

California Blood Bank Society (CBBS)

STRATEGIC PLANNING MEETING

September 2017

The California Blood Bank Society held its Strategic Planning meeting on September 21, 2017 at the Four Points Sheraton LAX in Los Angeles, California. Present were:

Susan Noone, President
Don Fipps, President-elect
Bob Bayer, Treasurer
Patricia Kopko, Secretary
Steve Ferraiuolo, Immediate Past President
Jim Burner, Director
Harpreet Sandhu, Director
Suchitra Pandey, Director
Suzanne Heri, Director
Kacy Wallis, Executive Director
Mark Alcorn, Consultant

Susan Noone, CBBS President, welcomed members of the Board of Directors and attendees, and introductions were made. Mark Alcorn provided an overview of the planning process as set forth on the attached agenda (Attachment A).

Vision Building. Mark Alcorn guided the Board and invitees through the Vision Building process. The Vision Building process is based on the Harvard Business Review article entitled “Building Your Company’s Vision (October 1996, by James C. Collins and Jerry I. Porras). The Vision statement consists of four parts: Core Values, Core Purpose, Big Hairy Audacious Goal and Vivid Description. The resulting draft Vision Statement is attached (Attachment B).

CBBS Vision is the cornerstone for all future planning, promotions, and growth. It is the basis for strategic planning. It should be used on a day-to-day, meeting-to-meeting basis by staff, the Board of Directors, the committees and all work groups.

External Environmental Scan and Assessment: The Board of Directors and invitees scanned CBBS’s external environment in preparation of its strategic planning activities. The following issues and themes were identified:

- Industry consolidation
- Less participation due to financial constraints
- Competition from FREE online educational offerings
- Uncertainty from ACA
- Other regional BBS organizations consolidating/seeking funding
Too many of us?
- AABB competitive threat
- New entrants not “joiners”
- Blood banking is a niche market
- Evolution; we are more traditional, we haven’t kept up

Internal Environmental Scan and Assessment: The Board of Directors and invitees scanned CBBS's internal environment in preparation of its strategic planning activities. The following issues and themes were identified:

- Decreasing membership
- We're dying
- Good educational reputation
- Good commitment by volunteer leaders
- Financial challenges
 - Decreasing sponsorships
- Good networking platform
- Diverse membership/representation
- Long history
- Not capturing younger members
- Strong, perceptive board

Most Critical Issues Review: The Board of Directors identified what they believed to be the most critical issues facing CBBS, as follows:

- Membership growth
- Revenue stabilization (increase membership? Increase sponsorships?, cut expenses, etc.)
- Perceived value proposition: What is our value proposition?**
 - Our reason for being may have changed.
- Expanding educational opportunities into **e-learning**
- Expanding CBBS presence in various areas

Identification of Possible Favorable Changes and Outcomes Desired for this Planning Cycle: The Board of Directors then brainstormed for ideas of things it would like to cause to happen ("Outcomes") within the next planning cycle (12 - 18 months). Outcomes are intended as strategic intermediate steps toward fulfillment of the CBBS Vision.

Identification of Strategic Steps to be Accomplished during this Planning Cycle:

The Board identified the following strategic steps to be taken, and assignments of responsibility made, during this planning cycle to achieve the outcomes identified above:

I. OPERATING/ORGANIZATIONAL STRUCTURE OUTCOMES

By April 2018 we will have restructured dues and membership levels. Board to address. Applies to 2019 dues.

By January 2018, we will have identified the direction we want to go in terms of consider opportunities for collaboration, merger and acquisition of competing entities (such as Blood Centers of CA, SCABB, South Central Association of Blood Banks, AABB, ABC, The Blood Bank Guy).

II. EDUCATION OUTCOMES

By April 2018 we will have devise a **comprehensive educational plan and strategy** to consider/make recommendations

By July 2019 we will have successful online educational opportunities.

By January 2019 we will have devised plans to resuscitate the E-Network forum.

By August 2018 Evaluate all educational offerings/formats, etc. for optimal configuration.

By April 2018 we will have considered **restructuring the annual meeting** to get more people to attend, to make it more compelling and fun. Consider the following:

By January 2018 we will have a Fun Committee.

By April 2019 we will have taken significant steps to liven up the annual meeting.

By September 2018 we will have revamped our exhibitor and sponsorship offerings.

III. MARKETING OUTCOMES

By April 2019 we will have developed a comprehensive marketing plan. Our plan will consider the following:

By June 2019 we will have a more active social media presence.

By August 2020 we will have doubled our membership, and sponsorships.

By August 2019 we will have developed regional networking/social events.

Upon conclusion of discussion of the desired outcomes to be achieved, the Board articulated the following agenda items for future calendars:

September 2017

1. Vision Building
2. Strategic Planning
3. Discuss communication of the CBBS Vision.
4. Discuss communication of the strategic plan.

January 2018

1. Discuss/evaluate restructuring dues and membership levels
 - a. Need membership historical data; staff to prepare
 - b. Goal to increase membership, and to address organizational dues. Necessary in light of shrinking revenue as a result of consolidation.
2. Discuss objectives for collaboration, merger and acquisitions
 - a. Need list of other societies, Suchi will send out list of societies
 - b. Be prepared to discuss contacts/thoughts on opportunities
3. Begin work on Comprehensive Educational Plan and Strategy

- Include discussion of annual meeting (livening it up)
 - a. Focus on ideal configuration of committees
 - b. Staff to prepare list of current events and dates
 - c. Benchmarking what other societies are doing (AACC, others)
Focus on SCABB, CMLA, NY, NJ, Illinois Assn (Suchi to provide)
program example prospectuses and brochures. Staff to coordinate.
 - d. See list of items to consider for Educational Plan included in strategic planning report.
- 4. Identify objectives/direction of new Marketing Plan; what do we want to achieve?

April 2018

1. Make decision on restructuring dues and membership levels
 - a. Written plan based on January discussion and any follow-up, etc., Staff to handle.
2. Be prepared to take on collaboration, merger and acquisitions
 - a. Written objectives presented, approved. We are prepared to address potential opportunities at this point.
3. Approve educational plan and strategy, and restructure of annual meeting
 - a. Written plan based on January discussion and follow-up. Staff (and possibly volunteers assisting) to draft and present. Include new meeting shell, communications to committees, prepare to present to planning meeting in July 2018.
4. Identify Resources for development of Marketing Plan
 - a. Need existing marketing plan
 - b. Discuss inviting Leslie Botos
 - c. Identify favored marketing options/opportunities

September 2018

1. Updates/Implementation of
 - a. Restructuring of Dues and Membership
 - b. Collaboration Merger and Acquisition (update to board)
 - c. New Educational Plan and Annual Meeting Restructure (implementation began in July)
2. Begin work on Comprehensive Marketing Plan
 - a. Leslie Botos present and consultation (if appropriate)
 - b. Commence development of specific work plans/proposals

January 2019

1. Review and approve written marketing plans/recommendations
2. Begin evaluation of Board and Committee Restructure

April 2019

1. Finish Board and Committee Restructure (prepare for rollout in 2020)

September 2019

1. Strategic Planning

Other Outcomes: The Board determined that the following item would be placed on the agenda of the January 2019 Board meeting: "By September 2019 we will have evaluated Board and Committees structure and composition, for rollout in 2020."

Also, by July 2018 we will have revamped the Committee Chair Handbook.

Conclusion: The meeting concluded at 4:30 p.m.

ATTACHMENT A

CALIFORNIA BLOOD BANK SOCIETY

STRATEGIC PLANNING MEETING – 2017

September 21, 2017
Los Angeles, California

- I. 9:00 a.m. **WELCOME** Susan Noone
- II. 9:05 a.m. **INTRODUCTION**
 - A. Review Objectives for this Meeting (5 minutes)
 - B. Announcements
 - Fast paced
 - Informal
 - Fun
 - Real
 - No time wasting
- III. 9:10 a.m. **REVIEW OF CBBS PROGRESS** (15 minutes)
 - A. Review of Accomplishments Since Prior Planning
 - B. Identify Areas Requiring Further Action/Follow-up
- IV. 9:45 a.m. **ENVIRONMENTAL SCANS AND ANALYSIS**
 - A. Internal Environmental Scan (10 minutes)
 - B. External Environmental Scan (10 minutes)
 - C. Identify Top Four “Key Issues”
- V. 10:00 a.m. Break (10 Minutes)
- VI. 11:15 a.m. Continue Environmental Scans and Analysis
- VII. Noon Break for Lunch
- VIII. 1:00 p.m. **STRATEGIC PLANNING**
 - A. Overview of Strategic Activities and Change (15 minutes)
 - B. CBBS Long Term Vision (Discussion)
 - C. Brainstorm Possible Target Outcomes
 - D. Discuss Target Outcomes
 - E. Agree on Target Outcomes
 - 1. Articulate WHAT will be done
 - 2. Identify any milestones/major steps
 - 3. Identify WHO will spearhead and oversee
 - 4. Set target dates for achievement of milestones
 - 5. Provide necessary resources
 - 6. Establish “Dashboard” mechanism/process
 - 7. Set date for next meeting(s)
- VI. 4:15 p.m. **OPEN COMMENT/COMMUNICATION**
 - A. Feedback
- VII. 4:30 p.m. **ADJOURNMENT**

ATTACHMENT B - ENVISIONING THE FUTURE

Core Ideology

Our Core Purpose:

To protect and improve public health.

Healing, saving lives, improving patient care support positive patient outcomes, keeping donors safe, and protecting the integrity of the blood supply.

Our Core Values:

Relationships. Valuing fellowship and community among colleagues, enjoying friends/people

Empowerment. Belief in inspiring, educating and mentoring; enjoyment of helping others achieve success; making contributions to the industry; giving back

Leading/Making Change. Belief in collective action; power in numbers and collaboration; guiding the future

Character. Valuing integrity, ethics, competence and commitment

Envisioned Future

Our Big Hairy Audacious Goal:

To host the most intimate, educationally compelling and fun events in the industry.

Our Vivid Description

- We will strongly advocate for transfusion medicine as a medical discipline.
- We will promote scientific advances in blood products and transfusion medicine improving healthcare.
- CBBS will be THE organization for professionals in transfusion medicine to join and actively participate.