Wellness Center and the Harvard Policy Model of strategic planning. This chapter will provide a discussion regarding the case study research model, justify the examination of the James C. Kennedy Wellness Center, highlight data sources utilized in this research, and present the Harvard Policy Model as a conceptual framework for this analysis. Additionally, all research activity performed in this effort has been approved by the Institutional Review Board (IRB) Protocol #20x-333.

Case Study Research Model

A case study methodology was chosen because this method allows the researcher to develop a holistic understanding of the problem or phenomenon. Through case studies, researchers can observe nuances, patterns, and other aspects of a process that might be overlooked or unknowingly influenced otherwise (Burg, 2004). Through a case study method, the researcher focuses on collecting life stories, documents, oral histories, in-depth interviews, and participant observations (Yin, 1984). To understand a relationship, case study methods gather data concerning a particular person, setting, event, or group and allows the researcher to understand how the subject operates or functions (Burg 2004).

James C. Kennedy Wellness Center Case Justification

The James C. Kennedy Wellness Center, named after the current chair of media conglomerate Cox Enterprises and philanthropist, was founded to address prevalent preventable health issues in Tallahatchie County and the surrounding area and has grown to play an influential role in bettering the lives of its community members. C.E.O. of Tallahatchie General

Hospital Jim Blackwood and Dr. Catherine Moring also played an influential role in creating and securing funding for the Wellness Center. Funding was secured from Tallahatchie General Hospital, the Kennedy Foundation, the Irene Wells Pennington Foundation, and the Mississippi Department of Health. Dr. Catherine Moring's completion of a needs assessment of Charleston, Mississippi was important in developing a focus for the Wellness Center by identifying heart disease, chronic diseases, obesity, and healthy eating education as the most pressing issues to be addressed. The Wellness Center has had a profound impact on the community of Charleston and Tallahatchie County. In research on the Wellness Center from Spring 2020, members of the Wellness Center developed a sense of community at the center, benefited from health, diet and exercise education, and experienced an overall improvement in the quality of life due to the Wellness Center staff and programs.

While the Wellness Center has been successful in many aspects, it has been more than five years since the inception of the Wellness center, and the organization's decision makers are engaging in developing and revising elements of their strategic plan. In May 2020, The Kennedy Center asked Dr. Joseph Holland of the Public Policy Leadership Department at the University of Mississippi to lead the organization in a strategic planning process. Dr. Holland provided me the opportunity to be a research assistant on this project. My role included scribing, data collecting, and analysis.

Data Sources

The researcher collected data from focus groups and document analysis.

Focus Groups

In-person focus groups were conducted over a two-day retreat led by Dr. Holland and myself. Focus groups are utilized to facilitate discussion between decision makers at the Wellness Center. Focus groups allow the participants to address personalized issues while being led through the strategic planning process by a moderator. This qualitative research allows for the moderator to lead and watch the group without interfering or influencing the group in an agenda. Focus groups consisted of seven employees of the J.C.K. Wellness Center. The seven participants represent all levels of management and programs offered by the Wellness Center. The importance of this group is that all participants had extensive knowledge of the Wellness Center and its environment. Participants include Dr. Catherine Moring, Executive Director; Jennifer Taylor, Assistant Director; Barbara Green, Wellness Assistant; Cruz Garfield, Personal Trainer; Sassy Mauldin, Garden Manager; Stephanie Strider, Group Fitness Instructor and Personal Trainer; and Brady Taylor, Consulting Dietitian.

Document Analysis

The researcher analyzed documents collected during a two-day retreat. Documents include notes taken during the focus group discussions focused on writing the mission and vision statements, notes taken during the development of the S.W.O.T. analysis, value assessments taken by focus group leaders, focus group transcripts, pamphlets, and previous internal capacity building reports.

The Harvard Policy Model

The Harvard Policy Model was developed at the Harvard Business School and is utilized to help a firm develop the best strategy for navigating its environment. The model assumes that if a firm finds and implements its best strategy, the organization will be more efficient. According

to the Harvard Policy Model, analyzing the environment is critical in identifying the firm's best strategy. This is best done through a S.W.O.T. analysis or analyzing the organization's internal strengths and weaknesses and external opportunities and threats. While the Harvard model does not offer a specific strategy for firms, it is a useful tool in developing a strategy.

In general, the strategic planning process implemented by most organizations is a hybrid between various models and approaches. Organizations have the power to ultimately shape their strategic practice into what is best for them. Worth (2019), adapted the Harvard Policy Model into a general model of strategic planning that follows the steps below:

1. Plan to Plan
2. Clarify the organization's mission, vision, and values
3. Assess the situation
4. Identify the strategic issues of strategic questions to be addressed
5. Develop goals, strategies, and objectives
6. Write and communicate the plan
7. Develop operational and implementation plans
8. Execute the plan
9. Evaluate results

Utilizing this conceptual framework to investigate this case of the James C. Kennedy Wellness Center, an organization must first prepare to undergo the strategic planning process. This means that the decision makers must be on the same page in regard to function, roles, timing, and membership of the strategic planning team. An organization may utilize a consultant in this phase, but the organization can decide to spend any amount of time and resources its decision makers deem necessary to create and implement a strategic plan.

Second, an organization develops consensus around the organization's key components: mission, vision, and values. As addressed in Chapter 2 of this thesis, creating a consensus on these components is one of the main elements of the strategic planning process and creates value for the organization and its stakeholders (Bryson, 2010). Mission refers to the reason the organization exists, and understanding the organization's mission is the starting point for the strategic planning process (Worth, 2019). Then, the vision statement describes an ideal future; it explains the change that the organization wants to create (Worth, 2019). Finally, the values of the organization drive both mission and vision. The values are the core principles of the organization. Together, these three elements create the foundation for the strategic plan and create a lens for the key decision makers to use and communicate with during its creation and implementation.

Third, assessing the situation involves decision makers understanding the environment in which the organization operates. This typically involves a S.W.O.T. analysis (Worth, 2019). A S.W.O.T. analysis is an inventory and analysis of strengths, weaknesses, opportunities, and threats. This analysis is useful as planners need to look both inside and outside the organization to have a complete understanding of how the organization is functioning and competing in its environment. Another analysis is a P.E.S.T. analysis, which considers political, economic, social, and technological factors in the environment connected to the organization.

These analyses will lead to the organization identifying strategic issues and questions. In order to solve these problems, the organization develops goals, strategies, and objectives. Once these are developed, the organization will decide on the priority of these problems and develop the core strategies (Allison and Kaye, 1997). These strategies will focus the organization and will represent an agreement in the direction the organization is headed.

Then, the organization will write and communicate the plan to both internal and external stakeholders. This will orient individuals involved at various levels of the organization and will allow decision makers to develop operational and implementation plans. While the strategic plan will be broad, the operational and implementation plans will focus on more short-term objectives that should be completed in order for the organization to ultimately achieve its strategic plan. These plans allow the organization to fully execute the strategic plan and evaluate its impact.

In order to limit the scope of this research, this thesis focuses on the first four steps in the strategic planning process: planning, clarifying the organization's key components, and assessing the environment. Therefore, the findings presented in this research will focus on building consensus on the mission, vision, and values of the organization and on the environment in which it operates. Table 1 below highlights the first four steps in the adapted Harvard Policy Model used in this research.

Table 1. Data Selection Plan

Objective	Methodology	Data Sources	Analysis	Dependability	Research Question Addressed
Step 1: Plan to Plan	Utilize document analysis to identify important criteria for the organization and develop a process framework to be used during focus groups	- Document Analysis	- Content Analysis - Case Study	- Multiple documents from Executive Director	What is the relationship between the James C. Kennedy Wellness Center and the Harvard Policy Process Model?
Step 2: Clarify the organization's mission, vision, and values	Utilize focus groups and document analysis to identify important aspects of the organization's core components	- Document Analysis - Focus Groups	- Content Analysis - Descriptive Analysis - Case Study	- Audio recorded focus groups - Multiple levels of employees present who understand the organization	
Step 3: Assess the situation	Conduct S.W.O.T. analysis and P.E.S.T. analysis	- Document Analysis - Focus Groups	- Content Analysis - Case Study	- Audio recorded focus groups - Multiple levels of employees present who understand the organization	
Step 4: Identify the strategic issues of strategic questions to be addressed	Compile list of strategic issues identified in Step 3	- Document Analysis - Focus Groups - S.W.O.T. Analysis Findings - P.E.S.T. Analysis Findings	- Content Analysis - Case Study	- Audio recorded focus groups - Multiple levels of employees present who understand the organization	

Chapter 4: Findings

Plan to Plan

In May 2020, The Kennedy Center asked Dr. Holland to lead the organization in a strategic planning process, and he provided me the opportunity to be a research assistant on this project. In July, we began analyzing pamphlets and previous internal capacity building reports to understand where the organization was at in their strategic planning process.

Dr. Holland and I met via Zoom a week before the meetings with the Wellness Center to discuss the project and clarify roles and responsibilities during the focus groups. We reviewed online materials on strategic planning, and I was tasked with creating and compiling an informal page on building vision and mission statements, including characteristics of successful vision and mission statements. I was also tasked with drafting a value assessment to be used during the focus groups in order to identify the organizational values. In order to draft the value assessment, I researched 20 wellness centers and hospitals in the United States to compile a list of 30 values (Appendix F). Focus group participants would select values through a narrowing process, ending with 3 values that the individual felt represented a core value of the Kennedy Wellness Center.

In the planning process, Dr. Holland and I also developed an itinerary to be used during the strategic planning meetings at the Wellness Center. The itinerary (Appendix B) outlines a two-day focus group session with 7 participants at the Wellness Center in Charleston, Mississippi. These focus groups would take place on July 23rd and 24th. On the first day, 2 hours would be spent on assessing the Wellness Center's situation and conducting a S.W.O.T. analysis, and the last hour would be spent conducting a value assessment. On the second day, the three-hour session would be split between building the vision and mission statements. The three main objectives of the focus group sessions would be to clarify the organization's mission and vision,

determine the organization's values, and assess its environment. We developed semi-structured questions (Appendix E) to be used during the focus groups to develop conversation around these objectives.

Additionally, all focus group sessions were recorded and transcribed. These transcriptions can be found in Appendix J.

Objective 1: Clarify the Organization's Vision and Mission

The first objective is to determine if the Wellness Center's vision and mission statements communicated an intentional message to its audience. Table 2 below identifies the organization's existing vision and mission statements, as well as the re-conceptualized statements. Notes from the Day 2 session on building the Wellness Center's mission and vision statements can be found in Appendices C and D, respectively. While developing the vision statement, focus group participants attempted to convey their ideal future for the organization and how the Wellness Center would impact the world. Participants identified aspects of the original statements that did not convey the intended meanings. In re-conceptualizing the mission statement, the participants articulated how their re-conceptualized vision would be fulfilled. This could also be considered the "business" of the Wellness Center. Therefore, the statements were re-conceptualized as the participants sought to convey a specific meaning with each word. Changes can be seen between the original and re-conceptualized statements. Specifically, the re-conceptualized vision statement became future-thinking and now conveys an idealized goal of the organization. The mission statement explains specifically how the organization will achieve its goals. A key part in developing these statements was to ensure that each stakeholder at the Wellness Center could find connection and identify with these statements.

Table 2. Mission and Vision Statement Analysis

	Vision Statement	Mission Statement
Original	Our vision is to empower the Tallahatchie county community to lead happy and healthy lives.	To empower every individual to lead healthy and happy lives by educating and inspiring through an array of programs, services, and resources
Re-conceptualized	We envision a community where every individual attains ideal wellness.	We empower individuals to attain ideal wellness by educating and inspiring through an array of cutting-edge programs, person-centered services, and state-of-the-art amenities.

Objective 2: Determine the Organization's Values

To determine the organization's core values, the focus group participants participated in a survey style exercise in which they would identify three values they felt most represented their organization through a narrowing process. Participants were given a list of 30 values (Appendix F), which I developed through researching common values of wellness facilities across the U.S. Examples of blank surveys and survey results can be found in Appendix G and H, respectively. The results of this exercise are summarized in Table 3. The top values identified, and their definitions are below:

1. Teamwork: We work together cooperatively, recognizing the power of our combined efforts exceeds what we can accomplish individually.
2. Compassion: We acknowledge the struggle of others and work to alleviate it.
3. Empathy: We strive to identify with our patients' situations and to have a sense of their feelings and emotions related to their needs. Offering a high level of empathy enhances trust and the quality of care that our patients deserve.

4. Healing: Inspire hope and nurture the well-being of the whole person, respecting physical, emotional, and spiritual needs.

Table 3. Value Identification

Values	Step 1	Step 2	Step 3
Teamwork	6	5	5
Compassion	4	4	3
Empathy	4	3	3
Healing	3	3	3
Respect	5	4	2
Education	4	2	2
Environment	4	2	2
Prevention	4	2	2
Confidence	3	3	2
Integrity	3	3	2
Collaboration	3	2	2
Caring	3	2	1
Patient Centered	3	2	1
Humility	2	1	1
Communication	1	1	1
Efficiency	1	1	1
Community	1	0	1
Humanity	4	0	0
Diversity	3	1	0
Creativity	3	1	0
Accomplishment	2	1	0
Resources	1	0	0
Prudence	1	0	0
Quality	1	1	0
Inclusiveness	1	0	0

Objective 3: Determine the Organization's Environment

Nonprofits operate as open systems, so they are heavily influenced by their environments. The main goal of a S.W.O.T. analysis is to identify the strengths, weaknesses, opportunities, and threats of the organization to develop a comparison between the internal operating environment and the external environment. Conducting this type of analysis allows us to understand

perceptions and views of stakeholders. We asked the leadership team to consider their own internal strengths and weaknesses and the external opportunities and threats that impact the Wellness Center. Notes from this focus group session can be found in Appendix I. Table 4 illustrates the strengths, weaknesses, opportunities, and threats highlighted by the leadership team at the Wellness Center.

Table 4 S.W.O.T. Analysis

The Organization (Internal)	
<p>Strengths:</p> <ul style="list-style-type: none"> - Nonprofit Relations - Individual opportunities for wellness - Passionate employees - Unlimited wellness education - Skilled employees (with expertise and credentials) - Affordable - Facility/amenities - Member relationships - Positive, welcoming, and open culture - Common community - Playground - No competition - Access to therapeutic services - Program flexibility and adaptability - Valued employees - Relationship and support of Kennedy Foundation - Kennedy Reputation - Scholarship program - Program recognition - Wellness outcomes and testimonies - Teamwork and connectivity - Transparency - Administrative/hospital functions - Hospital contributions - Problem solving abilities - Security - Community relations - Diversity 	<p>Weaknesses:</p> <ul style="list-style-type: none"> - Visibility - Funding - Marketing - Vision - Referrals - Reliance on part-time help - Short-staffed - Customers want 24hr facilities - Limited access - Billing and reimbursement - Lack of value of referrals - Lack of strong advisory board - Lack of story - Lack of support from hospital and clinic administration - Lack of priority from higher administration - Technology training - Want new and more variety of equipment - Need for behavioral health care - Revenue - More training - Lack of youth programs and outreach - Lack of relationships with faith-based organizations and schools - “Sell the lifestyle”

Table 4. S.W.O.T. Analysis Continued

The Environment (External)	
<p>Opportunities:</p> <ul style="list-style-type: none"> - Outreach and programs focused on youth and middle-aged - Education - Social networking - Partnering with high schools and faith-based organizations - Telehealth - Opportunities with Foundation - Childcare - Women with children - Identify more barriers to participation - Zoom and virtual classes - Partnerships with <ul style="list-style-type: none"> o Clinic o City of Charleston o Nonprofits o Community foundations o Healthcare providers o Gyms o Employers (worksite wellness programs) - Create culture around wellness - Programming - Raise awareness - Localize story - Conferences (California) 	<p>Threats:</p> <ul style="list-style-type: none"> - COVID-19 - Lack of encouragement from city leadership - Lack of health and nutritional education in schools - Sad diet - Competing ideas and methods in healthcare and academia - Cheap food and alternatives - Big Pharma and Big Food - Community resistance to new methods <p>Social media censoring</p>

Lastly, Dr. Holland and I conducted a P.E.S.T. analysis, which is another tool used to understand the environment in which an organization operates. This analysis aims to understand political, economic, sociological, and technological factors that could heavily impact an organization. Table 5 highlights key factors discussed during the focus group sessions.

Table 5. P.E.S.T. Analysis

<p>Political</p> <ul style="list-style-type: none"> - City politics - Lack of zoning laws - Lack of community leadership focused on healthy and active lifestyles 	<p>Economic</p> <ul style="list-style-type: none"> - Impoverished community - Unemployment and lack of available jobs in surrounding areas - Low taxes
<p>Sociological</p> <ul style="list-style-type: none"> - Prevalence of families receiving food assistance (incentives to buy cheap food) - Located in a community reliant on agricultural jobs - Distrust in healthy alternatives to medication and traditional means of wellness from community 	<p>Technological</p> <ul style="list-style-type: none"> - Lack of access to technology - Digital divide - Lack of digital literacy

Discussion and Recommendations

This thesis utilized the adapted Harvard Policy Model to understand how a wellness center like the James C. Kennedy Wellness Center in Charleston, Mississippi could use the strategic planning process. Therefore, the intent of this research examined the strategic planning process set forth by the Harvard Policy Model, specifically the first four objectives, through a series of focus groups completed with the James C. Kennedy Wellness Center leadership group. The Wellness Center is a hub in Tallahatchie County and the surrounding area providing wellness education and preventable disease intervention. Therefore, the findings of this research may be applicable to other rural wellness centers and nonprofits seeking to undergo the strategic planning process. This chapter will discuss the findings of the focus groups with the Wellness Center leadership and of the document analysis to develop our understanding of the relationship between the James C. Kennedy Wellness Center and the Harvard Policy Model.

Objective one of this research and the Harvard Policy Model is to develop a plan for approaching strategic planning. As stated in our findings, this objective was completed by Dr. Holland and myself through meetings via Zoom and developing a list of questions to facilitate focus group discussion. A benefit of strategic planning was that members are able to improve their communication skills through open discussion, collaboration, and negotiation when dissecting the core competencies of the organization (Bryson, 2010). Our findings support that members were able to communicate openly and collaborate in developing the mission and vision statements, and I find that our role in preparing and facilitating for this discussion ensured conversation was on topic. During the focus groups, members understood the material, and they felt they had meaningful contributions to the discussion. This preparation was helpful in creating

intentional conversations between focus group members, but as can be seen in the focus group transcripts (Appendix J). However, the guided discussion did not ensure that members participated equally. While all members of the group provided valuable contributions, two members of the focus groups only participated when asked directly or about their program specifically. Therefore, our results might not reflect the complete understanding of all members equally, even though there were no objections raised.

Next, even though understanding the organization's environment is step 3 of the Harvard Policy Model, we chose to complete the assessment of the environment on the first day of meeting with the Wellness Center. This decision was made because assessing the environment first helps orient the group towards strategic thinking and the role that the Wellness Center played in the community. Through a S.W.O.T. and P.E.S.T. analysis, a large number of resources and capabilities were highlighted as well as issues within the organization and external threats, including those related to the socioeconomic state of the community. As identified in Chapter 2 by Allison and Kaye (1997), there can be drawbacks of including too many stakeholders in the strategic planning process. However, the large number and wide range of topics and themes highlighted in the assessment of the environment made it difficult to recognize core issues. This suggests that the group involved in this strategic planning process was sufficient for preliminary planning. To identify the most important themes and develop strategic questions in the next step of the Harvard Policy Model, it would be beneficial to involve other stakeholders. The members of the focus group recognized a wide range of issues and capabilities, but there might be resources that are available that are not valued by customers. I recommend that before creating strategic goals, the Wellness Center reach out to customers, their healthcare partners, and community members to understand their perceptions of the Wellness Center's

programs and the value they create. Reaching out to additional stakeholders might be beneficial in identifying the core issues highlighted during this assessment.

After completing the assessment, we facilitated a values assessment. While this was not a major focus of the retreat, it was helpful in orienting the focus group participants towards thinking critically about what their original mission and vision statements conveyed. As seen in the focus group transcripts, the narrowing process was a beneficial, if difficult, process for focus group members to carefully consider what values were important to the organization and to them on a more personal level. The narrowing process produced 4 core values of the organization: teamwork, healing, empathy, and respect. However, there is a wide range of values represented in the last stage of the survey. Only teamwork was chosen by most focus group participants while healing, empathy, and respect were chosen by 3 of 7 various members. This could be another opportunity to involve other stakeholders to help identify what is important to the organization and what is important to its customers. Because of the wide range of opinions on the core values, conversation followed the assessment. One issue that arose with the value assessment is the opportunity for differing definitions. Therefore, while we did not have adequate time to explore each member's definitions of a certain value, this is an area that could be explored to create consensus which would be valuable in a member's ability to convey the message behind the Wellness Center.

Reimagining the mission and vision statements involved defining and understanding each word used to ensure it conveyed the appropriate meaning to the reader. While this was a tedious process, assessing the organization's environment and core values before analyzing the vision and mission statements was beneficial because the focus group participants were already thinking critically about how they wanted the statements to represent their organization. A

distinct connection between assessing the environment and reimagining the vision and mission statements developed. One weakness identified in the S.W.O.T. analysis was that the organization struggled to market and share their story and value to potential customers. At the beginning of this process, it was obvious that focus group participants had different understandings of the goals and story of the organization, but through reimagining the vision and mission statements, the participants were able to create a consensus on these components, which would allow them to share the story of the Wellness Center more effectively.

The use of the Harvard Policy Model might have contributed to some of the identified generalities, specifically with the environment assessment. This model provides a path for a variety of organizations to utilize the strategic planning process and allows for a lot of compromise and personalization for the organization. Broad themes inferred from the situation analysis include a weakness in marketing the mission and values of the Wellness Center to different audiences, including the Tallahatchie community and other wellness organizations. Further, a large amount of the conversation concerning opportunities included the opportunity to undergo partnership building within the Tallahatchie community such as with schools and religious organizations. However, it is difficult to transition to the fourth step of the process and develop strategies based on the large number of environmental factors identified. The use of the Harvard Policy Model contributed to broad and open discussion that we sought for in the focus groups. However, this resulted in broad themes without conciseness and specificity in identifying core resources and capabilities. Without further discussion or input from the focus group participants, we cannot provide a recommendation to how the strategic issues identified will turn into goals and strategies for the developing strategic plan. Therefore, in the future, the organization or a researcher might utilize a more modern method such as Porter's 5 Forces which

gives more consideration to the industry as a whole to help participants group and narrow environmental factors that would greatly affect the organization.

We recommend that leadership at the James C. Kennedy Wellness Center use these findings to continue developing their strategic plan, continuing to explore the resources and capabilities of the organization to develop strategic questions and goals. Therefore, a complete strategic plan would include additional components of the Harvard Policy Model. As previously mentioned, the comprehensive plan would include greater stakeholder involvement, specifically from additional employees, clients, patients, and other members of the community. This would allow the organization to understand what the customer values within the organization, and therefore, leadership would be able to capitalize on this input when developing strategic issues. Additional stakeholder involvement could be created through surveys, in-person communication, and telephone communication. A comprehensive strategic plan may take 12-18 months to develop to capture the much-needed information from all stakeholders.

Limitations

One limitation of scope for this research is that the above research is a preliminary approach to strategic planning. Therefore, the above research applies to a limited part of the Harvard Policy Model, and it is not inclusive to the writing and implementation of a strategic plan by the Wellness Center. Therefore, in order to further understand the strategic planning process from the perspective of the James C. Kennedy Wellness Center, additional research would need to be done, documenting the Wellness Center's development of goals and implementation of the plan.

Further, only leadership from the Wellness Center was utilized in this research through focus groups. Therefore, the views on the organization's environment and core values are limited to those with a high level of knowledge of the internal workings of the organization. Without further input from additional employees, clients, and community members it is impossible to assume whether the identified core values are representative of outsider's perspectives of the Wellness Center and its actions.

Conclusion

The purpose of this research was to understand the relationship between the strategic planning process and the James C. Kennedy Wellness Center. We analyzed this relationship through a short series of focus groups and a survey to lead the Wellness Center's leadership team through the first four steps in the adapted Harvard Policy Process. The results of these efforts include re-conceptualized mission and vision statements, a consensus among the team on core organizational values, and a completed situation analysis using S.W.O.T. and P.E.S.T. analyses.

In agreement with literature on strategic planning, this process allowed the organization's leaders to develop consensus on these key components. Further, the use of focus groups was beneficial as an interactive process and fostered collaboration among participants, specifically allowing teamwork and creativity when developing the re-conceptualized mission and vision statements. Even though the process was very specific and potentially tiresome, the participants were able to develop mission and vision statements that will help in communicating the purpose of the organization to the community and to other stakeholders. The participants developed unified interpretations of the organization's role and place in the community.

Based on these findings, I suggest that the James C. Kennedy Wellness Center continue with the strategic planning process in order to develop a concise yet inclusive list of strategic problems to address when developing long-term goals. The focus groups and use of the adapted Harvard Policy Model resulted in a broad list of threats and weaknesses in the organization's environment. In developing strategic goals, the Wellness Center might find it beneficial to include other stakeholders in the process. Other stakeholders could include current and past customers, healthcare partners, and community members. Including these stakeholders could give a better understanding of stakeholder's preferences and of where the organization's capacity could be best

allocated. With other perspectives, the Wellness Center might find it easier to identify the most critical strategic issues to develop strategic goals.

The James C. Kennedy Wellness Center has the opportunity to create a dynamic strategic plan with a focus on creating a roadmap for growth and capacity building within the organization. I believe that the data gathered during the focus groups will allow the leadership team to continue in the strategic planning process to develop strategic goals that will serve the organization's mission. In continuing to develop this strategic plan, the Wellness Center can better serve the organization's mission, creating value for customers, employees, and the Tallahatchie community.

References

- Allison, M., & Kaye, J. (1997). *Strategic planning for nonprofit organizations: A practical guide and workbook*. New York: Wiley.
- Bebell, D., & Stemler, S. (2012). *The School Mission Statement: Values, Goals, and Identities in American Education*. Taylor & Francis Group.
<http://ebookcentral.proquest.com/lib/olemiss/detail.action?docID=1337527>
- Boyne, G., & Gould-Williams, J. S. (2003). Planning and Performance in Public Organizations. *Public Management Review*, 5(1), 115–132. <https://doi.org/10.1080/146166702200002889>
- Brown, W. A. (2005). Exploring the association between board and organizational performance in nonprofit organizations. *Nonprofit Management and Leadership*, 15(3), 317–339.
<https://doi.org/10.1002/nml.71>
- Brudney, J. L., Hebert, F. T., & Wright, D. S. (1999). Reinventing Government in the American States: Measuring and Explaining Administrative Reform. *Public Administration Review*, 59(1), 19–30. JSTOR. <https://doi.org/10.2307/977476>
- Bryson, J. M. (1995). Why Strategic Planning in Public and Nonprofit Organizations Is More Important than Ever. *Strategic Planning for Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement* (pp. 3-20).
- Bryson, J. M. (2010). The Future of Public and Nonprofit Strategic Planning in the United States. *Public Administration Review*, 70(s1), s255–s267. <https://doi.org/10.1111/j.1540-6210.2010.02285.x>

- Bryson, J. M., & Bromiley, P. (1993). Critical Factors Affecting the Planning and Implementation of Major Projects. *Strategic Management Journal*, 14(5), 319–337.
- Bryson, J. M., Edwards, L. H., & Van Slyke, D. M. (2018). Getting strategic about strategic planning research. *Public Management Review*, 20(3), 317–339.
<https://doi.org/10.1080/14719037.2017.1285111>
- Burg, B. (2004). *Qualitative Research Methods*. 5th ed., Boston, MA: Pearson
- Daniel, H. Z., Hempel, D. J., & Srinivasan, N. (2003). Project selection: A process analysis. *Industrial Marketing Management*, 32(1), 39–54. [https://doi.org/10.1016/S0019-8501\(01\)00193-6](https://doi.org/10.1016/S0019-8501(01)00193-6)
- Dobrai, K., & Farkas, F. (2013). *Organizational Development: A Tool for Nonprofit Organizations to Become Professional*. 2(1), 20.
- Dumas, M., La Rosa, M., Mendling, J., & Reijers, H. A. (2013). *Fundamentals of Business Process Management*. Springer Berlin Heidelberg. <https://doi.org/10.1007/978-3-642-33143-5>
- Eadie, D. (2000). *Change in Chewable Bites: Managing the Strategic Change Portfolio* (J. Rabin, Ed.; 2nd ed.). Marcel Dekker. https://www-jstor-org.umiss.idm.oclc.org/stable/3542580?seq=11#metadata_info_tab_contents
- Elbanna, S., Andrews, R., & Pollanen, R. (2016). Strategic Planning and Implementation Success in Public Service Organizations: Evidence from Canada. *Public Management Review*, 18(7), 1017–1042. <https://doi.org/10.1080/14719037.2015.1051576>
- Gratton, P. C. (2018). *Organization Development and Strategic Planning*. 13.

- Hendrick, R. (2003). Strategic Planning Environment, Process, and Performance in Public Agencies: A Comparative Study of Departments in Milwaukee. *Journal of Public Administration Research and Theory: J-PART*, 13(4), 491–519.
- Jarzabkowski, P., & Balogun, J. (2009). The Practice and Process of Delivering Integration through Strategic Planning. *Journal of Management Studies*, 46(8), 1255–1288.
<https://doi.org/10.1111/j.1467-6486.2009.00853.x>
- Johnsen, Å. (2018). Impacts of strategic planning and management in municipal government: An analysis of subjective survey and objective production and efficiency measures in Norway. *Public Management Review*, 20(3), 397–420. <https://doi.org/10.1080/14719037.2017.1285115>
- Joyce, B. (2004). How Are Professional Learning Communities Created? History Has a Few Messages. *The Phi Delta Kappan*, 86(1), 76–83. JSTOR.
- Ketokivi, M., & Castañer, X. (2004). Strategic planning as an integrative device. *Administrative Science Quarterly*, 49(3), 337–365. doi:10.2307/4131439
- Kushner, R. J., & Poole, P. P. (1996). Exploring structure-effectiveness relationships in nonprofit arts organizations. *Nonprofit Management and Leadership*, 7(2), 119–136.
<https://doi.org/10.1002/nml.4130070203>
- Light, P. C. (2004). *Sustaining nonprofit performance: The case for capacity building and the evidence to support it*. Brookings Institution Press.
- Low, W., & Davenport, E. (2002). NGO capacity building and sustainability in the Pacific. *Asia Pacific Viewpoint*, 43(3), 367–379. <https://doi.org/10.1111/1467-8373.00176>
- March, J. G., and H. A. Simon 1958 *Organizations*. New York: Wiley

- Meier, K. J., & O'Toole, L. J. (2002). Public Management and Organizational Performance: The Effect of Managerial Quality. *Journal of Policy Analysis and Management*, 21(4), 629–643. JSTOR.
- Odom, R. Y., & Boxx, W. R. (1988). Environment, planning processes, and organizational performance of churches. *Strategic Management Journal*, 9(2), 197–205.
<https://doi.org/10.1002/smj.4250090209>
- Phills, J. A. (2005). *Integrating Mission and Strategy for Nonprofit Organizations*. Oxford University Press.
- Poister, T. H. (2010). The Future of Strategic Planning in the Public Sector: Linking Strategic Management and Performance. *Public Administration Review*, 70(s1), s246–s254.
<https://doi.org/10.1111/j.1540-6210.2010.02284.x>
- Poister, T. H., Pitts, D. W., & Edwards, L. H. (2010). Strategic Management Research in the Public Sector: A Review, Synthesis, and Future Directions. *The American Review of Public Administration*, 40(5), 522–545. <https://doi.org/10.1177/0275074010370617>
- Poister, T. H., & Streib, G. (2005). Elements of Strategic Planning and Management in Municipal Government: Status after Two Decades. *Public Administration Review*, 65(1), 45–56. JSTOR.
- Stone, M. M. (1989). Planning as Strategy in Nonprofit Organizations: An Exploratory Study Special Issue: Papers from the 1987 AVAS Conference. *Nonprofit and Voluntary Sector Quarterly*, 18(4), 297–316.

- Stone, M. M., Bigelow, B., & Crittenden, W. (1999). Research on Strategic Management in Nonprofit Organizations: Synthesis, Analysis, and Future Directions. *Administration & Society*, 31(3), 378–423. <https://doi.org/10.1177/00953999922019184>
- van de Ven, A. H., & Poole, M. S. (1995). Explaining Development and Change in Organizations. *The Academy of Management Review*, 20(3), 510–540. <https://doi.org/10.2307/258786>
- Vieg, J. A. (1942). *The Future of Government in the United States* (L. D. White, Ed.). University of Chicago Press.
- Warner, A. (2010). *Strategic Analysis and Choice: A Structured Approach* (1st ed.). Business Expert Press. <https://doi.org/10.4128/9781606491768>
- Webster, S. A., & Wylie, M. L. (1988). Strategic planning in competitive environments. *Administration in Social Work*, 12(3), 25.
- Weiss, J. A., & Piderit, S. K. (1999). The Value of Mission Statements in Public Agencies. *Journal of Public Administration Research and Theory: J-PART*, 9(2), 193–223.
- Wellness Center: James C. Kennedy Wellness Center: Mississippi. (n.d.). <https://www.jckwellness.com/>
- Worth, M. J. (2019). Develop Strategy and Building Capacity. *Nonprofit Management: Principles and Practice* (pp. 171-198).
- Yin, R. (1984). *Case study research: Design and methods*. Beverly Hills, CA. Sage Publishing.

Appendix

A. Consent Form

Consent to Participate in Research

Study Title: **Strategic Planning for James C. Kennedy Wellness Center**

Principal Investigator

Joseph “Jody” Holland, Ph.D.
 Department of Public Policy Leadership
 107 Odom Hall
 University, MS 38677
 662.418.1936
jholland@olemiss.edu

Investigator

Neely Griggs, Undergraduate
 Department of Public Policy Leadership
 107 Odom Hall
 University, MS 38677
 1.769.232.4436
gcartwri@go.olemiss.edu

You are being asked to volunteer for a research study that will examine the vision, mission, values, as well as strengths, weaknesses, opportunities, and threat (SWOT) of your organization. It is up to you to participate or not. There will be no penalty or loss of benefit if you choose not to participate. The purpose of this research project is to collect data to develop a strategic planning document, which includes the vision, mission, and values of the organization.

It is expected that the research team will hold two focus group sessions on July 23rd and July 24th for 3 hours. In these focus groups, you will be asked question (see Appendix A) pertaining to the internal and external environment of the James C. Kennedy Wellness Center.

There are no anticipated risks to you from participating in the study. You should not expect benefits from participating in this study. However, you might experience satisfaction from contributing to the development of knowledge. Also, answering the questions might make you more aware of organization habits that need to change – sometimes this can help lead to improved organization climate.

Research team members will have access to your records and the data collected. We will protect confidentiality by coding and then physically separating information that identifies you from your responses.

You do not have to volunteer for this study, and there is no penalty if you refuse. If you start the study and decide that you do not want to finish, just tell the researcher. Whether or not you participate or withdraw will not affect your current or future relationship with the Department of Public Policy Leadership, or with the University, and it will not cause you to lose any benefits to which you are entitled.

IRB Approval

This study has been reviewed by The University of Mississippi's Institutional Review Board (IRB). If you have any questions or concerns regarding your rights as a research participant, please contact the IRB at (662) 915-7482 or irb@olemiss.edu.

Please ask the researcher if there is anything that is not clear or if you need more information.

When all your questions have been answered, then decide if you want to be in the study or not.

Statement of Consent

I have read the above information. I have been given an unsigned copy of this form. I have had an opportunity to ask questions, and I have received answers. I consent to participate in the study.

By checking this box I certify that I am 18 years of age or older.

Signature

B. AgendaAgendaThursday, June 23rd, 9:00am-Noon: SWOT Analysis and Values Assessment

Introduction/Icebreaker/Connection before content- 9:00-9:15

Organizational SWOT Analysis 9:15-11:00

Strengths and Weakness (9:15-10:00)

Break 10:00-10:15

Opportunities and Threats (10:15-11:00)

Break 11:00-11:15

Organizational Values Assessment (11:15-Noon)

Friday, June 24th 9:00am-Noon: Vision Statement and Mission Statement

Vision Statement: 9:00-10:00

Break 10:00-10:15

Mission Statement 10:15-11:15

Break 11:15-11:30

Recap and Wrap up 11:30-Noon

C. Mission Statement Construction Notes

Mission
 guide, support
 to empower every individual
 to attain ideal wellness
 to lead healthy and happy
 lives by educating and
 equipping, empowering
 inspiring through an array
 of programs, services, and
 person-centered
 tools, events, amenities
~~resources~~

State of the art

What
 how
 who
 value

to Empower ~~Support~~ every individual
 in ~~to~~ attaining ideal wellness
 by educating and
 inspiring

_____ through an
 array of ^{cutting-edge} inspiring programs,
 person-centered services, and
 State-of-the-art amenities.

We empower every individual
 in attaining ideal wellness
 by educating and inspiring
 through an array of cutting-
 edge programs, person-centered
 services, and state-of-the-art
 amenities.

D. Vision Statement Construction Notes

① Tallahatchie Co.?

- ~~limiting~~
- fix your home first
- Southeast
- ~~\$~~ all individuals & families
- every

② Empower?

- enabling-educating equip

③ To do what?

- change generational health
- optimal wellness

Vision

- We envision...
 - a ~~new~~ mind-shift
 - generational
 - healthier world
 - w/o preventable diseases
- Current vision:
 - happy & healthy
 - what is healthy?
 - who? "revolutionary"

- open doors & access
- \$ profitable
- Sky's the limit
- Cracks in the paradigm (new methods)
- including youth
- teamwork

Vision Icebreaker

Our vision is to....

empower every individual to attain ideal wellness

E. Focus Group Questions

Vision of the organization

1. Where do you want the organization to be in 15 years?
2. If there were no limitation, what would this organization accomplish?
3. What is the biggest challenge for your organization to be successful?

Mission of the organization

1. What do you do every day?
2. Why do you do what you do every day?
3. Why are you trying to accomplish daily?

SWOT Analysis

For one, conducting a comprehensive SWOT analysis provides a unique opportunity to gain greater insight into how your business operates. It's all too easy to get lost in the weeds of the day-to-day workings of your company, and conducting a SWOT analysis allows you to take a broader, bird's eye view of your business and the position it occupies in your industry.

Another benefit of SWOT analysis is that this technique can be applied to a wide range of scenarios, not just as an overview of your business. You could use SWOT analyses to evaluate the potential strengths and weaknesses of a forthcoming advertising campaign, a planned content project, or even whether your company should be represented at a trade show or industry event.

Obviously, it almost goes without saying that conducting a SWOT analysis allows you to identify what your company does well, where it could improve, and the opportunities and threats facing your business. However, conducting a SWOT analysis provides you with the opportunity to not only identify these factors, but also develop and implement tangible roadmaps and timelines for potential solutions.

Strengths

To determine what your strengths are as an organization, you could begin by asking some of the following questions:

1. Are there any elements of your business that make you especially valuable to customers?
2. Do you have special skills within your business?
3. What can you do better than your competitors?
4. Are there features of your business that give you a unique advantage?
5. What do your customers love about your company or product(s)?
6. What does your company do better than other companies in your industry?
7. What are your most positive brand attributes?

8. What's your unique selling proposition?
9. What resources do you have at your disposal that your competitors do not?
10. What are your strengths in management?
11. What are your strengths in aspirations? Are you a motivated team?
12. What are the strengths in your organizational structure? Organizational capacity and capabilities?
13. What are your strengths in technological and administrative systems?
14. What are your strengths in leveraging assets?
15. What are the strengths in human resources?
16. Is your culture a strength? How? Fast paced/slow paced?

Weaknesses

We can use the same principle to determine your company's weaknesses:

1. Do you lack special skills within your business that your competitors have?
2. Are customers asking you for something you cannot provide?
3. What prevents you from getting that order?
4. Where are your competitors better than you?
5. What are your weaknesses in management?
6. What are your weaknesses in aspirations? Are you a motivated team?
7. What are the weaknesses in your organizational structure? Organizational capacity and capabilities?
8. What are your weaknesses in technological and administrative systems?
9. What are your weaknesses in leveraging assets?
10. What are the weaknesses in human resources?
11. Is your culture a weakness? How?
12. What do your customers dislike about your company or product(s)?
13. What problems or complaints are often mentioned in your negative reviews?
14. Why do your customers cancel or churn?
15. What could your company do better?
16. What are your most negative brand attributes?
17. What are the biggest obstacles/challenges in your current sales funnel?

18. What resources do your competitors have that you do not?

Opportunities

Identifying opportunities and threats may require you to conduct in-depth competitive intelligence research about what your competitors are up to, or the examination of wider economic or business trends that could have an impact on your company. That's not to say that opportunities and threats cannot be internal, however; you may discover opportunities and threats based solely on the strengths and weaknesses of your company. Some possible questions you could ask to identify potential opportunities might include:

1. How can we improve our sales/customer onboarding/customer support processes?
2. What kind of messaging resonates with our customers?
3. How can we further engage our most vocal brand advocates?
4. Are we allocating departmental resources effectively?
5. Is there budget, tools, or other resources that we're not leveraging to full capacity?
6. Which advertising channels exceeded our expectations – and why?
7. Are you able to do something your competitors can't?
8. Are there new trends that you are in a position to capitalize on?
9. Do your strengths offer you the option of doing something else?
10. Are there features of your business that your customers do not know about?
11. What are the city, county, regional, delta, and state, south east region, and national opportunities?
12. What are opportunity networks?
13. Who can you collaborate with?
14. Problem identification/ assessment?
15. Project oriented?
16. Resource Identification? What resources are out there for partnering?

Threats

1. Is the industry changing to make your skills obsolete?
2. Are your competitors doing something you're not?
3. Is your technology still relevant?
4. Are your weaknesses life-threatening to your business?
5. How well can customers access your products and services?
6. What are your threats in resources?

7. Who are your competitors?
8. Where are you not meeting the needs of the community?
9. Where can competitors meet those needs?

F. Value Definitions

Value Assessment

1. Empathy: We strive to identify with our patients' situations and to have a sense of their feelings and emotions related to their needs. Offering a high level of empathy enhances trust and the quality of care that our patients deserve.
2. Resources: We continually seek appropriate resources to meet our patients' needs.
3. Prudence: We assist patients in determining what works or does not work for them.
4. Integrity: Our patients entrust their wellness to our professional care and expect to be treated, and to receive treatment, in a manner that honors professional codes and standards.
5. Environment: We value our patients' wellbeing and strive to provide a professional and friendly atmosphere in which they feel welcome and trusting.
6. Humanity: We are dedicated to respect and improve the lives of the communities we serve with compassion and care.
7. Humility: We are here to serve.
8. Creativity: We challenge ourselves to provide innovative and personal solutions in everything we do.
9. Teamwork: We work together cooperatively, recognizing the power of our combined efforts exceeds what we can accomplish individually.
10. Education: We strive to create an educational environment for our members.
11. Prevention: We strive to decrease the prevalence of preventable diseases in our community through education and active lifestyles.
12. Community: We acknowledge our vital role in local communities, and we seek to understand and serve their needs.
13. Patient-centered service: People can expect polite, friendly helpful staff members who relate to each person as an individual, recognizing their history, relationships, culture, and needs.
14. Timely access: We believe that patients deserve to have timely access to health care and that our systems should reflect this value.
15. Confidence: Our patients will become instilled with confidence and will become positive forces in the community and contribute to the health of others.
16. Accomplishment: we actively pursue excellence and search for the next level of accomplishment.
17. Collaboration: We believe in the power of working together.
18. Respect: We accept people for who they are and build feelings of trust, safety, and wellbeing.
19. Compassion: We acknowledge the struggle of others and work to alleviate it.
20. Innovation: We work to provide new solutions to problems.
21. Stewardship: We aim to maximize the resources entrusted to us to deliver positive returns.
22. Efficiency: We aim to obtain the best possible outcome in the least wasteful manner.
23. Diversity: We recognize differences between people and acknowledge that these differences are a valued asset.

24. Communication: We strive to communicate valuable, reliable information in a timely and clear manner.
25. Healing: Inspire hope and nurture the well-being of the whole person, respecting physical, emotional, and spiritual needs.
26. Quality: We maintain the highest standards and achieve them by continually measuring and improving our outcomes.
27. Service: We strive to exceed our members' expectations for comfort and convenience.
28. Safety: We promote the safety of our patients through well-trained employees, implement safety protocols from the start, and educate our patients on proper technique.
29. Caring: We individual to connect with others, respecting human dignity and responding with compassion.
30. Inclusiveness: We commit to overcome exclusion and promote participation

G. Blank Value Assessment

Values Assessment

Choose 10 values from the list of 30 values

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

7. _____

8. _____

9. _____

10. _____

Values Assessment

Choose 7 values from the list of 10 values

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

7. _____

Values Assessment

Choose 5 values from the list of 7 values

1. _____

2. _____

3. _____

4. _____

5. _____

Choose 3 values from the list of 5 values

1. _____

2. _____

3. _____

H. Value Assessment Results

Phase 1

Values Assessment

Choose 10 values from the list of 30 values

1. Communication
2. Compassion
3. Respect
4. Caring
5. Healing
6. Empathy
7. Humility
8. Teamwork
9. Confidence
10. Accomplishment

Values Assessment

Choose 10 values from the list of 30 values

1. Integrity
2. Empathy
3. Humility
4. Teamwork
5. Education
6. Confidence
7. Accomplishment
8. Respect
9. Compassion
10. Diversity

Values Assessment

Choose 10 values from the list of 30 values

1. **Empathy**
2. **Environment**
3. **Teamwork**
4. **Humanity**
5. **Education**
6. **Prevention**
7. **Collaboration**
8. **Respect**
9. **Compassion**
10. **Caring**

Values Assessment

Choose 10 values from the list of 30 values

1. Integrity
2. Environment
3. Humility
4. Creativity
5. Teamwork
6. Prevention
7. Patient centered service
8. Collaboration
9. Respect
10. Healing

Values Assessment

Choose 10 values from the list of 30 values

- 1. Humanity
- 2. Creativity
- 3. Education
- 4. Prevention
- 5. Community
- 6. Innovation
- 7. Diversity
- 8. Quality
- 9. Inclusiveness
- 10. Healing

Values Assessment

Choose 10 values from the list of 30 values

- 1. Empathy
 - 2. Evidence
 - 3. Intergrity
 - 4. Environment
 - 5. Teamwork
 - 6. Education
 - 7. Prevention
 - 8. Patient-centered service
 - 9. Respect
 - 10. Compassion
- Caring
Diversity

Values Assessment

Choose 10 values from the list of 30 values

- 1. Caring
- 2. Efficiency
- 3. Resources
- 4. Humanity
- 5. ~~Caring~~
- 6. Teamwork
- 7. Education
- 8. Patient centered service
- 9. Confidence
- 10. Collaboration

Phase 2

Values Assessment

Choose 7 values from the list of 10 values

1. Communication
2. Confidence
3. Respect
4. Compassion
5. Teamwork
6. Accomplishment
7. Healing

Values Assessment

Choose 7 values from the list of 10 values

1. Integrity
2. Confidence
3. Respect
4. Compassion
5. Humility
6. Empathy
7. Teamwork

Values Assessment

Choose 7 values from the list of 10 values

1. Empathy
2. Environment
3. Teamwork
4. Collaboration
5. Prevention
6. Compassion
7. Caring

Values Assessment

Choose 7 values from the list of 10 values

1. Environment
2. Humility Integrity
3. Teamwork
4. Prevention
5. Patient centered service
6. Respect
7. Healing

Values Assessment

Choose 7 values from the list of 10 values

1. Compassion
2. Empathy
3. Respect
4. Prevention
5. Teamwork
6. Integrity
7. Caring

Values Assessment

Choose 7 values from the list of 10 values

1. Innovation
2. Prevention
3. Education
4. Healing
5. Quality
6. Community
7. Diversity

Values Assessment

Choose 7 values from the list of 10 values

1. Creativity
2. Confidence
3. Collaboration
4. Teamwork
5. Educate
6. Efficiency
7. Patience and Speed

Phase 3

Values Assessment
Choose 5 values from the list of 7 values

1. Compassion
2. Empathy
3. Respect
4. Teamwork
5. Caring

Values Assessment
Choose 5 values from the list of 7 values

1. Prevention
2. Healing
3. Community
4. Innovation
5. Education

Values Assessment
Choose 5 values from the list of 7 values

1. Integrity
2. Empathy
3. Teamwork
4. Compassion
5. Humility

Values Assessment
Choose 5 values from the list of 7 values

1. Empathy
2. Environment
3. Teamwork
4. Collaboration
5. Compassion

Values Assessment

Choose 5 values from the list of 7 values

1. Integrity
2. Environment
3. Prevention
4. Patient centered service
5. Healing

Values Assessment

Choose 5 values from the list of 7 values

1. Communication
2. Confidence
3. Respect
4. Teamwork
5. Healing

Values Assessment

Choose 5 values from the list of 7 values

1. Efficiency
2. Collaborate
3. Confidence
4. Educate
5. Teamwork

Phase 4

Values Assessment
Choose 3 values from the list of 5 values

1. Integrity _____
2. Environment _____
3. Healing _____

Values Assessment
Choose 3 values from the list of 5 values

1. Communication _____
2. Teamwork _____
3. Accomplishment _____

Values Assessment
Choose 3 values from the list of 5 values

1. * Prevention _____
2. Healing _____
3. Education Community _____

Values Assessment
Choose 3 values from the list of 5 values

1. Integrity _____
2. Empathy _____
3. Humility _____

Values Assessment

Choose 3 values from the list of 5 values

1. Efficiency
2. Collaboration
3. Confidence

Values Assessment

Choose 3 values from the list of 5 values

1. Empathy
2. Environment
3. Teamwork

Values Assessment

Choose 3 values from the list of 5 values

1. Compassion
2. Caring
3. Respect

I.S.W.O.T. Analysis Notes

Strengths

Strengths Aspects Relation

- Opportunities for wellness individually/comm.
- Passionate employees
- Unlimited education (wellness)
- Partners
- Skilled employees/expertise/cred.
- Affordable
- Facility/amenities
- Member relationships & culture
- Gardening culture ←
- Relationship w/ members

- Common community
- playground
- Access to therapeutic services
- Customer relations
- Unique programs
- Ability to make changes/create new programs → program flexibility
- Adaptability
- Participatory mgmt.
- Valued employees
- Low cost - foundation
- Scholarship program
- Garden recognition

- No competition
- Wellness outcomes
- Testimonies
- Teamwork
- Transparency
- Connectivity on team
- Administrative → hospital functions
- Hospital contributions
- Problem solving abilities
- Kennedy Reputation ↔
- Security - Welcome Space
- Community relations
- Diversity

Weaknesses

Weaknesses

- visibility - funding
- marketing - vision
- referrals
- part-time help/reliance
- short-staffed, backup
- customers want 24hr
- limited access
- billing & reimbursement
- lack of value of referrals
- lack of strong advisory board
- lack of story → how to tell
- lack of support - hospital/clinic admin.

- red-head step child
- lack of priority
- technology training - sound system
- want new/variety equipment
- need for behavioral health care
- revenue ↑
- more training
- youth programs/outreach
- lack of relationships w/ faith based orgs & schools
- sell the lifestyle

We need the ~~message~~ ^{why - articulate} the vision

Opportunities

Opportunities

- youth & middle-age
- education
- social networking
- focused programs (youth & middle aged)
- develop the why
- messaging
- highschools, faith based orgs,
- telehealth
- foundation
- childcare
- women w/children

- identify more barriers to participation
- zoom → virtual classes
- partnerships
 - clinic, city
 - nonprofits
 - community foundations
 - healthcare ~~foundations~~ providers
 - gyms*
 - employers → worksite wellness programs
- culture around wellness
- programming
- awareness
- localize story
- conferences → CA

Threats

Threats

- COVID
- City politics
- Zoning (lack of)
- impoverished community
- lack of community leadership
- unemployment, lack of jobs
- low taxes
- schools
- cheap food/poor alternatives
- Sad diet
- competition - dieticians
"oh miss"
- traditional methods/
academia

- Big Pharma / Big Food \$
- resistance to new methods \$
- Access to technology / digital
*digital divide literacy
- Social media Sensoring

J. Full Focus Group Transcripts

James C. Kennedy Wellness Center- Day 1, S.W.O.T. and Values

7/23

SPEAKERS

J. Holland, N. Griggs, B. Taylor, C. Garfield, S. Strider, C. Moring , J. Taylor, S. Mauldin, B. Green

Holland 00:00

Anybody ever done a SWOT analysis? So some people have some haven't, what this is is an analysis where, at the end of the day, let me take a step back, what we're wanting to do is develop a strategic plan. Okay? Now, when you say what's a strategic plan do, I'm not developing it, um, you guys are developing the processes and material that goes in it. And we're going to put forth this information. As we go forward. We'll give a report to Catherine and Catherine may look at like, huh, yeah, that's what we talked about. But that's not what I'm going to do. Hopefully, that's not going to happen. But we can take a lot of that information and see, okay, this is how it funnels into where we're going into revising or strengthening the vision statement. We'll talk about that more of where we want this organization to go in the future. All right, and then what the purpose of this organization, that's where this began. So, there are three point parts that I really want to go through over the next few days. And that's to look at a vision statement and look at a mission statement. We'll do that tomorrow. And but today, we want to really develop the strengths, weaknesses and opportunities and threats. And I think that's what we have to start understanding where we see this unfolding and manifesting as a group. And we can do that by going through these different components. And then I want to go through and take a break, and then look at the values with this organization and the collective values of you guys from a professional perspective. So we'll do a little exercise it takes us and this can be a little challenging, and we will fill time in this to really narrow down values and we'll go through that process to doing it. And then tomorrow, we'll take all this stuff and just kind of hack out is, you know, these words will write down all your words and your vision and mission to see like, what does this mean to us really what we're doing so that's where we're wanting to go and we gather all this information, we'll take it back, try to synthesize and put it into a report and have multiple visions and missions based on what you see and see if y'all want to pick it. pick that out and maybe come back in a few months maybe and see which one's the best? We'll see how that works out. But this whole process is to really brainstorm, okay for this for this whole whole strategic planning. So, I want to start by saying let's start with what are the strengths of this organization? We're gonna write all this stuff down. Neely is gonna just we're gonna we're gonna spot check this. Are you recording? Yeah. Are you gonna record? Yes, I can record too make sure we have that.

Griggs 02:24

We're recording everything so that I can transcribe it and put it in my thesis.

Holland 02:27

Yeah, we put this on there. And go back and look at this stuff to add to identify what we want to do. Make sure we capture this.

Griggs 02:36

Yeah, do you want me to just do the strengths?

Holland 02:38

Yeah, no, I'll probably just do strengths right now. Yeah, you can do both. If you want to do that. So identifies, which is how much we actually need the room. We got plenty of these. plenty room for us to write. So that's what I want us to think about it. Think about what are the strengths of this organization?

02:58

I would say opportunity for wellness.

Holland 02:59

All right. Let's put that. Yeah, put that down. We might throw that up there. Okay. I saw opportunity for wellness in the community or individually. Okay. All right. What else do we have here? Okay, there we go.

Strider 03:21

Passionate employees

Holland 03:26

and just we can spitball this and then going from there but why passionate employees? What does that...

Strider 03:37

Unlimited education as far as the wellness because it's like they touch every point of and it's insane that we're in connection with, you know, doctors clinics that refer to them. You've got type two diabetes or you've got hypertension or you've got you know, from a doctor standpoint than I can handle over to them and say what can we do?

Holland 04:00

Okay so, partners?

Strider 04:02

unlimited education is all assessable right here,

Holland 04:04

Yeah. All right. So I'm going to drop that in there. What else do you see? And I'm gonna throw some things here that I see just from doing the analysis last semester.

Mauldin 04:08

which kind of goes with opportunity for wellness.

Moring 04:22

I think more than just passionate employers like really skilled employees in this skill set. are saying trek personal training. rd

Holland 04:32

Expertise.

Moring 04:33

Dietitians. Yeah, like expertise in staff credentialing.

Holland 04:42

Think about this from a customer's perspective. What do you think is the strength from them? Like what do they look up and see as a strength?

Strider 04:50

It's affordable here

Holland 04:51

Affordable. That's great.

Moring 05:02

Pretty state of the art facility, indoor and outdoor

Holland 05:08

Okay, amenities facility structural standpoint. What else?

J. Taylor 05:17

I believe members are comfortable with us too. They are really able to open up to us just right off the bat

Holland 05:27

Okay say member relationships, member relationships, culture. I mean, you got to think about it there. That is a huge thing. So and when we when people, especially, I think people are feeling intimidated sometimes to say I want to change I want to start working out, you know, I'm not doing I'm not living the way I want to live. Can you help me and that's a very vulnerable state many times. So that's important. Relationship culture

Mauldin 05:56

I've, just that Barbara and I've been able to connect with the people They come pick and learn things about him. Funny. Good, sad, you know? So that kind of goes with it.

Holland 06:06

Yeah. This was gardening. Gardening culture, this gardening? Yeah. Let's put that in

Mauldin 06:12

Relationships with the members.

Holland 06:15

Yeah.

Mauldin 06:16

It's been good.

Holland 06:20

What do you do better than your competition?

Moring 06:23

We don't have any.

Holland 06:24

That's what I wanted to hear that. I knew when I asked that. That was coming. That was coming. There's not any competition. Okay. That's a strength. Right? So no competition. Is there any threat of competition on this? So what unique advantages do you think are out there? We'll talk about a few of these moments. We want to make this thing exhausted. You might...

Mauldin 07:00

Well, first year they did the wellness challenge. And people were jumping in the ones that jumped in. And then there were those standing back skeptical. My husband was one of them. And they saw results, the results from the wellness challenge with numbers going down weight loss, healthy, energy. And, and so I would say the fact that the track record thus far is good. I don't know how it comes.

Holland 07:29

outcomes

Mauldin 07:30

Outcomes are good wellness outcomes. Okay,

Strider 07:33

because we've got people now like in Dearborn that even skip one, two and three are like, okay, on my health is only declining. And now they're, you know, they sit back for three years, and now it's like, well, I've watched 12 people get their life back now. So now I'm in.

Mauldin 07:52

It's a testimony of those that came.

Holland 07:54

Testimonies

Mauldin 07:55

yeah.

Holland 07:58

All right. Let's think about this. So we talked a lot about the internal when we're talking about strengths and weaknesses. That's what we're looking for, like the internal component of this.

Right? So what about management team? You guys, what's the strength of you guys? You talked about your skill set Teamwork Teamwork

08:19

Teamwork is definitely.

Strider 08:20

for me. It's for, just for people in here, for me it's transparency. We're very, we're, not only are we work together, but like at any given time, if something's going on a struggle, family issues, or

Mauldin 08:35

We pray for each other.

Strider 08:35

like it's, we're constantly in group text messages. Hey, how are you feeling? What's going on? Sorry, you lost your friend. I mean, like, it's the transparency of you know, and hey, I'm not having a good day. I need to talk to somebody. I mean, we all I think, transparency. It's just a good thing. We're very connected outside of here where we're connected because of here.

Holland 08:56

Transparent teamwork connectivity with the team connectivity

Strider 09:04

this is a different level of closeness to me than, than a lot of people that I've had in the past. This is totally different.

Holland 09:11

So I'm hearing a lot of y'all a lot of continuity with you guys, which is really, that's a powerful dynamic in an organization, especially when you're all on the same page and you're running the same way. Let's look at it from a structural standpoint. What about the organizational structure? You have this structure, but then you have the hospital relationship is a hospital, does that partnership a strength or a weakness in your opinion?

Moring 09:37

Depends on the subject On the standpoint of like HR and handling like benefits and medical insurance and things like that. It's a strength, so administrator fee for like an administrative standpoint, like, I'm not reading payroll, still flyers Also I think that's a little strange. And then

Holland 10:07

hospital administrative functions

Moring 10:09

and then the hospital helps cover some of our expenses like maybe like lawn like all the lawn care is covered by the hospital. Lights, electricity, maintenance. Like I would say maybe like hospital, Annual contribution from hospital

Holland 10:33

revenue. Okay. So let's ask this is what we're gonna do this and we're gonna do this exercise a couple of times. Okay? We think where they benefit we don't know what's gonna fall we're gonna walk this in. We've got this report. We're gonna play a scenario. What can the hospital do tomorrow? What can what can... What can he wake up one day? Oh, I don't like them anymore. I'm gonna make their life Hell, what can what can the hospital do to make make this place worse? This is called reverse brainstorming. Because what we really do is like we consciously do, what can I do to make it better? What can what could they do to make you worse one pull your administrative function, pull that revenue, I will put that out. So we use reverse on that but with some other things that you would see

Strider 11:26

I mean they see it more from a management, because the roles that they're in but I think this is with any type of partnership of being connected in in with another organization, it could be just simply word of mouth bad talking. Just Just like with any job, yeah.

Holland 11:45

So reputation

Strider 11:46

and as many people that are in that facility over there, you know, you get you get 10 people negatively talking, you know about, you know, just gossip or just, you know, whatever, you know I went over to the gym today, you know what they say, Oh, they just petty that'd be with any facility. But I think with the volume of people that they have in the hospital, you know, you could have a negative impact in 72 hours.

Holland 12:13

Okay, so that's something. hypothetical here. Yeah, this reputation. So my next question is, is the reputation good? You think right now, is that a strength? Like promoting it? Or can they do more of that? I think, okay, I can do more. So we'll put that on opportunities when we get there. But this is why we but we want to do this exercise. Every now and then I say, let's reverse brainstorm on that. So what else could they

Moring 12:36

They do pay like for every employee's membership, regardless if they're a member or not, but they're not really advocating and promoting like, Hey, this is what the Wellness Center offers. We really encourage y'all to be healthier. They're all just like another example when we were trying to reopen, and the governor came out with all of the guidelines like PPEs is hand sanitizer. Especially masks, you could not find masks on the market, you could not find hantek or if you're not fine, but the hospital would help us. They basically told us don't have to figure it out. Jennifer Brady found hand sanitizer in Memphis and Lawrence found gloves and it was just like, they really didn't do it. And that was kind of like, you know, where do we fall on? Like, obviously, we're not huge revenue generator. It's been a little bit of a revenue deleter but it was kind of like, Okay.

Holland 13:35

Okay, so it looks like this will fit under another category we're seeing this is what I'm starting to want to understand.

Moring 13:41

But we were able to problem solve and figure it out. That would probably be a strength.

Holland 13:46

Yeah, there you go. There you go. Alright. Problem Solving team. Yeah. Okay. Is there anything else that you think what else we'll just get in this a little bit, but just other weaknesses that are not Things that could strategically do to hurt.

Mauldin 14:10

Well, I'm just thinking about when you know it needed more support for people with chronic illness, were writing prescriptions. We didn't get a lot of that a lot of the people that were qualified for the gaurd didn't come from the hospital that came from

Moring 14:27

Referrals could be better. We've gotten five times as many referrals from the Grenada clinic than we do, or

Mauldin 14:34

even for your diabetic.

Moring 14:35

Yeah.

Mauldin 14:36

So then I'm thinking both,

Holland 14:38

okay, so they could give you support in that process, okay.

Moring 14:47

Another strength is just like having Mr. Kennedy's support, financially and just like his name, I can have the reputation in circles like We're having a proper I was talking to JoAnne yesterday, you're talking about the advisory board. And she was like, you've got to think outside of Mississippi, like you've got connections to people who really can help you get the right people on the buses. And so I need to start thinking like that. And just like with his implements, that's a huge strength.

Holland 15:19

Huge national. Okay. Yeah. All right. So let's think about let's go to Kennedy reputation. And then let's, let's move the conversation there, then. What's the so I want to build think about strength of relationships, but we think about his relationship with the hospital, and then his relationship with the corporation and Atlanta foundation and that whole connection? How does that work? What is the strength of that relationship? Now? Gotta, this might be I don't know how

it worked. But what do you see? What what's the direction that? He brings a lot to the table. Do you bring a lot to this table?

Mauldin 15:55

Absolutely.

Holland 15:56

Okay. So that's the two directional relationship. What else strength does that relationship bring? At this moment?

Moring 16:11

Security, Okay, security. (Indiscernible)

Holland 16:18

Okay, so the security in that. And we'll look at it somewhat well, as we've developed as we'll move some of these categories over and put them in their place. What else? What about strengthen the community? What about your relationships in the community? That is strength,

Moring 16:37

like the diversity of our membership and kind of to your point earlier about racial tension in that conversation. A lot of people have said over the years like this is one of the only places in the community that black and white, young and old male female come together and be in the same building and also some people because a lot of other areas are segregated like churches segregated.

Holland 17:04

Alright, so we've got a diversity. Let's put that down Okay, said so we got a common community here. We have diversity is an issue but we have a common community I don't know.... A welcome space

Mauldin 17:23

and it's probably the only time that I know of that this has happened for the community Don't you think? So? And it's, it's just a wonderful thing. It really is.

Holland 17:40

Alright so common. Yeah, put common community you put it anywhere. So you're good. Just really anywhere you want.

Mauldin 17:50

Another strength is the playground. Charleston had no playground anywhere for kids, other than maybe the schoolyard.

J. Taylor 17:58

Families can go. You know, if a mom or dad or you know, cousins want to walk the track around there they can do that at the same time that their children are playing on the playground. Engages is a little more outside activity time in general as a family unit.

Moring 18:15

Yeah, the other services that we offer like therapies and physical occupational therapy before we started doing outpatient therapy with people anywhere in a 30 mile radius we're having to go Oxford, into Batesville, and now they're just a straight here.

Holland 18:32

Access

Moring 18:33

To like therapeutic services.

Holland 18:36

That's why it's a great segway into what I was thinking on this, okay, we talked about community here was a strength that you said there's no competition. There's no competition in Charleston. Where's the next competition? Oxford, Batesville, Grenada. So that's your first band of competition. We start. I mean, I'm living in Hong Kong, I get the choice to go to Grenada or Charleston. Maybe Three miles difference here, maybe is four, seven, but if you're nice to me, I'm willing to drop that right. Yeah.

Moring 19:09

Grenada to my knowledge have a wellness facility

Holland 19:12

They don't like there's no not at all. So yeah, I would, I would mix I mean literally I have a snap membership three months out of the year and I get to choose to go there I'll text Katherine like are y'all open at this time. So I've got to go back and forth sometimes if I'm staying at my parents, so you got customer relations. I mean, you've talked a little bit about that. Let's put customer relations. So we know we've got a positive brand here. Got unique access. We've got unique programs and we put that right programs. Yeah, programs, you count. We investigated eight programs. And that was not including the programs you just described, or last from Grace's analysis. Those programs were now those under the wellness are those under the hospital? Wellness and hospital Okay. All right.

20:23

(Indiscernible)

20:23

She's the man Oh, and she's great.

Holland 20:26

What's your schedule? Like? That's fantastic.

20:37

Not told to.

Holland 20:39

Okay. So there's a there's a framework is the McKinney framework of capacity building, and it talks about 11 different structures of organizations. And when we talk about the internal side of strengths, I want to look at this two from motivational human resources, okay? Is that a strength of the motivation of this organization as you're talking And now you're happy where you have a lot of love each other we hear that um what's the motivation of this team going forward? how motivated in this space is it some days I want to come to work some don't Some days I feel like worn out and burned out I mean I've been doing this for seven years five years for you know what do you what would you say that motivation level is

Strider 21:25

I think because we constantly try to change stuff or implement a new you know, we do the redefine every year but there's always another little kick or a little something something and then they both are so good I know too Cruz and I work together a lot they're so good to kind of let us throw our own stuff into the mix like if we want to try a new challenge or a new something that they're open to improve like like it was I we did this last time and same like this works well. But why don't we this time, like Little Bits and they are trying to change the timing or change the exercise. Like they're, they're both so good to let us have a full good talk.

Holland 22:07

Yeah, so Okay, so the director of talking and then but also program flexibility

Strider 22:13

in saying that we I think we stay motivated in any job you don't want to get up or don't want you know, but I think because we tried to keep stuff fresh or or like we had to win the COVID stuff we had to get it all zooms and you know, that wasn't fun. No being and exercising just by yourself in here. You know what, it's it you had to kind of suck it up and just do it because it you're not helping anybody if you don't and but I think because we tried to always fix what didn't work as well or this might try this might work better and if it doesn't, then we go back but I think there's enough flexibility here. To me personally as my as my personal job. It keeps sighs wanting to try something different, or change it or flip it or seem to

Holland 23:06

Put adaptability right there too. But here, there's two sides of this equation, nothing I'm very important. And this is one flexibility, which he pointed over here because they, they allow us the same Jennifer, you get that call that right? You get the youth calls. They could let you participate in the decision making it's autonomy. But they so it's participatory management. And I think that's a very, that's a huge stream. Okay. I mean, they're there. There's a type of connectivity in that there's a there's content but you feel secure, and your job to be able to offer value.

Strider 23:45

Tell them that for you know, I've never had a job where I came into something totally new in the age of 42. And within, you know, a year and a half, it was, you know, what do you think and how do you feel and that'd be great or we can try the answer. You know, it's it's, you know, Wait, I feel very valued.

Holland 24:02

Okay, put that participatory management, Say that and then get as close as you can on this.

Moring 24:14

My dissertation was full of that word and I couldn't spell it.

Mauldin 24:17

what is the word?

Holland 24:18

participatory? I can't infrastructure. I can't write a book on transportation and can't spell. I can't build anything my kids give me I'm like, I'm dyslexic. Sorry. I can publish. I publish all day long. But yeah. So participatory management, valued, valued employee value. That's very important. It's very important that this organization does that because it's back to the culture. And when we look at this flexible going back to

Moring 24:49

Going back to the original question, maybe her especially like the four of us, because we're all full time that it's been like, I mean, the COVID has brought a lot of challenge and we're Like probably what 25% less than that. So I think some days go along and I think some days there's a lot of fear for me at least around like, what are we going to do and how can we come about this and you know that those kind of feelings and like I know for them to just like, I guess speaking for y'all and I guess this is how it is just like slower it seemed feels slower because we don't have like the normal crowd and rush and programming that we would be doing and we can't do any programming right now because we have more than two people in a room so that I mean that's probably gonna go under challenges and trying to think about what it look like and the uncertainty there but The strength of those is that we have jobs and we're getting paid. Yeah, no one's gone out a paycheck.

Holland 25:50

Well, let's shift gears. Let's Let's do that. We're gonna go probably about three to five minutes over our time, but because it's our fault, because we showed up late sorry, um, but let's shift gears Two weaknesses. Alright, let's let's do that. Let's just really narrow down this is where we're going to open up. I don't know what you know, sometimes we want to pick that scab. Yeah, we want to right now. We want to self reflect as an organization. And let's just say what are we weak at? Like what what's something that we need to grow in a positive space and you can identify for for goal building? And really

Moring 26:32

One thing for sure is that there's still like a significant part of this community that doesn't really even know we are down here. Yeah, I mean, for this town, as small as it is, you know, I remember like, I'd be over the clinic hanging up flyers or something or the other. Like, where's that? What are y'all doing and are they think it's just a gym and that's not for them because they don't exercise or they don't feel like

Holland 26:54

So what does that mean for our weaknesses?

Moring 26:59

Visibility

Holland 27:00

Okay, yeah, visibility, we'll probably we'll go back to the community when we get back to opportunity and threats, because that's gonna be an opportunity to community.

Mauldin 27:07

But some of that, though, in defense of what is not necessarily our fault, because it's been in the paper, we've had flyers out, we, you know, lots of publicity on social media says like, how do you?

J. Taylor 27:23

Well, like I need a different form of advertisements, more exposure of some some way somehow to be able to know that we're here. Because, you know, that lady that came just last night and she's asking me where somebody's office was in the community, and she's lived here for whatever amount of years significant amount of years and not even know y'all are here, she's the first time I've ever seen this building and now, my oh God, you know, so it looks like we have a marketing marketing advertisement is just Yeah.

Holland 28:04

I mean, that's where we get into the strategic side of this when we say this is like, Okay, well, we did. We've hit all these social media advertisement word of mouth. Well, hey, look, we're gonna start handing out flyers around town. There's 2891 citizens here, right? in this community. Yeah. 12,380 in the county. Yeah. Are you under 2000? Yeah. Last time. Yeah. See? Yeah. Whatever it is, like we'll, we'll, we'll get through that. But that's what we're looking at. So visibility's one marketing one what other's weaknesses. Well, is it what's what's are we missing any expertise here? Do we need to we need to fill gaps?

Moring 28:52

referrals from our own providers?

Holland 28:56

Talk about that. All right. All right. You know, when I didn't so we did an analysis in the spring that brought recommendations to do this what we're doing today, and I remember going through this and after looking at it, I was like, Damn, they're overworked. Like, I really see that like one of the recommendations really thinking about like your staffing, like your scope of work. It's not a lot of people doing a whole lot of things for this one organization. So I wonder, do you feel like that, like, do you feel like, there's burnout? You love your job? Don't get me wrong. We're all in this. Look, I love my job. I'm happy. I've worked in terrible jobs. But there's some days I'm just like, covers back over the head. I'm staying in the bed for 12 hours. I mean, it's just like, it's okay. Question is, what's the magnitude of burnout? Do you feel like there's a weakness in motivation at all? I'm not trying to get you there. I'm just pushing you to say no Jody no, it's not.

Moring 29:56

Well, I'll just tell you July and August are pure hell for the garden. People that work there, were it not for some help from our inmates the last two years, I would be going back to bed.

Holland 30:09

So part time help in garden during the summers. Okay. so you might need some things there that.

Mauldin 30:17

Well, I've got it. You got it. Got it.

Holland 30:20

But you'd if you didn't have it, you know? There were a lot okay. Yeah. All right. Look at that.

Moring 30:26

Yeah we are super short staffed right now, one of our guys, He got married and wanted to not work anymore. And we've had we've had to shorten our hours because of COVID. And just because we don't have the staff to cover more hours. And if one of us is out, especially if Barbara or Cruz out it really you know, there's often no one up front and so that's that's a weakness just like not having any like, what would you call that like backup Especially because we're not we're slow right now but

Holland 31:02

contingency

J. Taylor 31:04

October Yeah. It's like, you know, as inhale, you know and stuff like that. And you know, we've already got a full day's schedule and it's hard to do client consultations and then you've got phone, and then you've got someone needs to pay or somebody needs to sign up last minute.

Holland 31:31

to be more specific or any customers asking for things from you guys that you can't provide

Garfield 31:35

Longer hours

B. Taylor 31:39

They want, they want 24 hours.

Strider 31:43

Monday through Sunday,

Holland 31:44

So unlimited access, unlimited access for gym.

Strider 31:48

A pill away fall off and not have to come to their show classes.

Mauldin 31:57

That's a good one.

Strider 31:58

So they won't have to not eating hamburgers, hot dogs everyday

Moring 32:04

Challenges are billing and reimbursement

Holland 32:07

billing and reimbursement. Okay. All right. Any barriers in getting what you want?

Strider 32:23

Not me personally.

Moring 32:26

I feel like we're not valued as much as we'd obviously I'm biased, but it feels like if I were a provider in the clinic and I were dealing with patients that are hypertensive and diabetic and all the things I would be to them over here, left and right. And it just feels like, you know, for the most part, you can speak to this too. There are one or two providers who will refer but not nearly what you would think consider we've got 1200 Medicare beneficiaries out of that clinic who 75% Have one or more chronic diseases who we can help. Why don't we have 300 referrals?

Strider 33:06

Why am I not your first go to?

J. Taylor 33:14

You know what? They think a lot of our testimonies from some of our clients, right between everything that we've done, it seems like we should be drowning. Referrals just come up and try to appeal it. So like every community needs because we know that it can make us one of the sickest counties in the state. And still, there's a lot that there's so much diabetes here, so much prediabetes, so much obesity, and lack of education. And I just feel like they can get like that but it's like a genome right kind of like a breakdown down and...

B. Taylor 33:57

agree

J. Taylor 33:58

or that are You know, even I've even heard from other counties say, Gosh, I wish we had that. I wish we had some more you have

Strider 34:07

Well you have so many coming from other counties. Batesville doesn't even have anything like this and maybe we are sitting on a county so yeah, it is like, come on y'all

Holland 34:21

totally agree.

Moring 34:22

Most of our stuff is free or like a membership is about we have scholarship for it. But most of our programming is free. And our man knows. Yeah. Okay,

34:36

looks like we can even do it way less and when they originally did most of it, okay. If anyone there you know, that they said, Hey, we just can't afford this will work out.

Strider 34:49

Yeah, whatever we got to do. So, you know, that's, that's enough, but it's not been put in front of them as the first option to better heal through our debate. Educated it's just a prescription

Moring 35:02

for lack of a stronger advisory board and that's something we're working on right now. We've tried to put one together and they

35:10

just have their own people but

35:12

like, what's the hospital You mean, with the hospital with for the Wellness Center? Like have

35:18

somebody to help us?

Holland 35:21

Okay, what do you think about

Moring 35:24

funding fungibility, marketing, reimbursement and billing?

Holland 35:28

Okay? funding is a big issue. All right. Um, what about national reputation? vision put that on weaknesses vision. What about national reputation? Well, that's outside but is that as a weakness? You think?

Mauldin 35:46

We got a national award.

Moring 35:49

For the garden

Holland 35:49

Oh, for the garden. Yeah. Great. That's awesome.

Mauldin 35:52

So they got out there. The whole program was defined in recognized by the National Court club as the top overall in the world. I mean, in In the United States.

Holland 36:00

That's awesome, congratulations. So this visibility is not just Charleston, maybe state What's your relationship with state? I mean, when you think the visibility?

36:08

Indiscernible

Holland 36:09

That's exactly right. So that's things we need to look at. I mean, we think about, and that's hopefully what we're going to get from this is broadening this out, like, a lot of times we get so narrow and, and especially with specialties, like, we're gonna I want to get those. My job is to get that person stronger or leaner or, like now we want to broaden this out. Yeah, that's my job at that moment. Now, my job is to contribute to this organization. What can we do for our org to make it stronger and healthier? We all play a part in this. And I say we in the sense that you're right, this place in the gym, like sometimes we go tangent, sometimes talking about this. And I mean, I'll say things and they're like, Wait, what? I'm like, hold on, let me be Catherine's number because I know what I just said that I know it's right, but I don't have the stats to back it up. So you call her and get that But I mean, there's not there's some performance outcomes and this is coming from here that are nationally should be nationally recognized. And I know that and I think as we see this broader picture, Kennedy's group can promote that.

Mauldin 37:19

It's just amazing, phenomenal the results that I've that I've shared with me that I've seen with numbers for people going down and improve here.

Moring 37:29

I think on that a weakness though, is like, an inability to tell that story. Like we know there's a story all right. Angie Rigby still doesn't think there's a story. So how do we...

Holland 37:40

who doesn't think that?

Moring 37:43

So like, she's still waiting on this big story to tell. And I'm like, I don't know how to tell that story. I guess cuz obviously, there's a story. I mean, not a day goes by one of those. I'm saying look at some of those numbers or somebody says this place has saved my life and this is a great thing to ever happen again. But we're not like the communication is... something's wrong.

Holland 38:06

That's huge for me that you said that good because I felt that in my body like you're right that I'm not saying when there is a story, there's a story because over six beers I'm telling I tell it all the time. I'm telling you. And then another something I mean, yeah. And you see that you see a lot of these social entrepreneur endeavors where they generate millions of dollars, because all they do is telling the story because I couldn't see like Charity Water. I don't know if y'all have seen that. They're building wells in third world countries will, you know, you start looking at the statistics of the Mississippi Delta. You don't have to go far to see poverty at all. I mean, it is really a rocks throw from here. So there is a story that we have, we can develop through this process. So lack of story, it's a great, great identification. What else let's see here, um, is a weakness in the organizational structure? Are you wishing something was different when it comes to your hierarchy or your relationship with the foundation in order to kind of run the reverse branch on the hospital.

Moring 39:08

I wish Yeah, I wish that I had more support. I mean, just little stuff like, unless there's a buyer I don't ever hear from them which I guess is like on the one hand, you definitely don't want to be micromanaged. But on the other hand, which is like, wow, I really want to advisory board together, just so that I have some guidance and leadership. I certainly have specific skill set, but I don't have all the skills and I feel like sometimes it feels like we're just over here as a redheaded stepchild

Holland 39:48

And by the way, we're not going to write this up in any way that we will change this language to be very diplomatic. I mean, slurs Oh, yeah, we'll go back to do that okay um but still get the message across I feel that from him Catherine. Does it come from Atlanta or just around?

Moring 40:12

no more internally I think Atlanta really i mean they're like hiring Joey's a great example of that like they gave us money this year to do that and they want to see us as a team and as a facility be successful for sure. So definitely not from Atlanta so much it's like our clinic administration and hospitals administrations.

Holland 40:38

But, no, we didn't, but we didn't want to we'll talk more about this issue. Yeah,

Moring 40:43

it's just feels like even the billing stuff, like we've had to just like sit and tell him how many emails like, what what do we need to do to get this ball moving and it's like, we're like 17 on the priority list of

Holland 40:58

Lack of priority. I will take a lot of this you'll see this as we get to the process okay? Um weaknesses we talk about motivation aspiration. I don't think that's here. What about technical we talk to technical systems that you wish you had? Are there weaknesses?

Strider 41:14

Only wish I knew how to work on that sound system.

Moring 41:16

Yeah, for as much as we spend on that sound system. It always...

Holland 41:20

lack of training on... put sound system there. Are there any other I mean, you talk about the facilities mental strength is the gym a strength? Is the weaknesses that you want to change in any of the equipment?

J. Taylor 41:35

I think it's really good.

Garfield 41:40

It's pretty good.

Holland 41:41

I think it is. Yeah. I'm just wondering what you think. Yeah. Is there anything you want to change or add? Here's the hundred thousand dollars. What would you do with it?

Strider 41:47

What did you say? about a couple months ago? You said there was a piece of equipment man, I'm just throwing

Garfield 41:54

As far as like what we have is pretty good. But we can add i don't know i heard about that like butterfly machine. Alright. A lot of guys say that as far as the butterfly machine

Strider 42:06

because you're hearing different things from you

Garfield 42:10

get five on the cardio machine. Okay. cardio, like, Yeah, but

Holland 42:19

so 98% is for free 1% Yeah, that's what we're looking for as a weakness in just having a few more of those things. Okay. Now I will tell you a weakness and if you start too much, it's the snap gym in Grenada. Like, they need to update their equipment.

Moring 42:44

I think a weakness not so much. I'm gonna guess. This is a collective community weakness but for mental healthcare. There was like, literally the only place to get behavioral health support. It's very genuine and then there's a clear over-booked and I would love for us to be able to have like a social worker or a LPC on staff. Because this community really needs help.

Holland 43:14

All right, where's region one?

Moring 43:16

Region One is? It's here. It's like on the square. Okay. It's adult daycare. We don't really see kids. I think they do a program in the summer.

J. Taylor 43:30

They do like after school and activities after school. Like she says they are overbooked and understaffed. They're doing the best I can just like anybody else.

Holland 43:47

Let's get through this litany of questions. Dude, what are the code? customers? What do they complain about? Hours. Okay we did that okay. What Do what does the hospital complain about? Anything? You know that you hear,

Strider 44:06

They don't really say a whole lot about anything. Okay? And they don't really complain they don't they don't praise or complain to me.

Holland 44:14

Okay, so that's gonna be an opportunity for us in the future. But what about Atlanta? What do they ever complain about anything? I can you tell?

Moring 44:25

They, I mean, like, I guess that's whatever revenue like that we can't keep expecting them to spend x hundred thousand dollars a year that we need to really cut expenses and increase revenue and that's why Jennifer and I really been working so closely with our administration lately on billing and we're actually going to open up a clinic out of the foundation. It's going to be separate from our clinic that's going to build it's going to be able to build these preventive health services and nutrition services so that Like their main complaint is like they want us to be bringing in more revenue for outside sources

Holland 45:05

Can you tell me the structure of the foundation while we're using that foundation?

Moring 45:11

So the Wellness Center is owned by the foundation and the Wellness Center really is just a building I guess we don't have an EIN, we don't pay taxes, all of our finances run through the foundation. So it's just easier to make the foundation the provider because they already have they're already set up as a business and they have 501 c 3 status so we wouldn't have to pay taxes on

Holland 45:35

So that's the Kennedy Foundation or the?

Moring 45:37

TGH Kennedy Foundation

Holland 45:38

gotcha. Okay. I just trying to get my understanding of that. So that's

Moring 45:42

When Kennedy funded the center all that money was funneled through the foundation.

Holland 45:48

So the foundations is a strength. Yeah, that's something. Alright, you can do that. All right. I'm talking about obstacles, resources, customers. We looked at the different structures the culture of weaknesses anything else we see here Miss usually the weaknesses is the lower look at the shortlist would mean but it's not that's fine you know what about specialties we've talked about that a little bit in any specialties here that you want to continue to gain should one earlier but want to reiterate

Moring 46:27

I think you could always do more training right now at COVID. But you know, I'd like to be able to

B. Taylor 46:33

more training

Moring 46:35

say wanted to do a new group fitness class or

Holland 46:40

executive leadership. training you guys training.

Moring 46:52

We don't do anything for youth or teenagers.

Mauldin 46:57

We did early-on. Yeah.

Moring 47:00

I'd like to be doing more for like high school aged around like... I was brought to my attention years ago that 40% of high school freshmen in Louisiana were pre diabetic. Just like I figure It's pretty similar here and we're so much expertise in that area to be able to help put an end to that. I guess relationships with a weakness would be lack of relationship with faith based organizations and lack of relationship with the schools. So we have a lot of partners that are going to never hear like we are just gathering letters of support for a grant with Annie and Megan and Alec Rambo 14 partners. But then locally, you know, we can do more with faith based um and we've tried it. We definitely have tried, but she's gonna try try again. Yeah.

Strider 47:56

Right outlet or niche

Holland 47:59

Okay. All right. Well, this well be more opportunities or threats 10 minutes. I want to take a 12 minute break. Yeah, yeah, it's been the next 35 minutes. We'll get back on time. Yes, we, okay, we can stay steady. Okay.

B. Taylor 48:28

But there's 1000 times there is in this community. There is an inherent notion that people like us for the most part, that eat a certain way that exercise daily that do that we all are weird that we are truly the outliers and we are for the most part, we're the outliers and that is a weakness that we've never been able to hire friends. Close friends that we can say anything we want to add time and whatever, you can't get them to that thing. This is a weird way to call weird circular political weird lifestyle change to make I don't know how to state that as a weakness but that is a weakness. It's even our immediate peer groups and Cruz, I can go to this on the piano and in his peer groups, even if our immediate peer groups, we have a hard time gaining interest in the goings on.

Holland 49:35

Does that go back into telling stories, the lack of the story, lack of connection and

Moring 49:40

maybe a lack of a lack of middle aged members and like an inability or unwillingness to embrace help. It's like, yeah, a lot of our older members who have had like heart attacks or strokes or high cholesterol or get diagnosed, so it's like you have that aha moment of like, Okay, I'm not 30 anymore, and I'll make these changes but a lot of our friends We need to

B. Taylor 50:01

remember what we did the labs and some of our friends. We were, since we were since since I was helping them in the lifestyle that I was privy to their lab data. And some of them I got on the lead, we brought into the house had dinner with them talk to them, they made great improvements for about six months, you know, and then it's a lifestyle change And otherwise, I don't know. You know, it's it's a, but that is a weakness that there are a lot of us who have a lot of years left to live healthy that don't do it until the doctor says, You got blockage in this, you know, you've got this happening you had a heart attack or you almost or your you know, whatever

Strider 50:46

Or you see your best friend do it you still. Or you do it like you said, three, four months.

Holland 50:52

So let's hear through a bunch of stuff coming out of this. I think I think you said it's a weakness but I hear multiple things. One there isn't. I'm just gonna say it so wrong. There's an inability to tell the story or inability to sell the lifestyle. And that's the weakness. I hear to that to that group, okay, so that that would be a weakness. All right, but there's also from the other side, they don't want it. And they're almost defensive about it. So that's an opportunity to sell it as you hear, hear

what I'm saying? there's two parts to this equation. One, you're saying that and you may can sell it the other side, they just don't want the car.

B. Taylor 51:35

I would say that is that is the weakness, of being able to sell that lifestyle across multiple groups of different types of people. Okay, yeah, I would say that when I was in a great job of painting the 50 to 70 year old age group, but your youth is back in the middle age

Holland 51:55

youth middle aged,

B. Taylor 51:57

Youth middle age is just And they pull on our side for ability to sell the...sale this entity to them.

Holland 52:07

yeah, yeah. Okay, using the late opportunity I see that's where I see that

Strider 52:12

this goes along with what he's saying, though, the way I see it with like my age and I'm a little bit older than Kevin but like my age, like I have children that are like 24, 22, 17, 14 so I have a broad span of age groups of mamas that are my age and younger that they see it as me not even go Yes, the exercise fine. Or they'll be willing to do like, I'll have more room to do like my dance class and they would be like CrossFit or team fit or bootcamp because of the way it sounds more more fun. But what I hear and see when when I do get in a conversation whether it be sitting here at the pool or at a store Or whatever they want to know, if the interest is there, they want to know hey, you look great. What do you do? And I'm about, well then when you get into, this is what to do bla bla bla. It's like this most of these friends have multiple children is you're looking at two of their children and most of them are, you know, by looking at them, they're not eating right. But it goes into the whole spectrum of when you get to talking about the nutrition side of it. That's a lot of work. I don't cook I don't Well, that's the reason you're here in that shape way is I have my youngest child, and of all four of mine, went through a chubby period about a year and a half ago. All of a sudden, he just got crushed eating more, a boy, but I really wish I as the mother, it slapped me in the face that I was not in control of everything. Okay, you've had a sloppy Joe's today you went down to your grandmother's and had spaghetti, went like, That's all me. And that's what when I share. I'm trying to share something with somebody about making those changes. It's like, I try to use as an example. Even I faulted in the sense of I lost control. You know, I wasn't paying attention or targeting in on my son as to say, Okay, he's put on about 25 pounds. You know, that's a reflection of me. If I'm doing walking the walk and talking the talk, okay, you know, don't like Yeah, but if I'm walking, why do I have a fat child, unhealthy child? So I try to always use as an example Hi, that got away from me too. So hey, yes, he does get to have Pizza sometimes he doesn't get to have spaghetti at his grandma's. But every day these things are not in the home. And I would say when you you say this about your child or he has arthritis in his knees, or Gosh, in his pre diabetic at age nine, who's buying the groceries and they they want to know what they When you start digging, it slaps you in the face as it did myself, that's where then they're through because when they don't want to put forth the effort they don't want to be called out. You know, so if you you find those opportunities when you said

even like they invited me to their home and talk to them and you know, you might have six people that you're trying to get through to or only one may really really cross the lines and say hey I'm really I'm gonna This sucks but I've got I've had like a change. None of us want to hear that change. But I know for me as a parent, that when the with like a family unit that's that's what I've run in contact with is it's a lot of work because it comes is you don't have as many women and I think it's again, lack of education. You don't have women that are almost other housewives, but you don't have women tending to their to the home, in a sense of buying proper groceries or even knowing how To cook the groceries, how to fool with, and they make it hard, and it's not hard. But I think it goes back to the lack of education all across the board. So therefore, if you're already stomped in knowing that you don't know you have hypertension, or why you have hypertension, because all you're going to need me to do as far as what to buy, how to eat it. And so we go for the easy quick fix and not not making any type of effort. So they're raising a different we're raising the next generation. Even worse, and not knowing how to boil water or cook a vegetable or grill something like it's just going to be totally off the off the discussion now but know that that's where that's where our mind is digging deeper, it still goes back to the lack of education.

Mauldin 56:45

and that when I was thinking to just personally the opportunity afforded with programs here for instance, when we did the whole 30 program, my husband and I, the classes Where you had accountability? You were in there with people that were in the program, maybe 25 other folks the opportunity to hear their struggles and to have the encouragement, well, you know, you can do this it's just 30 days and we're going to do without this, this and this and I have most trouble with not eating potato chips, but anyway, the opportunity is there with the classes and the programs for conquering some of those hurdles.

Holland 57:28

Okay, so this opportunity it we have the stream we have the stream of the programs. We just got to connect right? To what,

Moring 57:39

like opportunity, like improved or built upon social networking.

Holland 57:46

Okay, so yeah, we're gonna hear a lot of these coming out. That's that's what we start teasing that you're gonna see me walk over here, pull one back into this

B. Taylor 57:56

opportunity. Along those lines is I guess this would be more more focused programs to those middle aged youth or middle aged people. You know, what I think about some of the plaintiff classes that we've done a little bit of sitting in front, we've got everybody, it is from the 17 year old kid to the eighty year old personally, but you know, and that's your cast through wide net, and it's very general, it may be time to be more focused to those middle people knows that, you know, very specific to you. So that's what I'd run out today. It's all about being smart. You know, it's my life is tough. My schedule is hard. My kids are busy. So people in the community focus on

Holland 58:52

those people who need to carve out 30 minutes and do the answer is difficult it is because we don't make a priority of that. That's an opportunity on that. All right. So let's think about this, you highlighted, that is a weakness as selling the lifestyle selling the product. What do you think you can do better at what's the opportunity in turn like we can how can we message that better? That's what the crux of this question is. I think there's an opportunity there. How do you think that could happen? education, continuity messaging

Strider 59:23

thinking like he said, it's gonna have to be more and more of a focus group of where you target that not in a bad way, but you target more even starting out with, like I said, most of us here more intimate. Your inner circles of Hey, Ron try this we would like you to be in the focus group on the blog on do you and your husband and kids being interested in I mean, if you could

Mauldin 59:48

that's a good idea over like if you had to talk about a teenager, if you say we'd like to have a focus group, can you get two friends to come with you?

Strider 59:55

Yeah, just wanted to have a Want to get your opinion or we want to get some feedback or we want to and not not so much as as promoting it in a sense. This is extra as far as I need you to do it. It needs to be where we need you. You don't need us.

Holland 1:00:13

That's the what. Y'all heard of the Golden Circle? Go Go circle some slick wrote this out. It's like, how we put missions together the what was the program? Aren't you involved in the program? Right. That's what everybody missed. That's the what and the how, what's? The question is, I think what you're getting at is you can't you're not you're not selling the line. And that's what we're wanting to get at the why once I figure out why it's important, then I'll do it. Even the program's hard. I still would do it cuz I know why. People. I think that's where we're at the heart of it. Right? What do you what do you do? What's your, Why come to you? One sentence which would want what do you do one sentence what Your job. My job? Yeah. What do you do? I don't expect you to answer this. But we're going to what was

J. Taylor 1:01:12

the one sentence?

Moring 1:01:17

Like, how long do you have?

Holland 1:01:19

And that's the master problem. That's the weakness. And I think worse highlight that we don't have the message. It's the elevator sentence. If somebody asked me they look, only reason I'm doing this is because I've done these programs for so long. That 10 years ago, I was like, wait a minute, what's my lie? What's my message? Jody, what do you do every day? I get up I go to

work to enhance to enhance the development of future Mississippi leaders. What do you mean now I got your attention. What does that mean? Would you teach college and most your kids are out of state? That's exactly right. But for some reason, they came to Mississippi and if they can be leaders in DC and never come back here. But if they're in a conversation, and these are conversations I've had, especially with race relations, where you from Mississippi, black woman on a plane on Atlanta, I would never fly over Mississippi. Why? Because, right, well, let's talk about this. That just enhanced reputation is similar. If I have a kid that goes to DC and has that conversation with somebody from New Jersey, then maybe that individual goes back and we'll maybe Mississippi ain't so bad, that that so to enhance the leadership of your students, Mississippi, I mean, and our reputation. So that's what I'm saying, What's the Y that everybody talks about? Y'all have that? We want to get that at some point. Everyone's communicating the same sentence about this organization. Now we'll that's the one we'll get to the how well how do you decide how to do it? Well we'll start a program? Well, let's we're going to exercise today. What do we do with that? Well, this programs have redefined this programs, the garden that We can get to that. But the Why is where we've got to synthesize down and really, really do that. Because when you, somebody connects with that, why you got it. We know not to smoke cigarettes, but I smoked cigarettes for 12 years. They're good. And nothing rational about them. I was 16 years old when I put the first one in my mouth. You are new to quit. It's not rational, we know to work out, right. But we got it, we got to make that connection. So that's what we want to get at is what I'm trying to I think that's where you're, and we will go out this process. We'll figure that out. So, opportunity. Let's go back to this. I think there's, there's opportunities to develop the why let's put that- That's internal. We're gonna do that. It's very important, um, messaging. I think that's an opportunity that we can actually define more than questions right here. Um, what about I think we're gonna move some of this to the youth branding the high schools. I'm going to pull this out at the high schools is an opportunity face to face and opportunity. Opportunities aren't internal it's external. What's out there? What else do y'all see as opportunities?

Moring 1:04:13
telehealth

Holland 1:04:15
resources yeah

Moring 1:04:19
this may be internal but like I mentioned earlier, starting a clinic out of the foundation to be able to build

Holland 1:04:25
i think i think windows I would just say foundation like what else is in that foundation that you can do when I mean that I mean that's something I'm you know, the more I'm talking to you think about this, like, what other rep what things can you explore to that foundation? What is it already

1:04:43
Indiscernible

Holland 1:05:01

Other things other other? What is it that you want to do? I mean, when it comes to opportunities externally I've got some of my head on the show.

Strider 1:05:11

And I don't have a solution or a fix or and people ask and I just think it's in every area but I know you're in this rural area. I wish there was a way to figure out where we have where I've where my heart hurts is for a lot of women that either their husbands don't support them or they don't have a husband that they have children and they you know, they they talk to me or whatever they want to express they whatever but like they work on to come up and provide more sir kids and I wish there was some type of even outside of here that was with a partner we had that was saying like, not a daycare, but A facility where you know, so many times a week this is available for these two hours. So So women would would think they could make time okay exercise or invest in themselves

Holland 1:06:14

There's two things there

Strider 1:06:18

a lot of times I mean I think that's a huge huge you can say excuse to a certain extent, but I just think a lot of women so that don't I have my mom is close and my mother in law is close. I've always had an extra extra people to say I'm going to get my haircut I mean, you watc. I'm going to the dentists can you you know, but some people don't. And I just think when you the last thing a woman is going to do with two children short all day is gonna take an hour to herself and rob that time from her children when she thinks that neglecting her chicken I just think there's there's there's got to be some type of tweet. Something like I said that that will offer give them a step in the right direction and when they invest in themselves are mentally better physically better. When you invest in yourself, you're gonna be a better mother

Holland 1:07:05

put your mask on before you put your child mask on.

B. Taylor 1:07:07

Yeah. Yeah. You could almost roll that out to say, an opportunity would be to identify more barriers to participation. Yeah, yes. Yeah. No, that's good. That's one barrier to participation. For this one, yeah. financial support is a chunk of childcare is looking at something that's where there's a barrier because

Strider 1:07:28

I've had several women in classes over the years and they're not the two or three that I can think of right on my hands. They're not here anymore, because they're their husbands want to know why their coming to him for everything. And I know that probably could work both ways with the men, the women has been the same way that if they're not doing it together, or don't understand why you're going to the gym three times or five times a week or whatever,

B. Taylor 1:07:49

but also they don't

Strider 1:07:51

No. And instead of joining them, or, you know, they usually just give up so it's just a lot of like you said that the whole the whole barrier or when they

J. Taylor 1:08:02

Are they willing to do zoom classes. So, yes, everybody asks if we're going to continue to do that. or virtual class, the actual Yeah, you have some people, they're still kind of a frightened virus, or they are living with someone that has autism disorder and they can't get out.

Holland 1:08:27

And let's look at this opportunity. This is very important, especially what you said. You said, I wish there was a way to build this childcare or have a partner with it. So I think there's opportunities for partners in for programming, I think that's something that we need to look at it when we develop what partners rather like, Is there a church that might do this? Yeah. is you know, is there a childcare facility? What's the city going to be involved with that so and that's what we'll do a lot of those, those opportunities and partnerships. The question I want to go in the room and dive into this, what opportunity entities or partnerships locally that you think mark their church, clinic, clinic, city. That's something. I mean, there's opportunities for more growth. Now, the flip side is what awkward. It's not really opportunities. But what do you think are great partnerships in the community right now like that? That's our go to

Moring 1:09:25

some of the other nonprofits like Tallahatchie River Foundation, Delta Health Alliance

Mauldin 1:09:34

Okay, our garden club, appreciates partnerships here with things the local.

Holland 1:09:39

Okay, so nonprofits are

Moring 1:09:43

Public Health Association.

Holland 1:09:48

Relationships. All right. So let's look at this broaden that out what partnerships regionally? When I say regionally, the Delta, Batesville, Grenada, what partnerships are there? There are opportunities we can build in.

Moring 1:10:08

foundations

Holland 1:10:09

Community Foundation, okay. Those are opportunities,

Moring 1:10:13
healthcare providers

Holland 1:10:15
Alright, healthcare providers. Other gyms? Is there a way to partner with other gyms or I'm just thinking of that level, they're profit driven but yeah, there's only

B. Taylor 1:10:28
one other one other, if you call it a gym in town

Holland 1:10:34
What does that competitive? Who's that?

B. Taylor 1:10:37
It's, I mean, it doesn't have a name, it is literally in such a small building that some men got together and out put some equipment in and they'll sell you a key and that's probably the only other fitness facility out there. And hospitals that some people would work at a hospital.

Holland 1:10:55
How many people in that channel? Do tell me how many people think?

B. Taylor 1:10:59
I can find out probably. already. I mean, I totally put that thing giving that moment. They talked about sales, I think, yeah, I think sales ended up behind it, because they dropped their property, but originally started out as four man bought the place because you know 30? 40 people?

Holland 1:11:23
could you still can we steal those clients? Some are members here? Yes. What's your relationship with this with this facility

Moring 1:11:34
They pay their employee membership. We've gone over there and then like lunch and learns and Could probably build that out, I guess another opportunity to be like worksite wellness programs for other Other local, I think going back to what you said earlier, though, just like the interest in it is changing. I mean, it we've come a long way but thinking where this community is today. years ago but there's still a reservation for me so called people have been like oh, now you got one like me like walking around like some of the men in town.

B. Taylor 1:12:18
Probably now.

1:12:20
This is actually human. Yeah.

1:12:24
Yeah.

Holland 1:12:28

Are you talking about visibility? I want to get more specific in this. Are there any features of the organization like specific that you think the community doesn't know about? Not saying I never know the building was there as holistically What do you think there's people that know about the building maybe coming here but they don't know about this? Sure. What would be that this fill in the blank

Moring 1:12:48

programming

Holland 1:12:48

programming Okay, so the more options

Moring 1:12:50

Diabetes programs, cooking classes, I mean there's

Mauldin 1:12:55

chronic illness,

B. Taylor 1:12:56

chronic kidney For a while, I will remember this place was built. And immediately after there was a lot of animosity with some town members who thought this was a city project who thought this was taxpayer dollars? Yeah, that, you know, why don't we fix the streets? And why didn't we, you know, improve this and prove that why don't we have more time? Well, and like I said I don't know if that's still a thing, but it's maybe lack of well, opportunity would be in to increase people's awareness of the functions that go on to be able to pay for the services that we offer. More, more information about the work we Catherine and Jennifer do to get these grants and federal money to do this stuff that's being

Holland 1:13:50

done. Look, I've just been done. Next question. I mean, there's, this is Charleston, Mississippi, I grew up in Holman. I understand the culture and you have Jim Kennedy come here dropping money put in this way, of course people are gonna be resistant. It's gonna be the the weirdos. And when you say weird, weird and lifestyle, you get labeled liberal when you could be the most conservative person in the world just because you eat right. You know, I see I see that all the time. Like, is there still that tension? You think because there's this Atlanta group dropping money here is that with community members? Do you think there's anything like that

B. Taylor 1:14:26

as an answer when you first came and did the needs assessment that's i was one of the ones that told them that. I was one of the ones that said, you're gonna let them know I was being honest. Yeah, you're gonna get pushback from people in this meeting, cuz we are tight knit and don't like outsiders come in and tell us we're on the LP, and you know, we can do better. And here's all this stuff and it's still a good bit of that. Yeah, I think it's less. I mean, I think it's improved but it's still a lot of Okay, the opportunity might be to to More localize a

Holland 1:15:04

More local as a story.

B. Taylor 1:15:05

Yeah, but exactly. The story. And and I may and I may be wrong. There may not be that much of this is Atlanta of money and all that kind of stuff.

Holland 1:15:14

I'm asking y'all. Yeah. Yeah.

B. Taylor 1:15:17

In the beginning, it seemed like it was,

Holland 1:15:19

oh, there's a lot of significant resistance from people outsiders come in. I mean, look,

Moring 1:15:24

I think there is a lot of resistance, like on the part of leadership in this community that likes to be in power, and don't want to see people in power. I mean, their supervisors, it's in my constituents will never use that building. And his constituents are our greatest. Yeah, so that was hard at first, but I feel like some of that's kind of died off a little bit. Yeah. It's also like, I don't know if this might go in or threats but like, we're inherently This is a very impoverished community. And so when you're not sure how you're putting food on the table, your priority is not to health or to go learn how to manage diabetes or it's like how can I even afford my medicine? You know, so I think that's probably something that we run up against like, some families can certainly afford the time and the the membership and they're just having being able to prioritize health, but a lot of families here, really, that's not if they don't want it to be a priority, the social determinants driving out there far outside of this, whether or not they want to do it, but

Holland 1:16:32

did you guys years ago see the documentary on HBO about Charleston, which called Lulus children or something like that?

Mauldin 1:16:41

I didn't know about it

Holland 1:16:44

this Yeah, that's what you go nationally. I'll get the name on the spot. I think it's called Lulus Children and they lived in a trailer not far from here didn't have running water raised their kids and five gallon buckets and his Like 7/10 years ago, but that's the nation knows Charleston as that HBO, before there was streaming and four there was I mean, so the point of that is like, from a national recognition and opportunity. A lot of people have this. They don't. You've got this great facility here within. There's that impoverished world is really here.

Moring 1:17:25

Right. And it's the race relations in this county like Emmett Till and the documentary with Morgan Freeman did on segregated problems.

Holland 1:17:38

So that's a threat. That's threats in a second. But I mean, they are things that we really need to think about, like opportunities for change in race relations. That's reason I hate to get on that story that I tell like, this isn't this I don't believe this story around this. The national story. This isn't about fitness. It's a component of it. I mean, young hit this nail on the head like this is a place that we can bring community together. Fitness is the tool to do that. This is a community. This, I think is the only institution in this county. That's a healing institution. I really did. And that's my view of it. But that I mean that that's that's what I believe in that helps a tool wellness tool. But the bigger story in my opinion is well let's let's move that towards we talked about we talked about the external but let's talk about some threats. Let's lay this out there, supervisors, what are the things that you think are keeping you from doing your job? personally like your your specific job, and then also the institution?

Mauldin 1:18:47
COVID it for sure,

Holland 1:18:49
yeah, that's right.

Moring 1:18:52

We do a lot with Kennedy to try to bring in new business to this community and it just the aldermen and the supervisors Don't want to see people out of it and that's a threat, I guess like

Holland 1:19:07

political threat political threat. Yeah. Are there any are there really laws here that that keep politics? I get that that's the informal, you know, relationships. But are there any policies here that need to change that are keeping you from doing anything like this policies of hardness? It may not be I mean, this is the ordinance or anything.

Moring 1:19:33
There's no zoning,

Holland 1:19:35

zoning. Okay. Lack of zoning. Yeah. Many times that's a metropolitan question, but I just want to be sure I really asked that, that you're not like the mayor. And the only policy I get from the mayor's I don't get a return phone call. Cuz I'm working on another project. That's right. So we talk about economics. So the threats of the economy here

Moring 1:20:00

I think that's the impoverished community. Okay. Just in general lack of leadership.

Holland 1:20:06

Okay. Lack of community leadership. Okay. Unemployment. Does that mean that we talked about lack of economies unemployment? What else we're talking about? Let's get a little more specific on that. No jobs or no growth?

B. Taylor 1:20:24

I mean, disposable income.

Holland 1:20:29

taxes, low taxes. low tax base. Yeah. Yeah just getting very specific on some of this.

Moring 1:20:37

Schools

Holland 1:20:39

high schools. Yeah. Is there a lot of we talked about this being so impoverished childhood where there's falls- government dependency. All right. All right. Well, we have a welfare check. Is that where does that fit in the community for you guys to attack is that a benefit is that opportunity and threat is that? So I'm saying is that and the reason I'll elaborate there's I asked that because I was working eight years ago on a project they're trying to bring a job there needed analysis and there was a motivation issue. That's what they claim is motivated work motivation issue,

B. Taylor 1:21:18

I would say maybe that is two fold where innovation is would be one. But the other part is is that the people that participate whether it be food from government food program, SNAP and all these elements if you can get a 3 meals so whatever it is that they give, you know, the world a much healthier type foods you know, main engines have been ones that rely on government assistance

Strider 1:21:48

or not being taught what those options even respect you

B. Taylor 1:21:50

know that and they have less incentive to step out and spend the extra money

Holland 1:21:58

that's a threat cheap foods a threat.

Mauldin 1:22:02

cheap food and poor quality, lack of produce and lack of fresh food

Holland 1:22:16

cheap food. Let's think about that quote from an environmental perspective. So I think a poor American diet, the sad diet, I mean, we that's, that's a threat to what you're trying to do is our American eating habits. I think that's part of that equation. All right to put sad, but sad.

J. Taylor 1:22:36

Don't put donuts.

Holland 1:22:40

Yeah. Um, Alright, so let's think about the actual food. So really think about we've talked about other threats. We've talked about some internal some cultural threats here. Are there any other threats like regionally competitively politically, the threats out there, regionally?

B. Taylor 1:23:02

What about pushback from other professionals in nearby cities or locations where this might be where this might be competition to their style of business for their business? You know, they have a wellness program in Oxford or whatever, but then what we're doing is somehow in competition with them?

Holland 1:23:28

Can you name any specific that, you know, This will this won't get out, this will not get out. Look, we put this out. We'll put we'll put competition. Yeah, and you can be general but I mean, what do you mean like like weight rooms, wellness centers, hospitals. I mean, I would, I would assume a spine. other dieticians. Yeah. I mean, these are competitors.

B. Taylor 1:23:51

at Ole Miss.

Holland 1:23:53

At Ole Miss. Okay. Yeah. Yeah. We won't put that. The reason that we would look.

Moring 1:24:07

competition so much as but people are not open minded to this, like, low carbohydrate way of treating diabetes and obesity because it's a new, a new criticism.

B. Taylor 1:24:24

So let me say it this way, some people would rather see some health professionals would rather see no improvement on the community's health statistics being done a different way than they wouldn't seen improvement. They would rather see no improvement but you got to do it my way and don't do it my way is just not right. Rather than seeing improvements, but maybe you're doing something a little bit different, that's a little bit you know, out of the ordinary or for whatever wherever you want to say that's a thread because some of those people have larger microphones. Yeah. Okay.

Holland 1:25:05

So let me type Yeah, that's fine. So let me let me let me draw you out of more won't name names. What's that method that's different compared to yours is different, because that's the threat. The person sucks. But that's the threats what you're saying.

B. Taylor 1:25:21

That is there is a huge difference between 16 years of government funded government backed ideologies, and you were more contemporary research methods that show promise but they just don't have government backing.

Holland 1:25:43

So traditional, traditional methods would you say? Big, Big Pharma. Big Pharma is this is this is what you're getting in. I'm using the word that Catherine uses. Integrate. Integrated medicine, integrative medicine best approaches you're using right? Yes. Okay. Yeah, it's traditional chain. Okay. Yeah, that's big Pharma . Yeah. But that I totally agree with you.

B. Taylor 1:26:15

Yeah. But that's, that's, yeah, that's kind of what No, that's actually done this way. Because Big Pharma and big food is a lot of what drives the past 60 years worth of the crap that we and so

Holland 1:26:29

big food runs, Wade Incorporated, which runs Monsanto and the seed industry, which means, I mean, this is all it's all, it's all connected, you're in, you're in the big food, primer right here, that field out there,

B. Taylor 1:26:44

which funds the research and some universities, you know, if the results of the research don't come out, I think big food research, you know, so when we better, you know, power ups \$50 billion or whatever it is industry business, right here in Charleston. But it's, we can't we can't worry about Monsanto. We can't worry about it to the person and a local college town, who is more than happy to keep kind of spout the same things and can't stand the improvements being made somewhere else just out

Holland 1:27:21

there. Yeah. Yeah, no, forget it. Yeah. Big Food big Pharma. Just do methods. Yeah, this is I teach food policy. I'm in this world. Like, I mean, I can get it from that perspective. Um, and it's other elephants have that too. Yeah. And I'm really, really nowhere in the Delta, but I just visualized, like, we're in where the fields and you're doing this work right here in the middle of that competition. Oh, yeah.

B. Taylor 1:27:48

Yes. When, when I'm on a group text with about 10 other guys just a guy's group and 9 of them work in agriculture and not working. And when I start talking about climate safe, and some of those sayings, conversation shuts off. Again,

Holland 1:28:13

Alright, so let's look at this from threats. We've talked, we've talked about this one, make sure we get the social, sociological threat, social, cultural lifestyle threats. I mean, we've kind of moved through that education is that lack of education or that's that's more opportunities, but that's not really a direct threat here on the externally developed social safety's, any threats technologically here.

Moring 1:28:38

We run into that like when we first went on COVID, like whatever. And we were like, oh, we'll just use zoom and it'll be no big deal like, probably 10% if that my clients could figure out zoom could access zoom, even they don't have computers and so it was like a lack of broadband in the homes. Yeah, so I've had a couple clients say we're gonna have to wait until we can see each other person again cuz my cell phone service is bad in the house. So it's like cell service. A lot of things. Yeah, I've no idea what this community is doing virtual school

J. Taylor 1:29:18

and then you know, the lack of education is one of the things. Access to it. I mean, we have to teach lot of people to show them how to use it in our virtual class in our workshop , you know how to do that. You have to show them how to do they figure out how to do it, but it's just like, lack of educational technology.

Holland 1:29:47

Yeah, that's a big issue here.

Moring 1:29:50

And I just kind of assumed, you know, this was like, when I was the younger like that and everybody has a computer. I've had a computer and a phone since AOL like dial up internet known as fifth grade and I had three new referrals yesterday and not one of them has a computer in their home. just like continues to amaze me like, Wow, that's really a real it's like a really common thing and not not even here. Those are all Grenada people. So it was just it just continues to like, open. My eyes are open to Yeah, just the poverty and

Holland 1:30:31

I think that's a big issue. I'm trying to narrow down um yeah. political, economic, social and technological, kind of PEST analysis on threats, what they call it, and I want to just identify where there's really meets in our threats. Let's talk more about partnerships talking about the community regionally. What about state or in states like state politically using threats out there that's coming at you? nationally, threats for me, I think You probably hit the nail on the head with these new methods. And, you know, I mean when you when you go to your conferences, let me rephrase this question. Where are you? Where are you? Where are your friends? Where do you go? You're like, y'all get it outside of here

B. Taylor 1:31:21

Los Angeles

Moring 1:31:24

California

B. Taylor 1:31:24

Here, okay. I mean huge

Holland 1:31:27

What field is that? What? What conference is that?

Moring 1:31:32

It's mostly doctors and researchers, scientists, a lot of PhDs

J. Taylor 1:31:41

And even psychologists.

Moring 1:31:48

Their tagline is like where science mean society. So it's like, their whole goal is to like, relay the research in a way

Holland 1:31:56

Do they have good messaging?

Moring 1:32:01

Yeah, it's fabulous. I've been to conferences.

J. Taylor 1:32:07

We looked forward to this. I get so excited.

Holland 1:32:14

Yeah, we're like, okay. So this is good. So that they're your friends. So where's your next friends? Okay,

B. Taylor 1:32:23

before you even said that and also say to me, Catherine and Jennifer, we have to attend conferences that are totally against what we do that some of the things we do, but we still have to support those entities to be able to function within the state.

Moring 1:32:40

And I think like within those conferences like MSA, MD and mph a locally like there are groups within those groups that are friends and like we had we had sessions on both as conference sessions on low carb and fasting and things like that, but it's Our friends are out there just, and I think more people are moving into that research so strongly show that this works. But it's just going it goes against like Big Pharma and

Holland 1:33:11

It changes money hands, you gotta, you gotta find the profitability and

Moring 1:33:16

I think a big threat like censoring on Facebook and Instagram and YouTube. I mean, some of our biggest mentors, who we've learned from that have thousands of patients reversing diabetes and all these things or their videos are taken down and their information to get taken down because it goes really Oh, and like CDC and WHO, you know, it was pretty scary when you're looking at like,

Mauldin 1:33:45

that is scary. Yeah. You think for some jealousy out there that things are working that are different.

B. Taylor 1:34:01

If the James C Kennedy Wellness Center can get one patient, and 30 years old to quit taking insulin was at \$100,000 over their lifetime, one person in Tallahatchie county that doesn't buy insulin for the rest of our lives. It's \$100,000 that you think about that over

Holland 1:34:19

and think about where that hundred thousand dollars was going. Because insulin is not produced here, you know, it's going out. If I can keep that \$100,000 here, see, that's part of that messaging to the, to the politicians. If I can get that hundred thousand dollars to stay in Mississippi, then it's going to turn over and it's going to turn over. And now we just create we created jobs we created disposable income here for a lifetime. And I think that's where you connect people. You know, really big Pharma handing them big checks are the contributions I get it. I get the whole thing. I let me see here if there's any other questions on here, customer says product services, threats and resources. We've talk a bit But that we talked about funding issues as a weaknesses or threats and anybody taking your programs here? Besides I mean, you don't? Yeah, I mean, it's not the competition so I'm not really worried about that you need threads of the hospital not mean some program that came here you should have the strength of losing anything from Grenada. Batesville, Oxford's competition. I know that for some people, but What's your opportunity to talk about? All right. We're right where I want to be on time. Let's just take a step back. From all this that we captured. The story here that we that you think is there anything missing from strengths, weaknesses, opportunities, threats, I mean, because what we can do here now we can really now we can take these and now we've thrown at them, okay, how do we address and we're gonna put these in categories we're gonna go through. And I mean, we talked about relationships, I mean, we can see that there are threats, but also an opportunity to put those in the categories that we build this stuff out and really look at it take a step back, really want to see if there's anything that we're missing here because what's going to be one of the strengths and weaknesses, internally, opportunities and threats from a city perspective, accounting perspective, a region perspective, a state perspective, now a national perspective, I mean, looking at South Eastern perspective, I mean, where does that boundary come in? And that's the reason I think it's so powerful when you get to those latter bands, where the Kennedys in Atlanta can be such a powerful tool. I mean, somebody with that, I believe, power can pick up the phone and called Nike Reebok. Big Pharma. I mean, look, they're there. They're a threat. I totally agree with that. But they're just like anything else where they can find a little bit of money, like Walmart never did organic, but now they're doing organic because just profitability and there's a great social responsibility story there to, you know, it's a question is, I think there's a story to be built that these people might play a role in at some point. Now they're not going to change their entire mission statement and drive this type method, but maybe we can get a sliver of something that can help that make sense. So that's, that's the outer bands that I think about, um, why don't we take a five minute break, come back, we're gonna do a values assessment, shift gears, and that'll be our morning. Okay.

B. Taylor 1:37:54

Let's put a slash academia. Okay, yeah. That's pretty traditional. academia is kind of a perpetuation of very hard black traditional media. They're lazy. They

Holland 1:38:11

were lazy man. I get a fight every day of the week. We want to look at a value assessment, it's very important that we really start with defining what's the value of the organization, and we talked about this, really understanding values, you make decisions, even if you don't know you're doing that, we really do that. I mean, personally, the sale will make a decision on especially in this culture, Christian values, right, those values on those home values of family as values. So what we want to do is we want to figure out, you guys as a group, what's your values, and we're gonna bring this to a place where we can find commonality We're not gonna do it today, but we're gonna get there individualistically through this exercise, this is going to be a lot of time where you're just gonna sit back reflect, not gonna facilitate a lot. But what I want you to do is look through these 30 values, let's spend about five to 10 minutes, reading them really contemplating them. If you look at this definition, so one string on that, if you look at this definition, like home five, and it says, with environment value, a patient's well being strived body professional and friendly atmosphere, in which they feel welcome and trusting. This is just to give you an idea of kind of what we think that the word environment means we're more concerned about the word than the definition, okay? We always can change the definition, but we talk about environment. That's what emerges from what we do here. We looked at over 20 Wellness Centers across the nation and identified their values and put them on a list. And what we want to do, we're going to narrowing this down to three, because we want to just identify what's the most important but that value for you organizations do this all the time. This will help us start with the strengths, weaknesses, opportunities, threats, identify the values and then start rolling this back out and say, what's our mission every day? What's our vision every day? Where are we going as an organization? And every day that we do this, how do we get there? So, look through those read and spend time we're gonna pass out this next sheet, scribble on it, get all over it, we don't care, okay? list your top 10 values from this list. But you may write one and look at it like, I'm struggling with that. Not you know, if you get to 12 that's fine. We're gonna say we'll try to get to 10 because you know, we want you to struggle with this. But you may just have 10 these are my 10 they trumped other ones. Now I want to take those seven. These are core values. Okay, we'll take those seven, we're going to identify five. By the way, no one would know these values. Don't we're not gonna talk about them really. These are your values, your core values. Are we down to five is that easier? Is that everyone? Like this is getting easier. Okay, now we're gonna go to three core values. And when I say that it's what how do you have a core value? How do we know which one? This is where I want to really start thinking, What's the litmus test on this? How much money can I give you in this valuable way? When we are this, there's no money that I'm going to keep this core values commitment to me. Like, if I'm committed that project, I don't care give me \$10 million. Like when does that value break? That's not a core value. If it's a stressful situation, that's a good way to test a core value is really stressed or stressed or not. I'm gonna stick like this. We'll get through it. Is that a core value? When do you not become transparent? That's about it. That's a good way to test from the as we go down this level like there's no way in the world like these three are my core values. And you can scribble all over this, this is not this is and we can go back and change if you need to. Not a right or wrong answer. That was easier than I thought if you got your values now what we're going to do is we're going to take this back to identify and see where this emerges and see where this

comes out and the core values and see if there's a frequency of one what others can identify as a group, how we can prioritize your values as an organization. Hopefully we can as we develop this plan, it gives you a base justification of how we make decisions. And I said, I run a nonprofit too. I'm executive director of something called LOFT it's Lafayette Oxford Foundation for Tomorrow. And we did this exercise for our organization years ago. And it was a valuable to do this, because it's going to give you and you'll see tomorrow, a common place to communicate. You know, it's gonna save me, big organizations have this small organizations have this families have this is. It's important. And I was like, This is what I do every day. We're here. I don't know if this is the language we use, I have no idea. We're here to enhance the well being of Charleston. That's like maybe your vision, you know, that maybe part of the mission statement would develop, you guys have that and we're gonna, tomorrow what I want to do is we're going to go through this tomorrow's gonna be a little more excruciating. I think. We're going to break down clauses in your mission and like, what does that really mean? So is this what is this word, identify how you identify. We'll take notes on this, we'll deconstruct that pair graph and we're going to deconstruct that vision statement. And then we're gonna try to rebuild it and see what that looks like. And it may look the same. It may not. Tomorrow, we've planned, you know, about the same time of the year, we could spend an hour on this. We spent five hours at this, I don't know, because we don't know how it's going to merge. But we want to see how does that vision and mission resonates with you guys. Because at the end of this, this all comes out, having a commonality, just to be able to stand on the square and be able to say, the same thing to everybody is pretty powerful when you guys as a team can share the same message. And we've got to get to that message. And you may have that message. And it may just be you're not sharing it clearly enough, but I think there's gonna be a component in this that you're going to identify being able to tell the story in that elevator speech, because you really got we I think we used to have three minutes an elevator speech, you maybe have 15 seconds now, because TikToks have come out. But But really, you don't have a lot of time. So that's where we want to narrow To now we're not gonna do it tomorrow, we're just gonna find the elements to do it tomorrow. But that's the vision of this because one at the least you have common communication document was done. Second, hopefully have a document that you can go out and sell to the, to the city to the region to the state, to the Kennedy center, and in the Kennedy, Kennedy in that group and to the nation. And as this is formalized, then it's easier to sell because most executive teams, they're utilizing the same language. It's almost like if you just turn on CNN or Fox News, and you hear the same, you see politicians do it, they practice three point speeches, and they just say the same thing all the time. But we want to make sure that you have the stories to back up all those points, if that makes sense. And that's what we're trying to get at at the end of this. And I think the value is very important to do that. So that's why we did that exercise. Questions, comments, thoughts?

B. Taylor 1:55:04

On some of these values? The value in that sentence outside it, I read some different things.

Holland 1:55:15

Yes, that's fine. There's there's two ways I kind of wanted to do this. Some I've done it multiple times that way I do leave the sentence out. And then I leave. But what happened many times we sit here an hour struggle, what does that value really mean? And we really just don't have we're not doing a whole day session that it was been two hours doing that. So I just wanted and look, you want to go back to that. Change it Write it out right now listen, some of those.

B. Taylor 1:55:41

Some of them mean exactly what's written but some of them don't. I still chose them because of what I believe.

Holland 1:55:49

So what I would love to do if we have time is just a part of this is maybe come back in a month for or two months for just an hour and just go over these Values hash those out, and or even the email marketing email and just say, look, these are the, these are the top seven values that were here. This is what the sentence was. We change that because in this strategic plan, we need a sentence after that for we can have it, but it doesn't have to be that sentence at all. But let us find out what that value is. And this and then again, this is a rolling work in progress. But it gives us a place to start. So I'm glad you said. Yep. Other questions, comments, thoughts? About lunchtime, hopefully, I didn't bore you. So here's this, here's a legitimate question. Can I do you think there's value in what we did today? Okay, that's, that's what we're looking for. I don't want to waste your time and don't waste my time. I want to see that there's this value here. And then we can you can kind of see the vision of where we're going. But tomorrow, we're gonna leave this up and we'll come back and rehash it. Tomorrow. Tomorrow we'll start looking at vision statement admissions mission statement, can just deconstruct really identify what those means and what those means. To you make the community maybe the region and then see if we can rebuild one and may not rebuild, it might just say does this really mean what we trot out? trying to say here? Okay. All right. Well done. Thank you guys. Thank you.

JCKWC- Day 2, Mission and Vision statement

Fri, 7/24

SPEAKERS

J. Holland, B. Taylor, S. Mauldin, N. Griggs, S. Strider, C. Garfield, C. Moring , B. Green, J. Taylor,

Holland 00:00

More than it's worth knowing when to waste your time. So I hope today is valuable too, we can identify the vision and the mission and, and really build on what you have, if we want to, we will, you may have what you want in your documents right now in the vision of this organization. But that's where I want to go. And we'll have some time to recap in that. Neely analyzed the values yesterday last night. So we know the values, therefore its organization is especially the top three, then we'll put add a little bit more into that, which we've identified, some of those values are the same. So I think it's kind of interesting. And it's really interesting to see it manifest into a word watching you guys work from yesterday. So I'll let you know your number one value is teamwork, which is pretty awesome. And so will I want to stop and we'll talk about that. So there's three values that are really identified. And there's a couple that are redundant that we have time. We'll try to parse those out. If we don't, we'll come back. Maybe On a survey, and do it virtually and parse those out. So we can really identify those five, three to five values that are important you guys. So really interesting to see that data come out. Okay, so what I want to do over here on this table Ive got what I call vision cards. And there's random images that may connect with you may not what I want you to do. And I guess just for social purposes, maybe two at a time or three at a time go. I want you to pick a card that connects with you of where this organization may be in five years, or 10 years where you see it, based on some of this and kinda just describe, I mean, it's just it's not right or wrong. It's unique. And they may say, Well, we're way out there, something like that. But this is individual but I was looking at them share them of where this organization may be five years from now. See, any images are there. That can resonate with that emotion.

B. Taylor 01:00

Talking about useful yesterday was a messages between us. As most being good. I had too much computer time to expand on those things.

Moring 01:12

That it was like, for all of y'all know like there is something that comes up a lot when you're looking for a product, we're going to

Mauldin 01:16

Talking about what we learned yesterday. Yeah.

B. Taylor 01:18

Have y'all ever seen the Recruit? He was a CIA he was recruited to be in the CIA, guys maybe is that anyway, so he left the CIA, Aj musulman bar was travel recruiting. And so he went from things like psychological tests. And they asked him all these questions, real psychological questions, and one of them was, would you rather dance in the rain and feel the pain and remain

the same or something like that? He answered, dance in the rain. And he walked out the door and he was gone. And he turned around very fast to feel the pain and it was part of the backstory. Yesterday when I walk in here like I wanted a different language

Holland 01:44

that's called something that experience of wanting to change or wanting to rebuttal something you forget to do it after a by a read this word one time years ago, and I can't ever find this definition and word and forgot it. But that whole experience that you're talking about, it's it's an it's an saying something and I can't find it and sometimes I'll just be on the weekend. Like, the internet, I mean, I've looked for this thing forever.

Mauldin 01:54

I wanted all 10. I thought how do you get rid of one? because you're all important, right?

Holland 01:55

So the litmus test

Moring 01:56

I feel like the hardest for me was going from 10 to 7

Holland 03:35

The litmus test is, is it's kind of like, if I went through those three and said, here's a million dollars, would you disregard the value to take the money? If I gave you \$10 million? Would you disregard the value and take the money? Or if it's very stressful very like I mean chaos have an image of war maybe but you know, not that but yeah, would you disregard that value? And if you do, that's not a car. That's not a core value. It's something you think about you really like I'm holding on to teamwork like that. This is so important to me. So that's that's good. So that's that's kind of a litmus test around that. I found a friend of mine made these books about this. No. I worked with him for over the last two years and I saw him deliver this, he built this up, you can get this on Amazon now he built this company out of it. And that's like, that's pretty that's okay teaching tool I think let me let me try he sent me a package. This has been the best box of connecting people I've have used utilizing two years it is just constantly, I've seen great results from it. And it's not it's just for us to, to drive a conversation. Really what's really interesting in taking a card like this and getting about these cards we did yesterday, and getting like 50 or 60 people in a room and get a couple of decks and just handing them out and it's been in 20 minutes of people. You have to answer each other's question then hold it up. And then you meet up, you'll make 15 to 20 people just like that. And it's really great. Because then when you have a dinner party, it'd be like I'll take the kids camping and I'll just bring these out. Yeah, start answering questions.

Mauldin 08:54

Wait, you do stuff like that without cards, but that's that's that's good.

Holland 08:58

I just Because I think a lot of times connect the hearts and what's the right question that it does it for you. That's okay. So this exercise, what I really want to do is, I want us to say, the question is

where do you see this organization in five years, Stephanie I want to start with you and to see what that image really represents to you? And what kinds

Strider 09:17

Mines a lock that's unlocked. And I just kind of pointed to me in a sense of like, unlock or open. The doors are open like it's an unlimited opportunity. Yeah, man. Like this is an unlock they're in there. We have no doors locked. We have just more opportunities to do the stuff we discussed yesterday. There are no there are no closed doors. That's what struck me with that.

Holland 09:50

All right. Sounds like sounds like can you write something short on

Mauldin 09:53

what's it say on the back?

Holland 09:55

Yeah, we're gonna say on the back to read that too, is sometimes it's random.

Strider 09:59

Yeah. Mistakes are the portals of discovery.

Holland 10:03

Discovery, access? accessibility? Yeah, one assessable organization here, okay. Catherine what do you have?

Moring 10:12

I have money, money. It's a bunch of money to me that I'd like for us in five years to be profitable. Okay. And just like the opportunities we talked about yesterday, billing and reimbursement.

Holland 10:29

So you're saying so, so that this is very important to the executive team, especially as Kathryn lazyness. She's hoping I laid it down. Because yes, I would think from your story and journey 12 years ago, or 12 to 2012 2012 2012 That's what I meant to say 2012 it was about a needs assessment screening was about you know, this this altruistic was help. But now you're in a situation like these tools. Got to sustain. And that's a different it's a different skill set that we got to look out for what did he pay? I don't know. I'm sorry. What did you read on the back end?

Moring 11:10

values are like fingerprints. Nobody's are the same, but you leave them all over everything.

Mauldin 11:16

That's good.

Holland 11:17

Interesting. Yeah. Barbara, would you get? What is the hot air balloon?

Green 11:22
sky's the limit?

Holland 11:23
sky's the limit. Great opportunity, the sky's the limit. What's on the back of that?

Green 11:31
To be playful and serious at the same time defines the ideal mental location.

Holland 11:40
Jennifer, would you pick!

J. Taylor 11:41
I picked the moon looking down on the earth because I love the moon. I love that. And what Barbara said this reminds me the sky's the limit. And like, this is me sitting down there looking down at this. Like we're looking at that down Honestly, this is just awesome. Yeah. This is awesome. This is like, the other day and just thinking about things. And anyway, so this is me sitting her here looking down five or 10 years from now.

Holland 12:16
That's pretty awesome. Yeah, very good. Now what's the what's it say on the back of that?

J. Taylor 12:22
There's no world. There are only 6 million understandings.

Holland 12:29
nice. Okay.

B. Taylor 12:32
So mines a window. And so whenever I think about the wellness center, I think about it's one entity but it's slightly different to this, there's like two different iterations of the, everybody's trying to, you know, be healthy and help people and all that. There's like two different things. One is this physical place in the gym and the, you know, the trainers and the all the help that everybody does for the community. Other to the other side of that is the education and the, you know, the working with clients and the clinics and the, you know, the mass, getting the information out to the masses. And some the reason I chose the window was is because on that side, so on the clinic that Catherine talked about the DSMT and, and all of the education that we're trying to do. So I chose a window because it's, we're starting to see a little bit of light coming through a little bit lights coming through the window. There's more physicians that are kind of on board with doing different things. There's more and more people in general, there's more social media, there's a more regular media that you see that's kind of, you know, not just, you know, touting the same old tool, the same line and, the same old thing. So, like I said, chosen when it goes out there's a little bit of light shattering and that's positive That's encouraging so

Holland 14:01

it sounds like if I can rephrase this a little bit but it sounds like you're on a we're in a black box. Yeah,

B. Taylor 14:06

the room is very dark and break and it's cold and it's the you know, it's kind of crumbling a little bit this room is old, but the lights kind of coming in and so the room is 6/7 years worth of the same old you know, kind of whatever. And it can it can only be done by Big Pharma, big food and big medicine. And then this window is like there's light coming in. But the window is still closed. So it's like almost cracks in the paradigm.

Holland 14:39

New methods methods that is good job. He keeps you up at night. What's yours say on the back then? Yes, yes.

B. Taylor 14:56

A single candle can both defy and define the darkness.

Holland 15:01

All right, Cruz this next

Garfield 15:04

I have a tricycle So, okay, all right. This is for, like, the ideals that we have for the kids. You know, our ideas that we're coming up with, that we want to come up with. This is for the last five years I'm gonna have programs for kids and stuff like that. I'll believe it. Right I mean, I gotta get on board. I gotta get on track. I gotta get myself together to make this happen.

Holland 15:33

Okay, so inclusivity of of youth in five years.

Garfield 15:36

Okay, what do you want? Oh, that's great. All right, the back says ideal lies in used things.

Holland 15:43

Yeah.

Mauldin 15:45

Okay, left brain right brain you my left hand is in here. I did this opposite. I'm turning them over looking at the saying first. And, and that's why I was having such a hard time. Okay, a mind that is stretched by new experience can never go back to its old dimensions. So I'm thinking for me in the 60s, I'm in my 60s, my mind has really been stretched being on this team, because they're doing new and innovative things that I have never heard of. I mean, not including zoom. I mean, I learned how to zoom because of these. So I'm thinking my mind stretch, I want to say in five years, other people get the experience I've gotten so the brain with the lighting on it goes real good with that say, that was good. I'm thinking that's I did it backwards because right,

Holland 16:33

great statement of a man once said is that you can't unknow what you know. You just can't.

Mauldin 16:39

Yeah. And then this one, Helen Keller said alone, we can do so little. Together, we can do so much. And I'm thinking that's just what teamwork is, because, and the picture is very good because it's all these random parts. It's like the body of Christ. Everybody brings something to the table. And so that you know, I thought that was appropriate to go with the same. Sorry I did it backwards.

Holland 17:04

That's is what we're looking for. And that's what I want us to do as we start, this is just over the next 30 or 40 minutes is really thinking about 10 years down the road. 15 years down the road. All right? Like what? Let's take the organization out of this. Take the Wellness Center out of this, what we're about to experience here, okay, we talk about vision. This is something that you really you really talked about this yesterday that I can't get them to see, or I can't get them to think they think I'm weird. I think I'm off when I'm doing. I don't think they are seeing the vision. And whoever that is, you know, that was kind of the narrative that you say, I mean, we can take a vision and we can we can, we can recruit people, we can recruit members like what we're trying to do and say it very simplistically concise, you want to be inspirational, but it's got to be out there and it's not about the order. The debt has to be about the organization. It's about what you want the world to be, because this organization help do that. Does that make sense? I all this new paradigm that you're talking about, what is that trying to solve? Now, the Kennedy Center is just a piece of that. And we're going to get to the mission of this. But I want to push that away right now. And just think about, what are we trying to go to what's the utopia, and we want to put that we want to throw those words out there, we want to start categorizing that. And we want to put it in a place where it can be inspirational. It can be of course, future tense thinking about in the future, but what does that look like? Like if Catherine came in here today and said, Guys, we did it. It's time to go home and shut the doors and burn this facility because there's no need for us anymore. What is that, that we've solved? That makes sense? And that's what I wanted to talk about. Like, not about Don't think about the center anymore. Where what's what's that vision that you want to see? Basically, we're going to write up sales out of the job right now. But we're never going to because we're going to make this vision so untouchable that we're always going to have a job. So what would that look like to you? What are the what are the hopes your hopes in this world?

B. Taylor 19:29

Some way to make people step out of their current, wherever, wherever they are, to stand where they are in envision five years down the road, 10 years down the road, four years down the road, not just with them, but their kids and their spouses or their, you know, their their mothers. I think that is the hardest thing. If I think about the challenge, y'all probably know this, child. You know, is open his way to being a diabetic. Or it may take 50 years, but this guy was ready to step position and parents could just step in where they are in 2020 and 2013 2060. And that's the hardest thing to do is to look into the future. Firstly, bills, job, you know, house, stuff like that. I don't even know if that's the right answer, but that's it like that would if you get people to do that and see the effects of what they do now, you can you can shut the doors and turn the lights off.

Strider 20:40

Okay, I kind of had the same, not the same but similar. I know what to say. man would be acceptance of once you do what you say what you eat has that effect on the five, the 10. And if you can see that like, like having an acceptance on yourself that this is your like, I accept that that child that's going to be a diabetic is on me. So I accept the responsibility like you do it for the right now like you and we all do it like we're going through the motions of every day to our sales or our children or whatever but if you can see, you know, like, like I've got a grandson and Kenny is having a baby but even like in a year from now we can't see what that one year old is going to watch. And our role in that is everyday learning. What I new mom has to do the first week the first six months of first yeah yeah but but even taking it even further of our our individual roles, no matter what that is. It was our job as the mother as the sister as the aunt as the cousin as the input, you know, coworkers every day and we say you do exempting our own self, but also helping others to have that see that same acceptance as to what they're doing right now affects like he says that the child, even if you can accept the fact that that's all you induce be able to see it like he's saying, tangibly, he would. He would Didn't we would all do things differently.

Holland 22:25

So what I just heard is we envision a mind shift. It's kind of like when you said that I don't have the right word, but you're going to see a mind shift in a generation. Maybe it's the parents that can help we can help the generational mind shift. What you're saying, the adults and the children. So that's a generational thing. And look, I'm not we're doing this together to help me throw these words out, too. I'm just trying to synthesize it. But that's what I heard like a generational mind shift you envision a generational mind shift.

Mauldin 22:59

and To add to what they're saying with the mind shift. accomplishment is a big part. It's one thing for us to know the rules and teach them. But at some point, they have to take them up and accomplish the goal. So I think that that's got to be a part of the envisionment that we are talking about

Holland 23:23

when you say accomplishment, do you actually mean like goals? Or do you mean like empowerment, like for?

B. Taylor 23:29

Well, I'm just thinking what Brady is saying, if they're standing in their shoes and say that in 10 years, their child's going to be a diabetic, then what are they going to do about it, they've got to accomplish the steps to make a change. They need to realize or see the very tangible, visible accomplishments that they wouldn't make it a certain amount of year

Strider 23:56

and like you're saying it by saying and like handing over that has been accomplished to the so that the child at age five or wherever at 15 learn from the parent and is now accomplishing that same

Mauldin 24:09

right? Or are like that's as a team here, that can be our go to teach how to have that mind shift, right? And then what do you do about it? It's one thing you know if we all know the rules to losing weight, yeah, but do we all do it? Do we all you know just 100% of the time? No.

Holland 24:29

Let's go back to this for a second. Important but

Moring 24:33

when I think about like vision, I guess I'm thinking more like, like eradicating chronic disease or like empowering people to like education and empowerment to teach people how to accomplish those things. So like when you said like, you know, a vision of something that far reaching you'll see people vision statement saying like, we envision the diabetes free Mississippi or a you know, chronic disease free Tallahatchie county.

Holland 25:01

Yeah, and that's, that's where I'm trying to take us not only do some examples where I want to kind of move it up here, but we talk about, like, we envision a generational mind shift generation, much of that does what? You know, that's, that's kind of the micro, but what's I mean, we're gonna shift minds and we can look, we're gonna keep layering this for sure. Because if you look at like Teach for America, their their vision is one day all children in this nation will have the opportunity to attain an excellent education. You know, that was a very concise when he talked about diabetes. So that's where we wanted to go like, what's that utopia? place that once we have a generational match up, what does that do? Then what happens? Then? What's the vision?

Strider 25:45

The vision becomes bigger. I mean as far as the...

Holland 25:51

so that though that child that you're talking about, they get generation matchup, what's their world look like? What does that mean?

Garfield 25:58

A healthier world. Overall.

Holland 26:01

okay, a healthier, healthier world. So we envision a healthier world. Okay.

B. Taylor 26:08

A healthier world. And kinda get at this point. We envision a community or a world where preventable chronic disease is not rampant for us, not whatever other words, or it's whatever. No, that's, that's, that's like the hardest. That's the hardest thing is seeing people suffer with thinking that they don't want to suffer, we suffer we have. But as that mind shift kind of goes back there

that shift, don't have to be like this. This didn't have to be this way. It's just a shame that we get those people in 60/70

Strider 26:50

that are already set in their way

Garfield 26:51

I think people have tradition and are stuck in the tradition. They don't want to break out. And it just keeps it going. I don't want to take this away from my food source for my grandma, or my granddad was even, you know they're stuck in it.

Strider 27:21

Or say it runs in the family. You know my son has it or so

Garfield 27:26

Or my mom has it. I can't shake it. Well can if ya... did what you were supposed to do.

Holland 27:38

Just what it is what it is. Yeah, yeah.

B. Taylor 27:43

Wasn't it the mother that told the daughter, you know my mama was diabetic and I'm diabetic so you're just going to be diabetic too?

Holland 27:58

I want to start the list. Let's drill down questions that really can help us build this a little bit more. Okay, I believe I can, what is your vision currently? What's your current vision that you don't get the answer this one? Not Catherine. Do we know? What's the vision of this organization? I want to read it to you now and I want you to, I want you to say, Is this really what it is? Or is this where is it? Where's the limitations here, then we're gonna start we're gonna deconstruct it and then rebuild it back up. Okay, and you may stick with it. Our vision is to empower the tallahatchie County community to lead a happy and healthy life or to lead happy and healthy lives. Our vision is to empower the tallahatchie County community to lead happy and healthy lives. Okay. How are you affecting how are you doing that? You know, you're affecting health and health comes happiness. Are we accomplishing this vision?

Moring 29:00

With the people that we've touched

J. Taylor 29:03

with people that come here and that we say and you know, have these great outcomes and how much better they feel. It's like you know yesterday I had that conversation with Katherine over somebody called me at lunchtime. And the person younger than me does that with for just a couple hours, laid it all out there and has totally changed his life in like I didn't know I could do it this way, you know, as like, you've got your whole like ahead of you. Just keep going. And that's part of it is not only you know, the physical standpoint, but also an emotional and a man

standpoint of like, I am happy I am able to do things I'm able to get out of bed and and want to, you know, take on the world and he was thankful he wasn't laying on the couch not doing anything. So that's part of the part of what we do. Is get out there that has good emotional

Mauldin 29:57

I don't know if y'all noticed. I saw the same thing in Rainy. Rashard she started doing low carb and has lost weight, she is happy and friendly and confident. And as a result of her life change, and doing so it's obvious. Have y'all noticed that?

30:17

yeah.

Holland 30:19

So there's some accomplishments in this. That's why I think there's there's some strength in this. What are the what are their weaknesses in this statement? Where do you go?

B. Taylor 30:27

Hmm, I don't think I don't think. I think the Wellness Centers pad I mean, I think it's I think we're 20 levels above that.

Holland 30:36

Explain.

B. Taylor 30:38

Read it again.

Holland 30:39

Yeah. Our vision is to empower the tallahatchie County community to lead happy and healthy lives.

B. Taylor 30:44

Yeah, like leading. Like I almost think that some people's vision of healthy everybody's own vision of healthy is what it is. It's theirs. But some people's vision of healthy is not really healthy So look, I think we're to the point now, where we need to start fleshing out what healthy is, is, you know,

Strider 31:12

I like the statement i just think it's kind of vague,

Holland 31:15

and it's supposed to be very hard. So here's the, here's the elements of really a vision. One, its future tense. We're thinking, because I'm going to, and you had the perfect kind of image there. We're getting to earth like we're way out there. But we want to make it almost unattainable because we always want to get there. So it we're keywords like the mountaintop, one of mountaintop, it's inspirational. So the question is, is this inspirational? Okay, so those are kind of two real elements that we want to start with, you know, what's out there? Is it where like, when

this is over with, can we shut the doors? If that's the vision, because this is the vision like, you know, that you're going to be walking around talking to people about that. This is the statement. This is the mission today. like it used to be in the morning, like, why am I going to work? Because I have a vision to help Tallahatchie community, help people have healthy and happy lives. That's what we did. What does that mean? But we'll get to that next level with a mission. How did you do well through programs, unique programs, whatever. And we'll go into that, but like, that's kind of this is the catchphrase, it's always on the tip of tongue like saying 20 times a day we can run around the country doing stuff or whoever's doing it in a premier, you know, that's, that's what we're gonna do.

B. Taylor 32:30

Let me let me throw something out before I forget. Like I had in the statement, in help Tallahatchie county lead happy healthier lives. The reason why I say like 20 levels over this. Like my vision of that is to change the generational health of Tallahatchie, county people. That's hard to do with the 60 and 70 year olds that we meet you know, that really focus. I've got enough folks to know that we're repeating change generational wealth with those kids versus talking about the young parents and, you know,

Strider 32:55

Where they're taught wrong,

B. Taylor 33:12

yeah, yeah. But even so, I mean, like you, you can even affect so much more. Starting at a younger age, or starting at people that are taking care of younger age people, you can affect so many more lives generationally than that 60s, and that's, that's no fault of anybody. There's no fault of us or no fault of anybody in this room. It's just the way that it's turned out is that we're the people that are the people that have decided to change or to live healthier or be happier. They really only have the ability to affect their life. Just that person

Holland 33:57

I keep hearing that say when you said that gave me the vision is like It goes back to this generational change. We talked about youth. But if our if we envision a generational change in wellness and health, of course, it's gonna be in that generation that people look down. Now we can break that generation word down into programs. That's seven seniors, mid career and youth. And we're accomplishing our vision with these programs, which goes back, what Cruz says, I want to work on that youth part. So it still gives you the flexibility to link things to that vision. And that's kind of the idea here. We want to do in this timeframe. At the end of the day, look back we do the right way. We would take all of us to Wyoming, Montana for four days, and we would literally write a five page document on what our goals where we're going, where we're going. Because a lot of times we get envisioning, like that's a snippet of something it tells you this kind of inspires us. But a vivid vision is a five page document about I want us to be 100 million dollar organization in five years and here are the details of how we're going to get there. And when I hand that over to somebody, they can read it they go Damn, that's great. I'm with you. I'm on your page. But we don't have that time right now but this is what I want I want to I want you to see is when we talk about these words, how do we break those down? So I keep hearing this generational change? Yes,

Mauldin 35:22

I said I'm just thinking now my grandchildren your kids light years above where we were growing up as far as knowing about clean eating and knowing more think you know that they know more.

Strider 35:36

And so that's gonna transfer to their children because even they can even from Hannah Rose to Rowls Yeah, there's a 10 year gap. And because I i've been exposed to more knowing more right Rowls knows way more than so it's at an earlier age.

Mauldin 35:50

We just need to expand it.

Moring 35:54

What are your thoughts on like, nearly the narrow geographical reach of that Do you want to get tied into action County? Or is it more like individuals and communities?

Holland 36:09

I put right here is tallahatchie. County limiting or too broad? Is it limiting or too broad? And I'm spurring? Is it limiting? If you actually you're asking my thoughts, okay, I want to tell how to get on. And I say this from multiple strategic region reasons. If we're gonna, I think what you're probably gonna see is this broader connectivity, national connectivity, how this can be a player and changing a paradigm. And like, well, if I if you're sitting in San Francisco with me, and I'm a, you know, new, new athletic company, and I'm worried about health. What Why Why does Tallahatchie county I would like to see this be a springboard that could change things in multiple regions. So that's something I think I'm gonna lay back on you. What do y'all think about that? Yeah. Because this is your world I get to leave tomorrow and I write this stuff up and do stay with you guys. But you got to live this. Yeah. So what do you think it is about tallahatchie County?

B. Taylor 37:14

Because Tallahatchie county is so unhealthy. And that's where you came in, identified all that. Set all this up, the focus was, you can't fix work, you can't fix your own health, you know?

Moring 37:32

In our infancy, you know, we think back to like Mr. Kennedy. Like he wanted to help Tallahatchie county. So that was our focus. And but it's now like, you know, you have this infant, it's now it's a toddler. And, you know, especially with telehealth, and we teach somebody something and you're good example is, you know, Mary Ashley, in Hernando, she's doesn't live here but she's learned from her parents stuff they learned from us. And so it's like, each one teach one kind of idea. And we've done programming where we have hired people when we do it online from other places. So I would say, I think it's I think it's limiting. Hmm, more than it's broad, but I can see both because in one sense we really operate in Charleston. We do see the county for sure. But

Holland 38:22

well, you could have, it could be your headquarters.

Moring 38:24

tie yourself in like, is it? Is it necessary for us to have Tallahatchie county? We know that's our main focus area to we're gonna see coming through the doors. But is that the limit?

B. Taylor 38:37

Could you say without saying, if you say our neighbors at home and abroad around neighbors across the world or across the nation or in the hometown part of, you know, these people they say, you know, you want to keep that what you want to limit yourself? Yeah, there's a way to say it without saying Tallahatchie county.

Holland 38:55

we say individuals, communities, networks, I mean, there's a lot of words here. And that's not what we want to do here. We want to understand what we're where we want to go with it because we'll go back wordsmith multiple missions and then come back and deliver them and say, Okay, now Is this what you want is what you need. But that's exactly right. So what we want to know here is, do you feel like it's limiting? And I think that's what I'm hearing. Yeah, it is. Because if you're going to be I mean, the the question, my question is, again, is, if you just focus on Tallahassee County, is it going to be able to give the vision of profitability in the future? Is there enough resources here to make this place profitable? And if not, then do you do you focus here you have programs here, you model program pilot here, but also you're building regionally statewide, Southeast region, nationally? How do you envision being the south, the leading South East Wellness Center in the nation, I mean, in the leading Wellness Center in the southeast, I mean, how cool that is, you Pick up articles and journals. But this place in Tallahatchie county, like rockin this whole thing. And that is that how you envision this organization? I mean, so that that's that's the part of if we're if we're getting to that level and changing our your mindsets mindsets of where this can be, then our vision of the world has to change. So what what's the impact Are you What's the utopia

B. Taylor 40:25

in my couple of words might have long term care. And there there's a concept of long term care called the greenhouse facility. It's totally different than a revenue personnel. It's more setup like how anyway, long story short it is. It is revolutionary. It's so out of the norm that like it's just now getting to Mississippi and so there are a couple of these greenhouse facilities in Mississippi. But if your towns writes articles on I mean, it's unbelievable the the the Exposure these people give for having having this type of care for the elderly, that's going to ask for the center's like, this is like this green house, kind of like what we're looking for this new thing that gets given exposure regionally or nationally or whoever calls off the results that it gets from clients and that's national exposure

Holland 41:26

worldwide. Okay. Well, I hesitate saying things sometimes because it's like, I'm connected to this whole vision and idea and you guys, it's like, I don't need to bias this, but it's almost, I feel like radical things we've got to start here to reverberate because, and this is not just the Wellness

Center. This is called our state and our culture and it's like, here what's coming out in Mississippi. Like, right now. I see this places it's stable. He's got a good foundation, he's got a great sponsor, I swing for the fences, swing for the fences, if that's what you want to do, but that's when I look at this. I'm like, holy crap, like, this is opportunities for Grand Slam and you're gonna strike out on some things. But you have so much stability. It's not like you're in. That's what I see this right now, what a unique situation you guys are in to just potentially do that. So I guess so I see that our vision is to empower talent accounting. Our vision is to empower people, communities, individuals like that. I see that changing. My question is what loved one do you feel like that should change?

Moring 42:46

individuals like maybe individuals or families or families, community health, Community Health different statistics.

Holland 43:04

That's what we're trying to get into that. I mean, you know, you look at other ones, and it's very simplistic and life is good. That whole brand is to spread optimism. Pretty vague. But that's what they're trying to do. Here you're trying to do envision is empowering the word we want to use. You know,

Moring 43:27

I don't think Nancy likes that word.

Holland 43:30

You don't?

Moring 43:33

Yeah, kind of like right here. Like, what is it? What does that even mean? I love the word empowerment.

Holland 43:38

I put on here what power means? That's why I'm deconstructing this. Yeah.

Mauldin 43:44

Well, what would be a better word, I think it's a good word.

Moring 43:48

I just think she thinks for people, especially if like they can't thing like that. More rural. She likes to think about like, Empowers a word it's like more, like upper level, I guess?

Mauldin 44:09

What word would she suggest?

Moring 44:12

No, she didn't. This was just like when we were doing our brochure. She's like, what does that even mean? But I think it's like, you know, you're enabling educating. Yeah. Maybe it would be.

Holland 44:32

That's a dependency word that puts you guys to empower means I have the power like, I don't need I envision to empower. Well, you know, empowerment to me, if I'm in power. I don't need the Kennedy center anymore. But you changed my life. You get so I'm a fan. But I'm just saying like, what do you feel like that?

Mauldin 44:57

I said maybe enable.

B. Taylor 45:00

See when I hear enable, I think about somebody who is broken down. Okay. And we're, we're, you know, yeah.

Strider 45:13

Yeah. When I think of the word enable I think of enablers on so, yeah.

Holland 45:18

There's a negative connotation with that word in the last few decades. And I'm like, yeah. Okay, and the empowers fine I just want us to understand like, that sounds like you guys like that. Remember, this is your vision. You know, this is, I don't know, Nancy, but Nancy isn't going to run around with this thing. You know, up and write down. And right now we want to think big picture, right? Our vision is to empower we envision Okay, our vision is to empower. Let's go back to this who we serve. Who are you serving? You're serving more than tallahatchie County. Yeah, yeah. The region the state, what do you what do you envision? This isn't just now even within five years now, who do you want to serve?

Mauldin 46:08

Well, I mean, with the telecommunication when it's far reaching, right, we can go outside the word. I mean, outside the country. If they need

Moring 46:21

I'm trying to think of a word that's like, not like, like, empower Mississippians, but then you're still limiting, like, empower humans empower individuals. Yeah. And individuals like empower those in chronic disease, but then you're not just the target, either.

Holland 46:38

Yeah, we're gonna we're gonna move that down. But But individuals, I mean, y'all, this work works on an individual basis, right? I mean, just one on one stuff. And we're sitting here working on a group level now, but most of the time your work is individualistic, right?

Moring 46:55

Ben and I talk a lot about that. Okay, elaborate. It's about like, Like, I want to save the world. And it gets me like, very like in this place of like, unreasonable, unrealistic, like I'm overwhelmed. It's like, right, sometimes just one person, like, start with one person that comes in

your office or the person at the gas station that you smile at, like, doesn't have to be this like grand answer just kind of going like that too. Sometimes out has as much impact or more than

Holland 47:28

I want to just say this out here. Y'all look, criticize me. Okay. But how do we make individuals inclusive to the, everybody? Our vision is to empower all individuals.

47:44

That's good

Holland 47:45

Our vision. Our vision is to empower all individually that makes you global. Potentially global. And again, we're thinking audacious here, our vision. Just cause Tallahatchie county doesn't mean anything. We can take this program And we can set it in Peru. You got connections there? Yeah. I mean, it works. You know, we know there's nothing.

B. Taylor 48:08

So listen to this empower, just empower all individuals. To me that that's real raw, you know, I mean that which is good. Almost more specific, broadly specific. Yep, that's a, empower every individual. And so every individual is me all individuals are us. I like every, every, every. I like

Strider 48:33

Every makes it makes it everyone. to just say all you're not really included or you don't. You can feel like you're not included but every is saying Oh, that's, that's pulling me towards that.

Holland 48:45

Yeah, people can see that people can feel that. When you say Yeah, all right. So our vision is to empower every individual to do what else move to that. To do what? What do you want what problem are we solving here? What your what's your existence for in this space?

Moring 49:19

Oh, like you know thinking like that kind of like eliminate unnecessary suffering or eradicate

Mauldin 49:30

optic, thinking it was only a

Moring 49:34

change change

B. Taylor 49:37

Change their help general generationally change they're like no. Like I just keep thinking about, you know one person, every individual is one person. You want that one person. What do you say each one teach one? Yeah like every person Every individual is having the power to change their family change generations change more and more people down the road. I don't mean to say that without commas and semicolons.

Holland 50:11

Well, we're gonna we're gonna work this through. So what we're doing here is to figure that out how it work in generations. Okay? So just just stand on this it was our vision is to empower every individual to

Strider 50:23

I keep wanting to throw the word of equip like to equip somebody how it is,

Mauldin 50:31

instead of empowering?

Strider 50:33

Well, I mean, I don't know I just but like, like, if I'm helping you, I'm equipping you now with the skills, the knowledge, the education so that you can now do it yourself. So goes along with empowerment. That is,

Holland 50:46

that's what we do. Now. Let's go on the kind of the mission.

Mauldin 50:50

Nancy didn't like optimal?

Moring 50:51

We had optimal wellness in something, and she was like, it's even mean to have. Yeah, yeah.

Holland 50:58

journey towards optimum wellness?

Moring 51:00

That was like our tagline for a while and there was optimal wellness. What does that mean? It means like your, your optimal like your, you know,

Mauldin 51:10

that's obvious to me.

Holland 51:20

I like that too. I think we work with, you needed to have it. We didn't have a clear answer to that, right? That's all it is.

Moring 51:27

And like if somebody, you know, sees our vision is, you know, empower every individual to lead up, you know, reach out to wellness or wellness. Could they grasp? Does everybody understand what we mean by that?

Holland 51:41

And if they don't, when they ask the question, how do you do that? And what does that mean? And how do you do that? When you can answer those two questions. you're developing a strategic plan, like that, and then it's short. That's your three minute elevator speech. This is what we want to do. Because I want to give you \$100,000 to invest, I want to sponsor that. I want to sponsor you down there. But I need to know how you achieve because I believe that too. I believe in that tagline. I want that, you know, I want clean energy, I want us to go to Mars, I want to invest that, but how are we going to do it? And what does it mean when we get there? Does that make sense? And that's what we're trying to fill in the space. So I'm okay with you guys throwing out these words and identifying but as we build this, we want to understand those how and what is what does that mean? So if we put that down, optimal wellness, change, generational health, optimal wellness.

Mauldin 52:40

Since we're called a wellness center, that word seems like it needs to be in there somewhere. wellness,

Holland 52:47

Seems like it. If that's what you're trying to do, yeah, and is wellness all encompassing? and is wellness, because wellness.

B. Taylor 52:56

Wellness is broader than health.

Strider 52:59

Yeah, I mean it goes back to what she says with like starting right here it's the explanation of what what wellness actually means. It's not just not just

Moring 53:15

we're not, you know, we can do what we want to do.

Strider 53:19

But when you say wellness, living in a rural area like this is that word defined? Like what does that

Moring 53:29

mean Colorado obviously I told somebody in Colorado a few years ago how to wellness and they're like, I didn't know pot was legal in Mississippi. It was like in Colorado wellness centers are marijuana distributors

Holland 54:06

To empower every individual to... we're solving well, was it lead or which leading you said achieve? Attain? Realize? attain is? Yeah, it's a goal. It's just that I really like that because it is reachable like there. We're always reaching for it, and it doesn't stop. What does that mean? Like when I get to this level I need to attain the next level if you're really into it, you know, so would we say innovated to attain? Yeah, but that there, again, it's just to attain what are we trying to do? Is it an optimal wellness.

J. Taylor 54:49

I like optimal, but I think just attain wellness?

Mauldin 54:55

Well, who don't know what optimal means? That's obvious, the best you can be. Optimal.

Moring 55:01

Lower literacy. I took a health literacy course once and you'd be really shocked at the words that aren't that aren't understood by the majority of the words to southerners, Mississippians, United States citizens.

Holland 55:17

Alright, so this word was what's another word for optimal just to think through

Moring 55:21

I'm not saying we can't use it I'm just saying

Holland 55:23

and we're not saying this is the concrete when we're just building

Mauldin 55:27

Well put blank wellness.

Holland 55:29

Okay, let's do that. So wellness was there. Look we've achieved already here because we've we've taken from Tallahatchie county. So that's, that's a great thing. Or at least attain. Our vision is to empower every individual to attain blank wellness

B. Taylor 55:45

ideal?

Moring 55:46

Oh I like that.

Mauldin 55:52

But ideal is like an ideal and it's like not attainable.

Strider 55:58

I think my ideal situation is Its not like I don't like the word like I like the word

Moring 56:06

have somebody like most of us all of us really who you know can reach this certain level of bonus versus like some of our clients who they're just trying to get their A1C under 10 and for them ideal is like getting off their insulin

B. Taylor 56:20

Optimal is not achievable probably for them.

Mauldin 56:23

Well, that's a good point. Yeah.

Holland 56:28

Ideal attain ideal. Pull up ideal. who's got a. Pull up the ideal definition?

Mauldin 56:35

definition?

Holland 56:36

Yeah, let's just think through that for a second.

Moring 56:39

satisfying one's conception of what is perfect, most suitable, existing only in the imagination desirable or perfect, but not likely to become a reality. A person or thing is regarded as a perfect perfection, supreme, absolute, unattainable, impracticable and not feasible.

Holland 57:05

Just put ideal there. And let's just draw a line under it Well, you think that too much. I heard a hmm. What was that?

Strider 57:12

Well, it's got that you're throwing some similar words in there of unattainable unachievable. is that we want to reflect?

Holland 57:21

We really, do you always want to have a job?

J. Taylor 57:25

Yes

Holland 57:26

You said Yeah. That's what this is, is a vision we're going to bring, we can get to the moon there, but it's so far. It's always going to be out there. It's going to keep moving. Our vision is to empower every individual to attain ideal wellness. Would you put that on a T shirt and wear it? Then you have a vision statement. I'm not saying that's it. But that's good. That's that's

Moring 57:49

So if you look up synonyms for ideal. It's excellent fitting, quintessential, optimal. There you go. Very good. It works.

Holland 58:05

I mean, does that does that give you chills? Does that give you inspiration? Does that give you damn? Let's go. I'm or

Strider 58:14

you can read that and and that's, that's a fit for everybody should like like you said if it's A1C or if it's I'm trying to lose 30 pounds, or it's lower blood pressure

B. Taylor 58:26

should there be something between obtain and ideal? I mean is it Our ideal their ideal? Corporate ideal?

Holland 58:37

personal? See I felt I felt a personal connection on that connected with it. When you read that I was like, That's mine. Yours is different than mine. But that's again,

B. Taylor 58:47

every individual to attain their ideal wellness.

Moring 58:53

I think that when you put their like if someone's reading it that their is somebody else

Holland 59:04

Well, whoa, all right, let's think

Mauldin 59:07

I think it's too many words

Holland 59:09

your if we put your see this individual, I'm just thinking about this vision, does that take it down back to the macro to the micro level and like would it, I want my community. I want to host my community to be a part of this, and you're working at your but attain ideal wellness. Does that limit us? I'm just asking.

Strider 59:27

I think that includes everybody.

Holland 59:30

That includes everybody.

Strider 59:31

Yes. And like I said, My ideal wellness how I feel what I'm eating, and bringing it back to my house is gonna be different than yours or yours or your A1C or your but but I'm included in that. Yeah.

Holland 59:43

So let's just think through this. To empower everyone to empower every individual. My question is, how do we do that? How are we empowering, education? programming, so we can answer that question. All right.

B. Taylor 59:56

Is that would that be part of the vision statement?

Holland 59:58

Yeah, we're gonna move that yes.

B. Taylor 1:00:00

through something.

Holland 1:00:02

We're gonna break that down. Yeah, so it attains? We're gonna get to transition, we're gonna transition in that, but I just want to make sure we connected everything should be connected to this, like all the way to when that when a customer walks in the door client walks in the door, you should be able to walk them through all the way back up to this business statement. This is what we're doing. And then you can take this same vision statement and sell it to sponsors, you can take this vision statement sell it to doctors, with everybody you talk to this statement should be able to connect back up, because that's what you're doing every day is to empower every individual to attain ideal wellness. And that's our why. As part of our Why don't or at least what we're trying to accomplish.

J. Taylor 1:00:48

And our elevator speech?

Holland 1:00:49

Yeah, a part of it. I mean, that is okay, is it is this obtainable? Can we accomplish this? Yes or no? We want to. with that right there keeps that's where it can so you're Can we do that for 9 million people now? But that's fine that maybe we have a job like that's why this every is very important. I think that that there are there is key to this thing. We can do it individualistically and that's what we want.

B. Taylor 1:01:19

Is attain a finality? Is attained a final?

Mauldin 1:01:25

Attain and maintain?

Holland 1:01:27

I think attain is a progress to deal with we is that is that's the profession. Ideals always a chasing.

B. Taylor 1:01:36

That's that's what I would want to convey to you that would be that there's no point in which you're saying all right you're done

Holland 1:01:44

and by the way, we're going to hack this out right here more than any other person or people will ever, but the thing is we do it because then we can we have come commonality in spreading this word. I mean, that's the thing is can it fit on a T shirt And that that's why you want to see it's just like this quick, concise. Would you wear it on a T shirt with people connect with it resonate with it in a again now now what I would love to do is send you guys to Montana and build a four page document behind this

Mauldin 1:02:16

keep talking about that let's do it

Holland 1:02:19

It's up to them so just go home and like like because of vivid vision is where we go to the details of really achieving this. We're going to talk about the mission here, what we do, and how we how we get to this. But really building that out. Like that's a vivid vision, but that's not what we're doing here. But this is just one example what was stuck with me. We can build more. That's it if you see a different vision.

Mauldin 1:02:47

Is the vision the same is the mission statement?

Holland 1:02:49

No ma'am. We're gonna spend an hour on mission statement. Yeah. Yeah. This is where this is. This is our utopia. This is where we will shut the doors when every individual attains ideal wellness. That's when we shut the doors. That's your vision. That's what you that's what you're trying to accomplish every day. Now, the question next is, what are you doing to do that? How do you do it? And that's where the mission comes in. And we'll go through that. Tell me your gut on that.

Mauldin 1:03:22

Okay, I like it a lot.

Strider 1:03:24

I like it because it includes everybody and it's when I read it, I don't feel like I can't. That's not me or I'm not invited to that party. Like, I mean, like yeah, I feel like it's, whatever level I'm at. I can always do better. So wherever I am, in that level, like you said, if it's somebody that's a child or their A1C or it's someone's gonna be in a bodybuilding competition or you know, whatever the you're trying to recovering from an you know, an accident or physical therapy and you're trying to get stronger and whenever that is getting you up, and with tools that we have here. education to trainers to wherever with our help I can get, I can climb up a little higher

Holland 1:03:56

you take you teach classes, right? You teach exercise classes. Would you use that language in your exercise class? Like, let's go ideal wellness, like we're trying to get.

Strider 1:04:20

But yeah.

B. Taylor 1:04:22

Like, talking about being on an elevator, I almost see, you say that sentence with a period and you don't even stop talking. Literally you go right into the individual ideal and wellness, those three things, you know, you know, workout of those, those three things that you want to kind of hash out, you almost say that sentence with one tone. And then you start your second sentence with a different tone, you know, almost like it's the the build up to it. What what it really is you're trying to say. This is it. But here's, here's, here's why I'm talking to you.

Mauldin 1:05:02

And I can see Barbara I can see us using that with our pickers. We do a speech to the folks that come to pick but that'd be easy to add and explain why we do the program

Holland 1:05:14

This is what you do. This is what you're seeing every day. This is our vision. This is where we're going to empower every individual to attain ideal wellness.

Strider 1:05:27

And it's easy to read, it's easy to understand it's easy to comprehend.

Holland 1:05:31

But here's the thing about like, what will we will put this in a document, Catherine, you can six months from now three months name right now, that's not it, what we wind up with. These are your words. These are your words. Like this is a so that's really what I want to make sure that we really understand if you want to adopt it if you want to change it.

Moring 1:05:53

I think me I like it because it like we're before it's like to lead healthy, healthy, happy and healthy lives like that encompasses because we talked about wellness as a broader term. And in order to attain ideal wellness, you're gonna have to lead a healthier life.

Holland 1:06:10

And I'll always look at wellness. And again, we can go back and dive into a little bit of academic literature. But I've always viewed wellness as broad perspective where that could use a little bit of traditional paradigms, but it's also moving into that new paradigm of what we're gonna do.

B. Taylor 1:06:26

Now, do you think, do you think it needs more? something else? I mean, he said, Here's your vision vision statement.

Moring 1:06:43

like diabetes collision is like, a diabetes free tomorrow. So I mean, yeah, the mission is where you can get into and

Holland 1:06:54

yeah, that's where we'll break that down and when you can, we'll we'll do this One second break, how about that? Break, come back. But if this isn't the end of the day, what what we have identified here by deconstructing the one that you have is that you're wanting something broader. And I think to, to achieve goals, it's got to be broader, especially the goals. They're wanting to achieve

Moring 1:07:29

And I've emailed you opportunities, like, I got this email yesterday from the Academy was like, are you doing research and diabetes? And I was like Yes, but we're not doing it at the level of caliber that we need to be. And I think that's a huge opportunity for us to really capture our data, probably hire an outside evaluator, you know, run some analytics on it so that we know. What's our What are we really doing?

Holland 1:07:57

Yeah, in it part of the strategic plan to set up the PhD residency program that cost you nothing. Have 6 of them out here just geeking out all day long. All right, let's take a break. Good work, excellent work. That's what we want to look at trying to develop here. And that's where we might use the word to empower in this statement here. Okay. So yeah, that's the main part before empowerment. Yeah. So our question is, when it comes to this when we're looking at mission statements, the reason for us being here, okay. I mean, what how are we doing this and overarching statement why we exist? Because that's just our vision. We can accomplish this vision with other roadmaps, right? We can do it with pharmaceutical naming. So by ignoring that, Now that's their roadmap, Big Pharma can achieve that with their roadmap. We're saying no, this is our ideal vision. And this is our roadmap for our organization. And that's what we're trying to communicate this next statement. Okay, you can have multiple sentences, we can build this out as far as we want to. But we want it to be memorable. But we want to have some components in order to be original hope is a foundational change in this. I think this is where we get to the generational stuff. All right. And so that's that's the things we'll look at when it comes to this mission statement. So think about this. And by the way, when we think about this, that statements for the everybody outside this organization, that's what we run around sell to the world. It's an external statement, because we're trying to give the vision we'll take this to banker, sponsors, customers, anybody. The mission statement is for you guys, okay? It doesn't mean we're not going to communicate it to everyone, but it really that's what We're trying to achieve, but when we get up every day to come to the office, this is what we're doing to achieve that. Okay, so this statement might have something about programs and I mean, some stuff education would, I don't know, we'll get to that process. So let's really think about this right now. Currently, you're well, your mission statement is at the James C Kennedy Wellness Center, our mission is to empower. So you want to put that out. Because now that's an action. We want to empower. That's something that we can do to empower our community and members to lead healthy and happy lives by teaching them wellness, nutrition, education and self care. We view wellness as a journey rather than a destination. So whether you whether you're looking to move around a bit more socialized, learn new healthy eating habits or make a lifestyle change. We're here to help you. Does that memorable

Moring 1:10:57

the brochure says to empower Tallahatchie community to lead healthy, happy lives by educating and inspiring through an array of programs, services and resources.

Holland 1:11:06

Okay, so that's different.

Moring 1:11:08

I think that's on the website. Okay. Yeah,

Holland 1:11:11

I think you're right. Okay, so let's get read yours again,

Moring 1:11:15

to empower the tallahatchie county community to lead him to healthy and happy lives by educating and inspiring through an array of programs, services and resources.

Holland 1:11:26

All right, what's limiting about that? So, Alright, so, but we still like to empower everybody likes to empower. Our mission is to empower I think we're stuck with that. But that moves to our mission statement. So let's do that to empower. And we can connect this up like this. That's what that's where we see the connectivity to empower every individual that can bring the vision in there. Not that we have to, but now how to do it and Catherine the more you read that like that, that read those last two phrases again after Tallahatchie county,

Moring 1:12:05

to lead healthy and happy lives by educating and inspiring through an array of programs, services and resources.

Holland 1:12:14

healthy and happy is out of our vision, we want them to be ideal wellness. Our mission is to

Moring 1:12:23

attain ideal wellness by educating and inspiring through an array of programs, services, and resources

Holland 1:12:33

that's not bad. But I mean we let that's a good starting place. Just write that up just right. We got to read again since I don't have it on here. I don't know why i do not have this.

Griggs 1:12:42

That's what she sent in the email.

Holland 1:12:43

We have that. Yeah.

Moring 1:12:45

Yeah, that's on the website. To lead healthy and happy lives by educating and inspiring through an array of programs, services and resources.

Holland 1:13:45

This matches I think what you guys are talking about. This matches a lot of what we're wanting to discuss. That I think is running away from what we're, yeah, we've moved. So I'm almost, do we mix that? Do we strike to lead happier, healthier lives? does that fit in our vision? Is this does this roadmap get us to there? Okay, that's what I'm asking here. All right. We know the county was limiting now to empower. Individually, every individual. Okay. What we're trying to empower, it's just rephrasing this. Okay, because here's the here's the question. That's our lead in, to empower every individual our mission is to empower every individual. We're there every individual by educating inspiring through an array of programs, services and resources? Do we put wellness in there anywhere

Strider 1:14:47

and we made something empower every individual to do what

Mauldin 1:14:54

achieve ideal wellness

Holland 1:15:04

To empower every individual to attain ideal wellness. So our mission has our vision in it. And now you're telling here's the roadmap. Our mission, and we can rephrase this, because at the end of the day we talked about this is good, but at the end of the day will be the well, how do you do that? Well, by educating inspiring them to program services and resources, like I can really cut this out and still drop that line. Okay, what type of services what type of resources, what types of programs? Now, let's see how we're leveling this down. And we have a message. Okay. But the question is, this is your statement. Right? This is your internal statement that you can utilize, but every day you got to think oh, this is my this is my why. This is this is what I'm doing every day. I'm getting up every day to empower individuals to attain ideal wellness. By educating and inspire them through your program, your program your service, and these resources. Is resources the right word?

Moring 1:16:08

is inspiring?

Mauldin 1:16:18

I think equipping.

Moring 1:16:20

I like it.

Strider 1:16:22

Because Because a clipping it's like if I'm inspiring you, I'm gonna stop sitting here trying to talk to you. It's like, wanting you to do what I'm doing. But if I'm equipping you, I'm in there with

you, showing them to you like it's more I'm more involved with you than just telling me what you should do to inspire you. I'm equipping you I'm doing it with you.

Mauldin 1:16:41

You're the tools. Yeah.

Holland 1:16:44

Just to lay this out. Can we say by educating, equipping, and inspire. But do we just don't like inspire?

Moring 1:16:50

No actually I like inspire, just

B. Taylor 1:16:52

Give someone urge or ability to do or feel something, especially to do something creative, but inspire is. I love the definition of it. I like it a lot.

Holland 1:17:08

So So here are the three or four elements that we want to really kind of find out here. What do we do? how we do it? So the how and there? Is there, right? Who do we do it for? It's in there. And what value do we bring to the tables? So there's a value we need, we might want to look and see if that's in there. So the what is through programs, or the how is what are we doing? We're empowering. We've got that. Then we've got who, every individual. There's your value right there. Ideal. That's a value. And how we doing this? By educating and inspiring and equipping through an array of program services resources.

Strider 1:18:00

Right, is there another word for resources?

Holland 1:18:04

Yes.

Strider 1:18:08

Like are

Mauldin 1:18:15

Tools

Holland 1:18:16

tools equipping using tools, programs services and tools, tools maybe super all? Yeah, we can we can say an array of tools Again it's your mission statement. You got to get up out of bed you got to think was what I'm doing.

Mauldin 1:18:37

Are we gonna keep inspiring in there? Equipping and inspiring?

Moring 1:18:42

Events maybe?

Holland 1:18:42

That's y'all's decision. What'd you say?

Moring 1:18:42

Events. We have a lot of events.

B. Taylor 1:18:49

Events.

Holland 1:18:50

Would that be programs or service programs?

Mauldin 1:18:57

The health fairs an event.

Moring 1:18:58

Programs and services.

Holland 1:19:02

Educating and equipping

Strider 1:19:08

and that doesn't need to be too wordy but like if it's somebody right out of the gate, This is all brand new. I don't know if this is. You say programs, services and resources.

Holland 1:19:26

This is, the audience's you. This is like when I wear this when I say Brady, what do you do? You read that? This is the my mission every day is to impact like, you don't have to say it. Does it does it fit everything? I mean, when you all retire, your legacy is going to be what this is what or when you have when you hand over a program is my like, by the way, this is what we're doing the program details of this but the details, do this every day, fits in this, which gives us a roadmap to achieve that. It may not be for us. I'm just wanting to deconstruct this and reconstruct it. This is for you. like at the end of the day like program services and resources. Does that need a qualifier or an adjective?

Mauldin 1:20:24

So that's where it's leading me like

B. Taylor 1:20:26

Yeah, I mean, like if we're the audience making

Strider 1:20:34

inspiring programs take inspiring down

B. Taylor 1:20:38
services and resources for inspiring others.

Holland 1:20:42
I like that

B. Taylor 1:20:42
service. Like, I like the word inspire

Mauldin 1:20:45
and then move it down and it would not be so wordy at the top

Holland 1:20:49
but educating and equipping

Strider 1:20:52
because they are inspiring programs

Holland 1:20:55
Yeah. And that good look and that makes you that makes honestly this is a mechanism You can be held accountable for how's your program? Good? Is it? Is it inspiring? Ah,

Strider 1:21:07
it's one of those words it's just like a kind of the word like the man it needs an adjective in front of it

Holland 1:21:17
in front of programs?

Strider 1:21:19
program resources and services, I don't get real excited about that.

Holland 1:21:22
Okay, does inspiring program? inspiring programs and services?

Strider 1:21:29
Because I was just thinking this in my mind and I know educating is already up there. But like, if I was saying that to myself, and like wanting to promote that and feeling good about what we're doing, and I'm not taking away the word inspiring when we added that I was, I was trying to think of like, of like, fitness programs, educating services, like I wanted each thing to have a more of a Wow, wow factor in front of each word as to specifically what we're doing in each of those groupings.

B. Taylor 1:21:58

Like what about inspiring programs cutting edge services but some of, is that kind of what you're saying?

Strider 1:22:06

Yeah it's needs a little bit of

B. Taylor 1:22:09

you can't get too specific with fitness services

Strider 1:22:13

but there's needs to be like a like when I say program what the hell do I mean yeah you know I got an educational program fitness but it like it just needs like inspiring is a perfect fit for programs because that opens up the door for the the fitness programs, the educational programs, the diabetes classe. They're all inspiring but each each word needs a what you mean by that word,

B. Taylor 1:22:36

like educational programs inspiring.

Strider 1:22:41

I still like inspiring by programs because the programs do that

Holland 1:22:46

Does this? Does that does that resonate anything for you? Resources?

J. Taylor 1:22:51

I keep looking at I'm trying to think of something different.

Holland 1:22:54

When I see it I just think of admin

Moring 1:22:56

I think we need a word that encompasses like the work that Jennifer and I do like counseling. Educating.

Strider 1:23:06

Because what y'all do is not considered a service. Like it needs to be a better, like you provide that service. But that's not what y'all are really like. It's deeper than that. But you need a word for it. Yeah, keep

Holland 1:23:18

inspiring programs and innovative services?

Moring 1:23:23

Maybe like patient-centered, client-centered, person-centered?

B. Taylor 1:23:31
Yeah person-centered

Holland 1:23:38
They'll be here. By educating and inspiring, educate and equipping, equipping through an array of inspiring programs and person-centered services?

B. Taylor 1:23:50
inspiring programs, person-centered services and

Holland 1:23:58
dynamic resources.

Mauldin 1:24:01
I like innovative

Moring 1:24:03
maybe amenities is a better word. Resources, I think we were trying to encompass like the fitness through the fitness on demand, the playground, lots of resources The walking path.

Holland 1:24:16
I think you've got it I think you're onto something. innovative amenities? I don't know why innovative popped into my head. I do like I do like amenities more than better than resources
hmm

Mauldin 1:24:32
State of the art amenities.

Holland 1:24:36
This is this is what you're doing.

Mauldin 1:24:39
Are we state of the art? State of the art amenities?

Holland 1:24:43
You know what that's really good.

J. Taylor 1:24:47
I think so because when people come in and are like, oh my gosh.

Holland 1:24:50
I mean I'm picking on Neely right now. She pulled up she, what did you say when you got here?
Like what this is right here?

Griggs 1:24:55
Yeah, I was very impressed.

Holland 1:24:57

Yeah. Our mission is to inspire every individual to attain ideal wellness by educating and equipping through an array of inspiring programs, person-centered centered services and state of the art amenities.

Mauldin 1:25:14

looking better, pretty good

Holland 1:25:21

yeah, that's what we're here for is it look nothing wrong and there's nothing wrong here.

Strider 1:25:31

Like you're inspiring word or equipping

B. Taylor 1:25:33

inspiring programs, I love.

Holland 1:25:36

Is equipping and education the same thing?

B. Taylor 1:25:39

Educating. Like equipping, that's what I'm saying we don't give them a physical equipment. We don't really, you know, there's there's nothing tangible that we're giving them besides education knowledge. Tools, when you say equipping it's almost like equipping needs to be explained more. Or if you're gonna put it in.

Mauldin 1:26:05

What if we just drop it?

Strider 1:26:07

like, well, we'll see what about, like, again, there's no right or wrong. I think I would be more impressed if you came to me and talk to me. And you were trying to inspire me which I like both words and I like them in different places. But me like talking somebody but inspiring them by saying and my actions and my words and I'm going to inspire you to do this or it. But if I'm, if I'm saying we're going to equip you with what you need, the knowledge you need. I feel like you're right there with me doing it along with me. You're not just trying to tell me how to do it.

Moring 1:26:43

Or maybe we move empower and we say like to Help every individual something besides help, to something every individual to attain ideal wellness by educating and empowering through blah blah

B. Taylor 1:26:59

What'd you say? Help?

Moring 1:27:01
Help every individual or to guide

Mauldin 1:27:04
Guides a good word.

Moring 1:27:06
Assist and

B. Taylor 1:27:09
support

Moring 1:27:11
to support individuals and support

Holland 1:27:15
Support every individual to attain ideal wellness to to guide. Yeah, we're getting there. This is good. This is really good. We'll keep throwing things out there. We got our support every individual I think that's the key every individual

Strider 1:27:36
I like the word support. Support stands out to me.

Mauldin 1:27:38
It's almost like we need a how in there.

Holland 1:27:42
Just how are you doing is right here.

Mauldin 1:27:45
But I mean the word to support every individual to attain how to attain. It seems like something that something doesn't read right or about to to support every individual to attain

Holland 1:28:02
Remember, this is your the audience. So you're saying that for how to how to attain to a

Mauldin 1:28:09
How's not word, it's just like Empower works in that first phrase,

Holland 1:28:17
gotcha. But support support needs.

Strider 1:28:19
A little more word and

Mauldin 1:28:21

this to read right. To say.

Holland 1:28:23

So the thing about is, if those words, were putting a word in there, that's not really impactful. Just make it concise, but want support, that's fine. But concise is, again, another test for this. We're going to put this we're gonna put the vision on the front of the T shirt. And we're gonna put the mission part of the mission on the back of the T shirt. Because that's what we're doing here. One tells us what we want to see though, tells us how we're gonna get there.

Strider 1:28:52

So the bullets on the back of the shirt that says inspiring, equip, help, and support. Yeah,

Moring 1:28:58

whatever you do, we're here for you.

Holland 1:29:00

Yeah, for every

Strider 1:29:02

Am i the only one that thinks that if you change it to support it needs something to go with it? Just to support every Angel on how to support every individual on how to?

Moring 1:29:16

In attain. Yeah.

Strider 1:29:24

Yeah, now that makes it grammatically correct

Mauldin 1:29:28

In attaining. It just didn't seem grammatically correct to me.

J. Taylor 1:29:33

And that's where you're not putting all the other words.

Holland 1:29:36

Yeah. Thanks Lori. To support every individual in attaining In attaining would be here right? Yeah, I mean, yeah, just cross it out and put yeah or above it.

Mauldin 1:29:54

Yeah.

Holland 1:30:02

Every individual in attaining ideal wellness by educating and

B. Taylor 1:30:08

okay, so let me let me read it

Moring 1:30:16
Catherine's gonna

B. Taylor 1:30:18
load the day shiver as we

Moring 1:30:21
No this is why you're here. You're putting in so much input.

B. Taylor 1:30:24
Alright so this is so personally listen where the word inspiring is. So to support every individual in attaining ideal wellness by educating and inspiring Through with an array of cutting edge programs person centered services and state of the art amenities I moves inspiring back.

Strider 1:30:46
I like cutting edge and inspiring

J. Taylor 1:30:50
I like the cutting edge

B. Taylor 1:30:51
cutting edge programs because you're both on these programs based on all, all that right.

Strider 1:30:56
Yeah and that includes all of the programs

B. Taylor 1:30:57
The reason why I moved inspiring back from programs because, like the two things that I think you're doing is you're educating, you know, that's what I mean, but you are inspiring. Now the programs are inspiring and Cruz's classes are inspiring, you know, all that kind of stuff, but you are inspiring overall. So take inspiring away from just programs,

Strider 1:31:23
right?

B. Taylor 1:31:24
The person centered services should be inspiring as well, state of the art amenities, you know,

Strider 1:31:29
yeah, that's that's an inspiring kind of being up and talking about the whole thing you just said.

Holland 1:31:34
And this right here is very important. We break this down in clauses. What do you what do you when you wake up every day and say, What do you do? Well I educate and equip, or I educate, inspire? Yeah.

B. Taylor 1:31:47

When you say like that, yeah. That that this is my state. This is my state. Every day I get up to do that. I support every individual to attain ideal wellness, but I educate will or I educate or I inspire And that places like, like, That's huge.

Moring 1:32:03

Yeah, like personal playlists, keep talking.

Holland 1:32:09

By educating inspiring, okay, you do that. How do we do that through an array of cutting edge programs and Person Centered services and state of the art.

J. Taylor 1:32:17

I like it I mean I like the cutting edge and the person centered. That's really what we do.

Holland 1:32:24

Yeah. Cuz cuz, cuz my next question is what do you mean by cutting edge programs? And the boom, boom, boom, that's when you lay that out there and we talked about strategic initiatives, Person Centered services what about relationships. So we think, you know, we believe in that person is individualistic, and it goes back up to here and in state of art amenities, will it come to tallahatchie county let me show you state of the art

B. Taylor 1:32:49

You could take up a couple of hours of somebody's time talking about these things

Holland 1:32:56

This sets the sets of roadmap sets of roadmap we're getting here. So, what do you what do you what do you envision a world? A world where every individual attains ideal wellness? How are we going to do it? What's your roadmap to support we're here to support every individual to attain, in attaining ideal worlds by educating and inspiring through an array of cutting edge programs, Person Centered services, and state of the art amenities.

Strider 1:33:23

The word support they are to me goes after you read that, that drops some fitness goes down a notch. I don't know why and it just doesn't

Holland 1:33:31

so you don't like it

Strider 1:33:32

Like it.

B. Taylor 1:33:34

almost everything else is top notch, but support it's kind of Yeah.

Holland 1:33:39

Well, I want to say this. Empower was something y'all all say that you really like

Garfield 1:33:43

Well you can put empower back in

Holland 1:33:45

to empower every individual to attain or in attaining

B. Taylor 1:33:48

as we say, read it read it both ways to support every individual in attaining ideal wellness, to empower every individual in attaining ideal wellness

Mauldin 1:33:59

stronger and stronger yeah

Strider 1:34:02

Support just sounds like you know, we're here for you if you need us

Moring 1:34:05

I think it goes back to enable a little bit like

Holland 1:34:10

Support does?

Moring 1:34:11

I mean support to me is a much more positive word than enable but it's lacks that

Holland 1:34:16

But empower

B. Taylor 1:34:17

is good and strong and to the point. When I think the word empower, this is not an external status. This is internal. So we all know what empower means what it means to us. It's not we're not going

Moring 1:34:32

So would it be like the to attain?

Holland 1:34:36

to attain or in attaining,

B. Taylor 1:34:37

so to empower individual to attain, in attaining

Garfield 1:34:45

to attain

Holland 1:34:46

I can get an English major to look at that. Yeah.

Griggs 1:34:50

It's like you're empowering them to do something and then in attaining is more present. And so it's like ongoing.

B. Taylor 1:34:56

I was going to say like in attaining things is in perpetuity. Yeah, to attain means like, we're in some kind of, you know, if this was external, somebody said, Hi, what does it mean, you know, where will I be when I've attained?

Holland 1:35:15

So this is better? In attaining. I think it reads better.

B. Taylor 1:35:22

It gives you something else to talk about too. If you are on the plane with somebody, you know, that sense of it's a journey. Ideal wellness is certainly a journey. It's not something it's not a destination. It's a where ever you know.

Mauldin 1:35:36

Ongoing

Holland 1:35:39

Cruz?

Garfield 1:35:39

I like it

Holland 1:35:40

Barbara?

Green 1:35:41

Yeah, that's good.

Holland 1:35:47

Catherine?

Moring 1:35:48

I like it.

Holland 1:35:51

You guys have done some a good work today. Okay can you rewrite it right there? Clean it up? And it's about 11, we're about 20 minutes early. Unless we think there's something we want to

change. Now I want to spend a little time on, Oh, let me see I got my calendar, my schedule right here. Do y'all need another break? You want to shift over to the next thing I want to do and then try to wrap up by 1130? Is that good? I think that'll put us on there. Works for you, that's what you said? Okay. We didn't know we would have time to do this. Yes. Could you make copies of that?

Mauldin 1:36:49

Are we gonna play another game?

Holland 1:36:51

We can play those again. Last Look, I was always worried when I brought that up. My students like yeah, we liked it. I just have one student who hate hated, but she told me all semester, I hate doing this. And I was like, Really? I was like, do you really hate it because I hate it. And I said, Tell me three things you learn from people by doing this and she just rattled off thing, and I was like, you can hate it all day long. Alright, I want us to go back since we have some time. And look at this. Look at this vision. Excuse me, look at this. The values assessment. Hey, Brady really said something yesterday that we knew, i knew he probably would like I don't really like that definition. But we didn't need to go through wordsmithing 30 words. But now we can break this down as okay, we've got we've got three that we know are really strong. And then 123456 that are secondary, that probably we'll figure out how to do it. But what I want to do is look at the language and see If this resonates with this, this is totally off base when it comes to our values, okay? Because the value word is there and again, it's so awesome to come in here and see you guys and talk about each other like family. And then the number one value is teamwork. I mean, this this really, once we get those run off I will hand those out and I will go through the language of it. I always ask this question has been valuable? If we're not bringing value to the table and figuring out a way to enhance that value then we're not doing our job. Any questions on any of the stuff? While we're waiting. We're gonna have a recap area but

B. Taylor 1:39:06

I'm sure you're using vision statement or mission statement, does that help you, does that give you stuff to write on?

Moring 1:39:14

Absolutely

Holland 1:39:21

You think what? Will this help you or not?

Moring 1:39:24

He said like when we write grants and stuff, do they actually ask about this? Does it help with that? I said yes, I think so because it's a lot better than what we had before.

Holland 1:39:38

Well, I hope we can help. That's what we want to do here and I'm back on this. This vivid vision is like really teasing this thing out. Like dreaming like in your home and just sit and dream and write that thing out. How are you going to get there?

Moring 1:40:01

I really like to get really like described like, more than just programs, services and amenities. Like, again, person Centered, especially this person center. It's like such a hot topic right now.

Holland 1:40:36

Alright, so what I want to do is go through these, we have three identified, we have identified three strong values, and the top one was teamwork. And let's look at number nine. Let's just let's see here. See if this really kind of describes what we're talking about. Work together cooperatively recognizing the power of a combined efforts exceeds what we can accomplish individually. If this was a tag line, we're putting this we're putting out values on a billboard out there on 3232. Right? Yeah. Um, and then we wrote this out, this is what we're trying to communicate to the public. I mean, that's what we want to think about. Not that we're going to be doing this there's no reason to do it but

Moring 1:41:25

also, like more of an internal value.

Holland 1:41:31

But that would what the reason the value is important because it reflects accomplishing the roadmap and the goals throughout this. Like when am I gonna bring million dollars in him right, the team? When is it gonna when it gets stressful, and time gets gets hard? When's the team gonna fall apart? And it might, because it happens, but it comes back together. any of that anything in that language you don't like? And you're exactly right. This, this sentence would probably be in an internal document just for you guys. But the component is teamwork. What's that teamwork mean? What made that work stronger or stronger as a whole than individual parts?

Strider 1:42:14

I think we all do a good job of recognizing each other's strengths and say, Well, I really, you know, I'm not going to Cruz and I realize you guys are working together on some difficult things. We, like you're better at this, and I'm better at it. But we both are, like, why don't you do this? Because you do this better? And you say this better, but I do this, but like,

Green 1:42:37

Like I told you there's no I in team

Moring 1:42:41

And I think it also becomes like partnership. I mean, I can't tell you how many meetings especially like with the Public Health Association, I sat in, we talked about the Mississippi like we cannot continue to operate in silos, like we're just too limited on our resources and all the things that we've really got to happen to kind of go back to into with partnerships, like there's this internal team It's really important that we rely on each other's strengths. But then also it's a broader, the broader team.

Holland 1:43:09

And you being inclusive with that when you're when you say teamwork is important, which you know, is here, it's external and external partners a part of that

B. Taylor 1:43:19

External collaboration. What kind of work is that going to put you in?

Holland 1:43:28

Well, collaboration is about secondary value. So we'll get to that. I think it's in that individualistic, like, Are you okay with that teamwork? That's pretty good. Okay, empathy and compassion. Those were two that tied next. So, what else let's look at these empathy is number one, compassion is number 19. So, we strive to identify our patient situation and to have a sense of their feelings and emotions related to their needs. Offering a high level of empathy enhances trust in the quality of care that our patients deserve. Does that just reflect again, we're not beating this thing up? But it's just does that reflect?

J. Taylor 1:44:11

I like that. Especially the high level of trust. And I think that's one of the things that we have with a lot of our clients is that we trust.

Strider 1:44:21

They feel like they're our family. Yeah. And I think that's why it's working, is because the patients feel the empathy from all of us this day.

Holland 1:44:34

Yeah, I mean, does this mean this? Honestly, when I saw this, I was like this. This just represents the core value your character and that's why you're in this business. That's what you're doing. That's what you know, when these top, teamwork, empathy, compassion, number 19. We acknowledge the struggle of others and work to alleviate it.

J. Taylor 1:44:55

Plus I like the quality where's that quality?

Holland 1:44:59

Oh, yeah, yeah.

J. Taylor 1:45:00

The whole team really strives to, you know, they're continuing education and striving to better. Hey I want to do this and that's, you know, let's do it let's find certified educators. So we've done stuff over the years, like, to really bring that quality and not stayed in that rut, but also, we now have it. There's always that bigger picture we're looking at and more and more and more than we do, and help with our education as well.

Holland 1:45:37

That fits into that fits into this the cutting edge programs.

Moring 1:45:43

Are those different enough though? I think empathy and compassion are like.

J. Taylor 1:45:47

They're very close to the same

Holland 1:45:50

And the question here's the thing, we can combine these, we can put empathy and compassion we can shoot for five with the shoot for five values with two of them being combined or something like that

Moring 1:46:02

But the definitions here are a little different But I think about like, like, it's like individuals or doctors that I ended up like representing like, they're all like

J. Taylor 1:46:14

If you're offering really good empathy you're also a compassionate person. Pretty much have to be.

Holland 1:46:20

it's almost as compassion filter for empathy. So you're in empathy, you've passed compassion. Yeah. And it but it fits there. That's, by the way. I didn't say it yesterday, cuz if there any values or languages not own this page, you're like, we missed that. Like, let's add something else in that. Okay. So let's just kind of think about if we combine that what would that take us? Um, let's look at the next level. Okay. We had collaboration came out of that.

Moring 1:46:51

I was having trouble between that one and teamwork.

Holland 1:46:54

Okay. We believe the power of working together. Alright, so the question is Collaboration? Is that a greater value than teamwork? teamwork. Does it seem more internal than collaboration? Would collaboration accomplish teamwork, internal and external?

Moring 1:47:11

Especially when you think about like, I can't remember where I read this, maybe in our thing but when I think of collaboration partnership? There's like five levels of like working with other organizations. Do you know what I'm talking about?

Holland 1:47:24

It's in the report we wrote. Yeah, well, part of it is. Collaboration, strategic alliances, partnerships.

Moring 1:47:31

Yeah. Like each one has a different level and what it means. Yeah.

Holland 1:47:35

Yeah, yeah. So the point of this teamwork seem inclusive like, internal does collaboration, the same external I mean, you're collaborating in this group.

B. Taylor 1:47:45

Yeah that's what I was getting at. Teamwork seemed like it was just the people sitting here

Holland 1:47:50

By the way, these are, these are these are one vote off so it's not like they're secondary. That mean they're way out here

B. Taylor 1:47:55

It's like Yeah, I was so anxious to see these. You can tell this From the camera female dominating, because they picked compassion

Moring 1:48:03

I didn't pick up one of those.

Holland 1:48:08

Well, it's very, it's very interesting that we've said it, but it's it's feminine, masculine language. And we break that down if you see.

B. Taylor 1:48:15

Yeah.

Holland 1:48:17

Yeah. So do we like collaboration and the language just a word better than teamwork? Again, we can wordsmith this. So, so we know, we know collaboration that's probably gonna be in there teamwork may not be

Moring 1:48:30

I think so especially like the importance collaborating with the providers, health insurance companies. Like partners in our training partners, our state partners nationally. Yeah.

Holland 1:48:43

Yeah, I think you're right, especially if you really, if you're really, really talking about achieving that we've got expand the brand. And when people say well teamwork, am I on your team? Collaboration will express that for you. Okay, education. That was That was a value something very valuable, which I think fits in a lot of the language you've talked about. Which ones that let's see. Where's that Education team? 10? Yeah. All right, we strive to create an educational environment for our members. That fits into your fits in right here. So that's important, at least to be a standalone Alright, let's keep going through this. Here's where I think we're getting a little bit tricky so we got environment so environment is what numbers that

Garfield 1:49:31

5

Holland 1:49:32

5? Provide patients with

Mauldin 1:49:34

I'm surprised that's in there

Holland 1:49:35

Yeah, it came up. Let's see here. We've got two votes on that one. And these may shift a little bit. Environment our patients will be surrounded by and provided professional and friendly atmosphere in which they feel welcome and trusting. Does that resonate with you? Nice

J. Taylor 1:49:58

Especially a place where they feel welcome and trusting and it provides a professional and friendly atmosphere

Holland 1:50:07

Would that be better? Would it work? Where's it in here with the definition mentioned? I like the definition of that better than the word Well, I suppose that's what I was reading. Would the word inclusivity be better to pull that definition, or is that

Mauldin 1:50:20

What was that?

Holland 1:50:22

Inclusivity. That's a value. Inclusivity was 30. To commit to overcome exclusion and promote participation. But this environment is like striving for professional atmosphere and welcoming.

J. Taylor 1:50:33

I think that ones better

Holland 1:50:34

Yeah inclusivity and it's a buzzword today too I mean. I think it's the same meaning it's just a different word.

Mauldin 1:50:46

Where did communication fall?

Holland 1:50:50

We haven't gotten that. And we hadn't counted this. We haven't tallied yours into this as well as that. We may adjust a little bit, but the top three are there and yeah, yeah. So I know from the statistical component, only maybe one would add in, but so we can get through it, but it didn't, not on there. Okay. So education, we said inclusivity. Alright, so here's three that we need to relook at healing and prevention. Those two, let's look at those two healing and prevention. Where does that healing is? 25 and prevention 11 All right, we strive to decrease the prevalence of preventable diseases in our community through education and active lifestyles, and then

healing Inspire hope and nurture the well being of the whole person respecting physical, emotional and spiritual needs

Moring 1:51:47

I think to understand how these like really came out with our mission. I think with prevention, with prevention, I think was maybe down to five but my thoughts there loke, it's like it's actually more than perverted. Yes, that is one thing, but then some people already have conditions, we're trying to help them reverse them, manage and treat them

Holland 1:52:13

Would this be a value, And again, we keep you separate, but just for continuity. Would it be prevention and healing? Can we make that a double like a value, like a statement and put a narrative around that? Yeah, that's

J. Taylor 1:52:26

Yeah with prevention

Holland 1:52:28

and healing. Yes. That's been one of those we can comvine. Yeah. So we're saying like,

Moring 1:52:38

With diabetes it's always to like help people heal and thrive, like because they've already got the condition. So

Holland 1:52:46

I was looking at compassions cut out so we got 12345. We got one thing left. Integrity. Yeah.

J. Taylor 1:52:59

I love that

Holland 1:53:03

Yeah. So that would put us that 123466 strong core values. And I think I think integrity is extremely important especially I mean you guys have it so you

J. Taylor 1:53:26

think it's very important because if you don't have that then I don't trust you

Holland 1:53:30

Yeah it helps with trust and teamwork and again, the core value is like the test is one of these gonna break down and stress, money. Like with this organization is always gonna have a core value collaboration, empathy. Education is tremendously important for you guys to know it is inclusivity prevention and healing integrity, those are core those are strong.

Moring 1:53:56

But is education more of a value? or is it more like, I mean I feel like we covered it our mission,

B. Taylor 1:54:06

we strive to create an educational environment for our members. And so it is environment one of those values?

Holland 1:54:15

No, we took that out, we're gonna make that inclusivity is what we just got what we could change. I'm just saying that's the word that the definition of

B. Taylor 1:54:24

I like the like the definition of it that we strive to create an educational environment, just for education.

Holland 1:54:36

We'll say this, knowing you guys, today yesterday, Catherine said, education is important.

Moring 1:54:44

Yes, it is about education.

Holland 1:54:49

Again, we don't have to just have 5 we can make this 10 I'm just, what the exercise was to tease out what wasn't important. Alright, I think we have something that we can work with here. Is there anything up here? That's not, anything up here that we need to address? You said we're communicate communication wasn't on any of the other ones that were communication. But was it? Well, let's see here.

Strider 1:55:17

No, no, I like how the mission statement has the patient centered service already, automatically in that without the word. It's number 13. On our list, but it came up on its own. Which on number 13, patient centered services, it's actually worded in our mission statement. It's one of the values yesterday. It didn't it didn't surface as our pick, but it did in our mission statement And I'm surprised communication different surface communication It was one of my 3.

Mauldin 1:55:50

Mine too

Holland 1:55:50

Man. Well, well, we will go back and look. Yeah, now it's important. And what do we mean by communication? Let's look at that.

Griggs 1:55:59

No I, I skipped it, sorry.

Holland 1:56:01

No, it's okay, we'll go back. Where's communication-

Mauldin 1:56:05

Number 24

Holland 1:56:06

Described as values, reliable information in a timely and clear manner,

Mauldin 1:56:11

which is what I see them, the team doing.

Holland 1:56:16

I guess we may have we'll go back check the analysis for sure. Who had communication? You did? You did, two. We've got the data so we can go back should have been three votes.

Strider 1:56:27

I think it's related to some of the other things

Mauldin 1:56:29

It is but I just was curious to see if anyone else saw that

Holland 1:56:33

Yeah. Well, yeah, I think I think that it encompasses communication

Strider 1:56:37

Yeah it falls in that category

Holland 1:56:38

Yeah I think it does

B. Taylor 1:56:40

Did anyone else have innovation? That's where cutting edge state of the art innovative. So it's captured. It's just may not be captured as one of your stated didn't get in. Am I wrong?

Griggs 1:57:02

No it's just you

Holland 1:57:04

She's looking at the analysis

Strider 1:57:06

She's saying 1 vote

Griggs 1:57:12

I love it. It's a good one.

Holland 1:57:15

It is and we used it we're using

Mauldin 1:57:17

And that's what's good about a team.

Holland 1:57:20

We're gonna we're gonna break this down. And this is when you've got your values represented in your mission, your mission statement. And that's that's great.

B. Taylor 1:57:35

My feelings aren't hurt.

Griggs 1:57:41

I think too that like all the values are important. It's just like what is core to your organization

Holland 1:57:45

Yeah. Core for the test.

B. Taylor 1:57:47

That's why it was important to start with 30 to go to

Holland 1:57:52

keep working down

Strider 1:57:53

We think you're still just as important

B. Taylor 1:57:59

Great

Holland 1:58:03

Alright, so with without dragging this out, like I don't know much value more value, I bring the table without going into another level of strategic planning we so to recap we've done, you know, SWOT analysis, and we have a significant amount of data we will put together and put it in a grid for you guys to look at and synthesize it, which I think brings a lot to the table. We've got our values here, which is core like this. I think this is one of the most important things for strategic planning. You've got a great vision, we envision the world where every individual attains ideal wellness, and we will go over those two statements so that you can figure out what you want. And then we got a mission to do that right every every we empower every individual in attaining ideal wellness by educating and inspiring through an array of cutting edge programs, person centered services and state of the art amenities

Mauldin 1:59:03

I like it.

Holland 1:59:07

values are right there. We have empathy, collaboration, education, inclusivity health healing and prevention. Integrity. This is Yeah, I mean, and look, I've seen this before. People people go out

and write a five to seven page paper with all this stuff in it. They take it to a bank get \$100,000 just because they sold a great vision. And they detail how they're doing it, it gives them gives direction, it gives roadmaps. And now you have a story to go tell. Okay, and I've read the testimonies. There's plenty of stories to back all that up right there in your programs. I know it's working. And we're working on another project. We're trying to tell the story. Do you think you could go have a conversation on text messages with those friends and use a little bit of this? Will they think you're weird?

Moring 2:00:24

You could put their foot in the water. Yes.

Holland 2:00:40

Well, you know what I do think just from my outside perspective, this language allows you to expand your scope. This this

B. Taylor 2:00:51

Well, let me say this, in all seriousness, even the most burly of men, however you want to say it, even the most manly man who doesn't talk about compassion and feelings and all, which I don't either, but I

Moring 2:01:08

Yes, you do.

J. Taylor 2:01:16

Yeah he does

Strider 2:01:21

Are you emotional? Yeah. How do you feel right now?

B. Taylor 2:01:29

Even the person who doesn't say it and talk about it, they still feel it. You know I mean, they still you know you're still know whether somebody has compassion or not, you know, your know whether somebody's empathetic to you or not it's just you know.

Holland 2:02:04

What else? What else? What do you what else you see here? You've got, I feel like, again, my job is to facilitate this.

Mauldin 2:02:13

So what are we supposed to do now?

Holland 2:02:15

Well, we're gonna go back and put a document together, communicate all this back to Catherine. Now what Catherine does with that, and you guys an executive team, that's your decision. But from this, I think there's some consensus and I honestly think that if you were to take what was on the paper from a vision and mission, compared to this vision and mission, it's gonna look

different. So the question is, how do you implement your organization to support these different visions? And I think that's, that's, that's a starting point.

Moring 2:02:53

And I feel like there's also like a few other like, angles going on right now. Like, we're We're gonna build an advisory board that's functional and effective. And then Stephen lens is gonna fit our needs assessment. I mean, he is, he's on COVID, how we're going to do focus groups. So yeah, you say, although there's a lot of angles right now going on, we're trying to help us figure out all these things growth, revenue, impact. Where do we want to go the next five years have a bit over time? We will be over five minutes this coming January and we're not infants anymore.

Holland 2:03:37

You know, it's been an advisory board like I mean, if you adopt this, I don't know. I don't know if you will or not, but your advisory board my opinion, like I run a nonprofit, they will not sit on my advisory board unless they can say that right there. That's test one. Because why are you Why are you connected to that organization? And I constantly say you've got I want you to be able to say this, that What's LOFT do? Well, we enhance quality of life in Oxford and Lafayette County. That's all I need to do right there. So that's something it will help you sell. What you're trying to do here is you go recruit advisors, I think, I hope. Yeah, look, see I'm a team player that you know that I love what you guys are doing down here. I'm a huge advocate for this purpose, these programs, this organization. And thank goodness, Kennedy picked this county? Yeah, I mean, that's what it is like, Yeah. I mean, there's a lot of I mean, like I said, it's Grand Slam, like, think about the county think about the state. I mean, you can be a model with the state model for the SE. What kind of strategic partners around the nation we're going to be a part of this, this testbed pilot going on here. I mean, I don't know. That's Anyway, I'm not gonna keep you here belabor this with you. I can't bring any value to your minutes. So, thank you guys for your attention. Thank you guys for this opportunity.