

FYC Strategic Plan

Community Action Council

Our Work Together with the FYC Community



Engage the FYC community in developing a(n):

- Strategic Plan to guide FYC's work for the next 3 years,
- Equity Assessment of the organization and the collaborative work, and
- Evaluation framework to document FYC's activities and impact

Facilitate a process that...

- Centers equity as value, process, and outcome
- IDs critical opportunities and challenges
- Engages the FYC community openly, authentically, and meaningfully
- Assures everyone can participate virtually
- Is completed within 3 months



FYC

Organization
& Partners

Organization
Only

Our Process





INFORMATION SCAN

44 1 on 1 interviews and surveys



Data & Best Practices

Overall IMR is down. BUT Black infant mortality is driving IMR is still at crisis levels

- 2020 Rates by race (Goal = 6)
White = 3.6 Hispanic = 2.4 Black = 14.6

Facts about black IMR

- Affects ALL incomes
- Driven by prematurity

What we know works

- Black docs, doulas, midwives, & care providers
- Mental health and social supports
- Home visits and peer support
- Safe sleep
- Therapies/treatments - aspirin therapy

SWOT ANALYSIS



	BUILD ON THESE!	IMPROVE THESE!
INTERNAL	<p>STRENGTHS</p> <ul style="list-style-type: none"> • <u>Mission</u>: call to action for AA infant mortality • <u>Values</u>: collaboration • <u>Principles</u>: data-driven • <u>Priorities</u>: addressing racism, regular data • <u>Approach</u>: leverage resources, engage hospitals, connect community & institutions • <u>Structure</u>: volunteers! • <u>Operations</u>: in-kind services to support backbone 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • <u>Mission</u>: does not include moms • <u>Values</u>: undervaluing AA women's work • <u>Impact</u>: low impact on AA outcomes • <u>Structure</u>: unclear backbone function • <u>Approach</u>: lacks transparency, needs policy • <u>Data</u>: hard to understand, need more on causes • <u>Operations</u>: power dynamics, representation of affected community in leadership; communications capacity
	<p>EXTERNAL</p>	<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • <u>Approach</u>: New rel'ships - com partners & birthing people • <u>Structure</u>: equity framework in racism; AT structure • <u>Priorities</u>: reimagine based on "heard"/learned - Toxic; transparent funding rational & process tied to outcomes; include moms in focus • <u>Principles</u>: Commit to RE; greater coord & network bldg • <u>Values</u>: Cultural humility; respect; trust • <u>Impact/Outcomes</u>: Data method on outcomes • <u>Power Dynamics</u>: Start the conversation • <u>Shared Learning</u>: Who can we learn from? ID impact of COVID; benchmark successful communities



Structuring the Process

BOARD

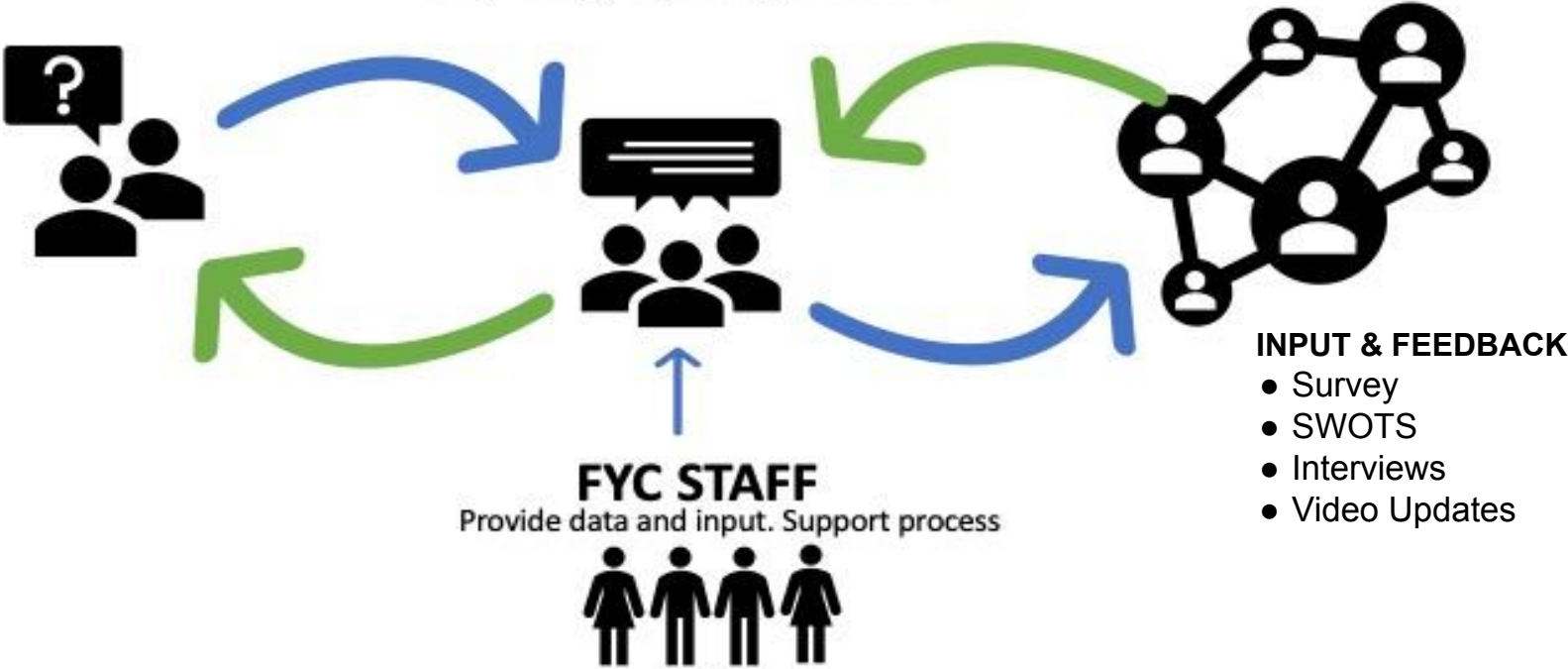
Ask questions
Make a final decision

DESIGN COMMITTEE

Consider data and feedback
Develop recommendations for mission, vision, values goals, strategy and actions

FYC COMMUNITY

Provide input and recommendations based on expertise and experience



The Design Team



The Design Team's Work: Develop a 3 year plan



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The Problem We Are Working to Solve



“There is an infant mortality crisis for African Americans in Cuyahoga County. We need to address racism and root causes of inequity to solve it!”

ROOT CAUSES WE SEEK TO ADDRESS

Systems not accountable for poor outcomes

Racist policies and politics

Harmful experiences of black women

Lack of investment in policy and healthcare solutions proven effective for black women



04. Mission & Vision - Our North Star

Mission

why we do what we do

“To reduce racial inequities leading to infant mortality, particularly for African American women and babies”

*(from pre-term through 1st year of life)

Vision

where we want to go

"Ensuring first birthdays and healthy moms for every African American family in Cuyahoga County"



FYC's Core Values

Racial Equity - we work to ensure that race and ethnicity do not determine or predict the distribution of resources, opportunities, and burden in society, and we hold racial equity is both a process and outcome.

Racial Justice - we identify and remove racist policies, practices, systems, and norms that unfairly prevent people from having what they need to thrive, and replace them with fair, just, equitable, and accountable ones.

Transparency - we communicate our intentions or decision making openly, honestly, in ways that build understanding, trust, and accountability among partners and with communities.

Accountability - we accept responsibility, set measurable standards, and give account for our decisions, actions, and impact

Collaboration - we work in authentic partnership with others to build trust, mutual respect, and achieve a clearly defined common goal utilizing strong interpersonal skills, inviting diverse voices, and striving for consensus.

Inclusion - we invite, listen to the voices of, share power with, and value the contributions of the people most impacted by infant mortality, particularly black women, in all aspects of our work and decision-making

Values Guide Our Decision-Making



Value (core belief)	Principle(s) (rule/norm)	Criteria (measurement standard)
Racial Equity	<ul style="list-style-type: none">• Name & confront systematic racism• Intersectionality	<ul style="list-style-type: none">• Partners commit to a specific action/set of actions address systematic racism and track progress• Partners understand the ways systems intersect to impact black women on the basis of race, gender & other identities
Racial Justice	<ul style="list-style-type: none">• Identify and address harms• Walk the talk	<ul style="list-style-type: none">• FYC and partners build organizational capacity to understand and advance racial justice• Partners commit to a specific action/set of actions to advance racial justice and track progress
Transparency	<ul style="list-style-type: none">• Information equity (fair and open sharing of info on operations, governance and decision-making)	<ul style="list-style-type: none">• Partners rate feelings of transparency and communication as good, very good, or excellent annually (survey)
Accountability	<ul style="list-style-type: none">• Data-driven decision-making	<ul style="list-style-type: none">• Use disaggregated data to inform decision-making• Answer the 7 questions of accountability for all funded work, action teams, and collaborative action
Collaboration	<ul style="list-style-type: none">• Sustained commitment to allyship, participation, and impact	<ul style="list-style-type: none">• Partners commit to invest resources and take action• Community members hold decision-making roles
Inclusion	<ul style="list-style-type: none">• Do nothing about me without me• Build and shift power	<ul style="list-style-type: none">• Prioritization and representative participation of affected community in decision-making

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Structuring for Impact

Five Conditions for Collective Impact



Collective impact - the commitment of a group of actors from different sectors to a common agenda for solving a specific social problem, through structured collaboration.

Collective impact work is supported by a **BACKBONE** organization (FYC).

Backbone Orgs. provide a dedicated group of staff to convene and coordinate the collective



Core Functions of FYC's Backbone

Convene and Connect

Hospitals, community orgs and institutional partners to address infant mortality

Advocate

for resources, policy and systems changes prioritized by community partners and service providers

Support and Assist

community orgs/providers with fundraising, strategy, operations, and infrastructure to expand and sustain IM work

Communicate

Promote the work of the network, elevate the work of partners, share learning across FYC teams

Provide Data and Evaluate

share data, measure collective impact, determine what works, what doesn't, and what's needed.

Strategic Imperatives: Critical capabilities for FYC Backbone

1. **Equity lens:** ability to articulate who benefits and who is burdened and in what ways; whose voice determines benefits and burdens
2. **Data:** actively measure the impact of funded efforts; identify attributable risk; establish shared measurement on key impact areas; measure overall impact
3. **Advocacy:** advance policy and systems change beyond funding for low-income women; develop funds to support activities
4. **Governance:** balance power dynamics and racial representation in leadership structure and decision-making processes; assure representation in visioning, leading, shaping the narrative
5. **Communications:** strategic communications to internal, external audiences
6. **Facilitation:** connecting, bridging, braiding, supporting action team and grassroots efforts
7. **Funding:** align with mission and vision; establish clear criteria and fund-review body.

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Defining Success

How will we know we're making progress toward realizing our vision in the next 3 years?

Better Patient Experiences

Patients report they are heard and needs have been addressed

Decreased AA IMR Rates

Significant decrease in African American infant mortality incidences and rates

More Public Policy & Funding

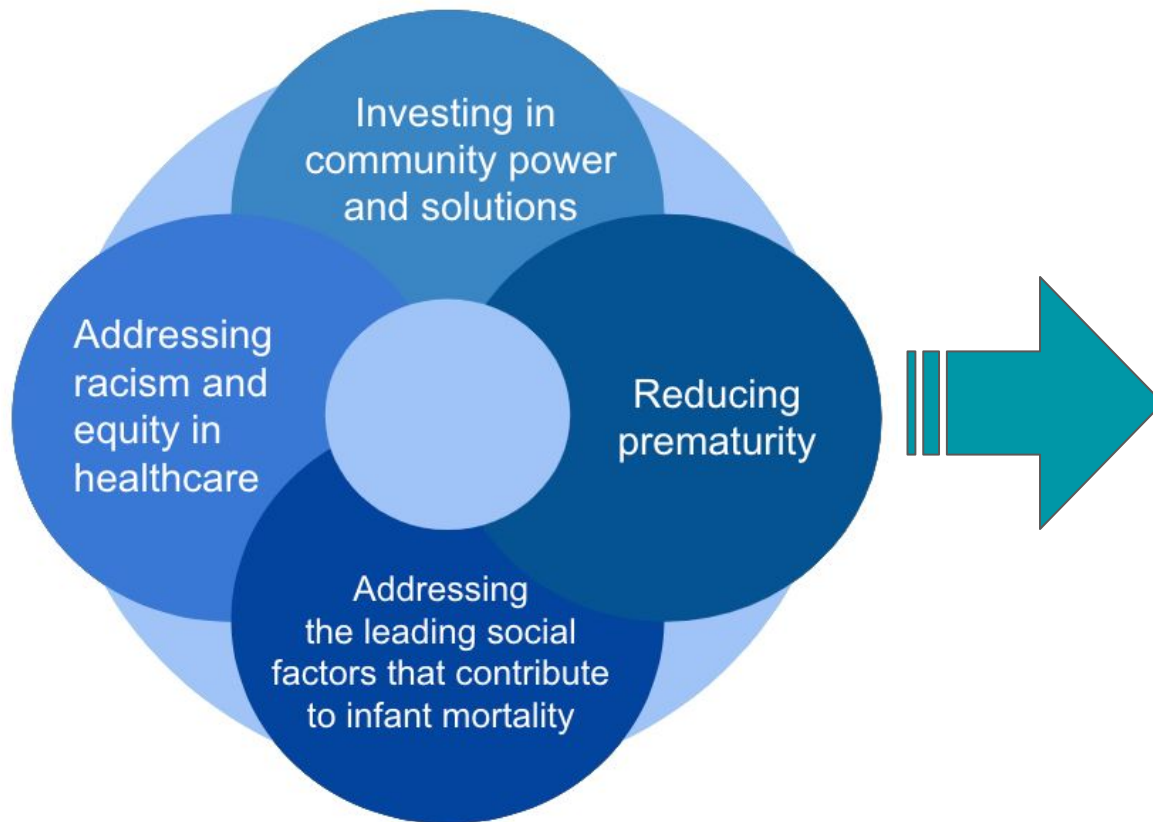
Public funding and policy specific to the African American community linked to performance

Greater Hospital Accountability

Systems will identify and commit to fulfill 3-5 bold system actions



Our Focus Areas for Impact



3 YR Successes

Better Patient Experiences

Decreased AA IMR Rates

More Public Policy & Funding

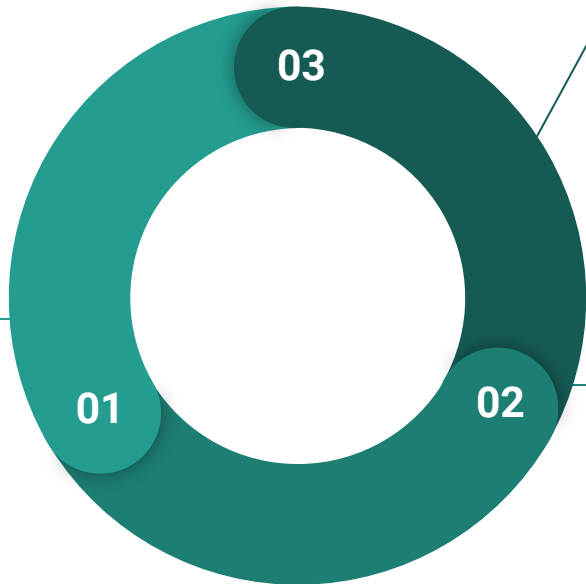
Greater Hospital Accountability

Sample Activities



Priority areas	Activity Areas	Contribution to success statement
Reducing prematurity	Invest in scaling the services, programs, and interventions that work to prevent premature births among AA women such as universal access to birthing supports	Significant decrease in African American infant mortality incidence
Addressing racism and inequity in medicine	Identify accountability in hospital systems for patient standards of care and outcomes. Assess policies and practices in place to address poor outcomes.	Patients are heard + needs are met Hospitals show ownership by taking 3-5 accountable actions
Investing in community power and solutions	Provide community with information, data, and technical assistance in interpreting the data to inform data-driven decision-making.	Policy + funding for AA community
Addressing the leading social factors that contribute to IM	Conduct policy analyses on unintentional harms to the AA community and effects on birth outcomes. Recommend remedies (eg. HEiAP)(Health Opportunity Index)	Policy + funding for AA community Significant decrease in African American infant mortality incidence

Measurement & Evaluation



Collective Impact + Backbone Structure

Monitoring fidelity to stated backbone structure functions

Assessing 5 conditions for collective impact and progress toward impact

Equity

Measure fidelity to equity principles

Monitor progress in equity areas of improvement

Equity focus of the mission

Strategic Plan

Track actions and contributors/inhibitors to progress on the outlined activities in strategic plan.

Assumptions

Capacity (knowledge + staff), Funding, Governance, Political will, Black lives matter

What's Next?



Finalize activities and measures

Complete measurement and evaluation framework

Share with Executive Committee for feedback and approval

Share with staff for feedback and refinement

Final plan and implementation!

