HEALTH EQUITY SOLUTIONS

LOOKING AHEAD...

STRATEGIC PLAN 2022-2025
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HES’s mission is to promote policies, programs, and practices that result in equitable health care access, delivery, and outcomes for all people in Connecticut.

To advance health equity through anti-racist policies and practices.
The vision for the future that motivates us every day is that every Connecticut resident will obtain optimal health regardless of race, ethnicity, or socioeconomic status.

For every Connecticut resident to attain optimal health regardless of race, ethnicity, or socioeconomic status.
In fulfilling our mission, performing our work, and pursuing our vision for the future, HES staff are guided and inspired by the following core values:
2022-2025

GOALS & OBJECTIVES

Goal #1
Adapt and Stabilize Internal Operations for Growth

Goal #2
Embody a Community-Led Approach to Advance Policies

Goal #3
Diversifying Funding to Ensure Sustainability
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<th>Goal #1</th>
<th>Adapt and Stabilize Internal Operations for Growth</th>
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<td><strong>Establish an onboarding process (for staff and board) including equity 101 training</strong></td>
<td><strong>Put in place organizational/institutional knowledge sharing/history</strong></td>
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<td><strong>Shore up operational policies and procedures</strong></td>
<td><strong>Increase board and staff engagement</strong></td>
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<td><strong>Engage and facilitate learning among Health Equity Leaders to advance Equity Leaders to advance concrete policy priorities</strong></td>
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<td><strong>Create a succession plan</strong></td>
<td><strong>Align human resource plan and staff competencies with strategic goals &amp; operational priorities</strong></td>
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<td><strong>Build on our theory of change and logic model based on proven strategies and measurable outcomes</strong></td>
<td><strong>Re-assess structure and increase staffing</strong></td>
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<tr>
<td><strong>Continue efforts towards staff morale and culture including annual reviews, outings, survey</strong></td>
<td><strong>Shore up operational policies and procedures</strong></td>
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GOAL #2

EMBODY A COMMUNITY-LED APPROACH TO ADVANCE POLICIES

Build larger community grassroots network throughout CT

Adapt and build upon current map of Health Equity influencers

Continue to actively participate on boards, commissions and task forces to inject a health equity perspective

Strengthen HES’s active presence in formal policy making spaces

Partner with other organizations to help advance shared health equity goals and priorities

Develop comprehensive policy roadmap

Fortify and mobilize our current and newly identified relationships

Continue to facilitate collaboration and build coalitions that lead to solution-based strategies and greater collective impact by bringing advocates together around a set of shared priorities
GOAL #2

EMBODY A COMMUNITY-LED APPROACH TO ADVANCE POLICIES

- Develop targeted communications strategies for key audiences and influencers
- Create a Health Equity Data Report
- Collaborate with research organizations, colleges, or universities to regularly assess, generate data on, and publish findings on Connecticut’s progress toward equity and key policies that promote equity
- Develop print and web-based educational materials on the importance of and barriers to health equity in Connecticut
- Develop targeted communications strategies for key audiences and influencers
- Build on our database of individuals committed to taking action on health equity issues, including through educational programming and listening sessions
- Develop and offer community programming and public forums statewide
GOAL #3
DIVERSIFYING FUNDING TO ENSURE SUSTAINABILITY

- Grow and maintain a thriving social enterprise (The HES Advantage)
- Develop a strategic marketing plan and strategies focused on HES’s goals, value proposition, and mission impact
- Explore non-traditional funding
- Hire a fundraising lead
- Change fiscal year end
- Conduct a feasibility study for purchasing a building
- Promote a culture of philanthropy in which all staff and board members embrace their responsibility to cultivate and deepen relationships with HES supporters and advocates
YEAR 1
IMPLEMENTATION:
PRIORITIES & INITIATIVES
GOAL 1: ADAPT AND STABILIZE INTERNAL OPERATIONS FOR GROWTH

Q4-22
Target: Establish documented operational policies, procedures and onboarding complete (including training) by Q4-22.

Action Steps: Hire contracted IT support with HFPG capacity-building grant support if possible.

Q3-23
Target: By end of Q4 23 – conduct a staff retreat to gauge progress of strategic plan.

Q1-23
Target: Complete Continuity Plan by Q1-23.

Action Steps: Align efforts and lend HES support to advance health equity related goals to other organizations.

Q4-23
Target: Increase Board Members by 20% representing diversity.

Action Steps: Expand the board to include high-net worth individuals, others with access to affluence and influence, and people who bring needed expertise and experience aligned with our goals.

RESOURCES NEEDED
- IT Support
- Meeting fees
- Support system for onboarding for board and internal staff
GOAL 2: EMBODY A COMMUNITY-LED APPROACH TO ADVANCE POLICIES

Q2-23

Target 1: Increasing engagement with policymakers by 2%.

Actions:
- Maintain a consistent presence at the State Capitol
- Advance race and ethnicity data collection
- Sustain relationships with influential policymakers, including but not limited to the Governor and Lieutenant Governor, elected officials on the public health and human services committees, key staff in key state agencies, and local mayors in key cities

Q2-24

Target: Increasing community grassroots networking throughout the state by 10%.

Actions:
- Build HES’s convener role by launching a monthly health equity discussion series that engages multiple stakeholders to support community-led/driver work
- Create and pursue opportunities to acquire names and build a database.
- Create a commitment card to be used in our community trainings (to establish accountability for action)
- Execute a strategic advocacy campaign to create a pathway to make community health workers a sustainable part of the health workforce in the state
- Expand our action network consisting of individuals willing to take action on health equity issues

RESOURCES NEEDED
- iPads
- Event participation/registration fees
- Collateral to be used in events (e.g., palm cards, posters, banners, tablecloths, etc.)
- Website design
- Printed Materials
**GOAL 3: DIVERSIFYING FUNDING TO ENSURE SUSTAINABILITY**

**Q4-22**

Target: Hit revenue target.

Target: Hire a fund development consultant to assist in executing fundraising appeals and potential donor lists

**Q3-23**

Target: Build relationships with potential funders and donors

Action Steps: Identify and cultivate financial support from individuals who are major political donors

**Q2-23**

Target: Establish board committees to engage individual board members effectively in mission-advancing and priority-supporting work

Action: Training and onboarding process for new board members.

**RESOURCES NEEDED**

- Funds for hosting convenings with key influencers and allies