



Summary of Responses to the Strategic Questions

Discussed at the PHCC Board of Directors Meeting

May 7, 2026

2026 Word of the year: ALIGNMENT

Alignment captures the discipline, clarity, and unity needed for PHCC to execute its mission at a higher level. It reflects not just what we do, but how we do it—together, strategically, and with purpose.

Question A: Looking back at the Leadership Summit, what stood out to you about how we function today as a federation? What opportunities emerged that created some energy?

Summary of Responses:

Board members consistently expressed that PHCC's current structure and processes make it difficult to engage and move initiatives forward efficiently. Many described the organization as slow to adapt, with cumbersome governance and decision-making processes that delay progress and frustrate leaders who are passionate about PHCC's mission.

A strong theme throughout the discussion was the need for modernization, stronger alignment, and clearer execution. Participants emphasized improving onboarding, streamlining internal processes, increasing accountability, and creating more visible follow-through after meetings. Communication between national leadership, state chapters, and members was identified as an area that has improved but still requires significant attention, particularly around sharing actionable outcomes and measurable progress.

Participants responded positively to more collaborative meeting formats, such as the 5/7 board meeting agenda, which encouraged discussion and engagement rather than passive reporting. There was also strong support for maintaining the momentum and "spirit of unity" created during the Leadership Summit through more frequent follow-up conversations and clearer communication pathways.

Several opportunities generated optimism and energy, including increased flexibility for states to advance initiatives independently, stronger engagement from Zone Directors, and growing efforts to improve



communication and accessibility. Positive developments already underway include quarterly CEO video updates, expanded staff accessibility, better promotion of PHCC Academy offerings, and more consistent communication with zone leadership.

Overall, participants agreed that the organization is capable of significant progress with stronger structure, clearer expectations, improved collaboration, and a more unified voice across all levels of the federation.

Question B: Where do you see the greatest disconnect between local, state, and national levels today?

Summary of Responses:

Participants identified communication, trust, and organizational processes as the greatest areas of disconnect between local, state, and national leadership. Many expressed concern that states often feel disconnected from national leadership due to inconsistent communication, complex processes, and long-standing organizational frustrations that have developed over time.

A recurring theme was the need to simplify processes, improve accessibility, and rebuild trust across all levels of the federation. Participants emphasized the importance of creating clearer communication channels, increasing transparency, and ensuring more consistent interaction between Zone Directors, the Executive Committee, and national staff.

Several practical solutions were discussed, including recurring Zoom meetings, expanded use of scheduling tools such as Calendly, structured follow-up conversations, and the creation of text or email groups to maintain ongoing communication between official meetings. Membership Monday updates were viewed as one of the organization's most effective current communication tools, and participants suggested expanding systems already used within PHCC Academy—such as email invitations and registration tracking—to improve organization-wide participation.

There was also recognition that national staff's responsiveness has improved, and leaders encouraged continued efforts to strengthen relationships through accessibility, consistency, and proactive outreach. Overall, the group emphasized the importance of focusing on constructive progress, improving communication systems, and moving beyond historical frustrations to build stronger alignment across the federation.



Question C: If you set aside bylaws and history, what is one thing you would change about how PHCC is structured or operates and why?

Summary of Responses:

A key theme across responses was the need for clearer structure, roles, and consistency—particularly in how national, state, and zone-level leadership interact. Participants emphasized that defining responsibilities more clearly across these levels would improve alignment and reduce confusion within the federation model.

Much of the discussion focused on the Zone Director role, which was seen as inconsistent in selection, onboarding, expectations, and continuity. Participants noted that the lack of standardized criteria and succession planning often leads to turnover challenges, loss of relationships, and inefficiencies in rebuilding connections every few years. To address this, suggestions included creating a formal job description and selection criteria, establishing a “Zone Director Designate” pipeline for succession, and continuing to develop a structured playbook to support onboarding and continuity.

Participants also stressed the importance of strengthening engagement between national leadership, state leaders, and members. This includes encouraging more active participation from state presidents and executive committees in national discussions, improving understanding of leadership roles, and ensuring that appointments are based on engagement and qualifications rather than rotation alone. Building a stronger leadership pipeline through clearer communication and recruitment was seen as essential.

Technology was identified as another opportunity for improvement, with ideas such as a centralized app or platform to enhance communication, provide leadership directories, and streamline engagement tools. While innovation is welcome, cost considerations were noted as an important factor in implementation. Finally, responses reinforced that rebuilding trust, and alignment is a shared responsibility across all levels of the organization. Zone Directors, national leadership, and state leaders all play a role in maintaining communication, supporting structure, and ensuring consistent engagement with members.

Question D: What is one action we could take in the next year that would meaningfully improve trust and collaboration across the federation?

Summary of Responses:

A central theme was the need for stronger operational structure and accountability to improve trust and execution across all levels of the federation. Several participants suggested introducing external coaching or an implementation framework, such as an EOS-style approach, to help align priorities, improve follow-through, and provide clearer support when performance or engagement issues arise.

Strengthening standard operating procedures (SOPs) at the national level was also seen as a critical need. Clearer and more consistent processes were viewed as essential to reducing confusion, improving expectations, and supporting better alignment between national, state, and local leadership.

Communication and clarity of value emerged as another major focus. Participants emphasized the importance of more effectively communicating the benefits of national membership, particularly within the federated model, where value is not always clearly understood at the local level. There was strong support for developing more tangible member benefit programs and ensuring that contractors can clearly see a return on their membership investment.

Several responses highlighted the importance of increasing engagement and participation across the organization, including involving more members in national committees and equipping board members with training on recruitment, storytelling, and advocacy. Stronger storytelling, particularly through video content, event coverage, and shared messaging, was identified as a key tool for demonstrating PHCC's impact and value.

Overall, participants emphasized that improving trust and collaboration will require a combination of better structure, clearer communication, stronger member value demonstration, and more intentional engagement from leadership at all levels.