Project Scope and Timeline

Phases of Strategic Planning Process:

- Phase 1 - Kickoff and Structure
- **Phase 2 - Partner Engagement and Equity Assessment**
- **Phase 3 - Determine the Strategic Vision and Focus** (November - December 2020)
- **Phase 4 - Develop Implementation Plan and Evaluation Framework** (January 2021)
- Phase 5 - Final Strategic Plan - (January 19, 2021)
What the FYC Community Shared about Inclusion

Many of FYC partners consider themselves **committed volunteers**, regardless of their jobs and with other organizations and in the community.

They share a commitment to contributing to changing organizational and community culture, and providing services to the community.

Partners agree that they are working to address disparate outcomes in African American infant deaths.

- “People can volunteer for this work, because it aligns with their work and personal mission.”
- “Address power dynamics between primarily white leadership and black volunteers; make it clear how decisions are made.” This will impact volunteers’ decisions to remain involved.
- “Create an environment where hard conversations can be held.”
What CAE Recommends

Strategic Design Team of 18-21 members drawn from:

- Founders and Funders
- Executive Committee members
- African American community/PAIL members
- External Partners
- Community Action Council
- Public Policy and Engagement Committee
- Not less than 50% African American membership
Design Team Focus

**Definition**

- How we measure success *(our outcomes)*
- What we do *(our day-to-day work)*
- Where we focus *(our intended impact)*
- How we choose our work *(our prioritization process)*
- What we believe *(our pathway to change)*
- Who we are *(our character and culture)*
- Why we exist *(our purpose)*

**Frequency of Review**

- Metrics: Monthly/quarterly
- Activities: Monthly/quarterly
- Strategic Goals: Set every 3 to 5 years (check progress annually)
- Principles & Criteria: Set every 3 to 5 years (check progress annually)
- Theory of Change: Set every 3 to 5 years (check progress annually)
- Values: 5+ years/as needed
- Mission & Vision: As needed
Design Process Roles and Responsibilities

**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

**FYC STAFF**
- Provide data and input. Support process
Design Team Members

Founders and Funders:
- Kevin Kelley, Matt Carroll, Mitch Balk

Executive Committee:
- Akram Boutros, Jazmin Long, Stan Miller

PAIL Committee:
- Sabrina Roberts, Frances Mills, Chip Allen

CAC:
- Diane Gatto, Margaret Larkins-Pettigrew, Al Grimes

Public Policy & Engagement:
- Marcia Egbert, Dan Cohn, John Corlett

Partners:
- Angela Newman White, Margaret Mitchell, Michael Konstan
What We Have Learned

Survey results, four (4) SWOT brainstorming sessions, and individual interviews have yielded insights regarding how to structure the strategic planning process. We must ensure:

- Transparency
- Clarity in Communications
- Articulating Decision Points
- Substantive Representation of African Americans in Leadership Roles
- Inclusion
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<tr>
<th>Category</th>
<th>Equity Assessment Highlights</th>
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| Mission and Vision               | • Mission, vision, and focus on reducing disparities in infant mortality and are clear and well supported.  
                                           • Expand FYC’s mission to include improving the health of mothers and vulnerable babies.                                                                                 |
| Strategy and Impact              | • Deepen community engagement and build community power to improve impact  
                                           • Focus strategy and actions on root causes and structural racism.  
                                           • Clarify how impact on “reducing disparities in infant mortality” is defined and measured  
                                           • Use data to identify social determinants and root causes, that create disparities                                                                                     |
| Partnerships and Engagement      | • Improve structure, coordination, and communication across action teams.  
                                           • Communities of Color are recognized stakeholders, but are not regularly included in decision-making.                                                                 |
| Organizational Culture           | • FYC focuses funds and resources on African American communities.  
                                           • Need more transparency and accountability in budget priorities, tracking, and decision making  
                                           • Roles of staff, action teams, and partners in the FYC structure are clear, but effectiveness of their work in this structure is unclear. |
| Diversity Equity and inclusion   | • FYC is committed to racial and ethnic diversity, but the racial makeup of leadership and staff do not reflect this commitment.  
                                           • FYC’s leadership supports and promotes an inclusive culture and environment.  
                                           • FYC needs a comprehensive approach for how to set and achieve equity-centered goals                                                                                     |
Community Action Council - Strengths

- **Community Voice:** Toxic; 400 Years of Inequity; tolerance of dissent
- **Informed Methodology:** collective Impact; brings together a broad base of stakeholders; hospital CEO’s and community
- **Naming & Examining Systemic Racism:** principled commitment to anti-racism
- **Action Team Leads:** PAIL & Safe Sleep
- **Data Driven Focus on African American Infant Death:** clear focus and priority
- **Community volunteerism** - high participation rates; loyalty; passionate
- **Partnership:** institutional power brokers (hospital CEO’s) working with grassroots (PAIL)
- **Autonomy:** well resourced, autonomous teams
- **Communication Strategy through Team Leads:** network building, messaging, visibility, operationalizing team plan(s)
Community Action Council - Opportunities

- **Increased Community Involvement**: community health workers, midwives, grassroots resources; decision-making on priorities, budget, and strategy

- **Network Building**: greater coordination, communication, and trust between action teams, and between CAC, board, and FYC staff

- **Develop Healthcare Workforce**: train next generation doctors, nurses, mental health professionals (medical schools and nursing); develop a pipeline of African American physicians, nurses, and doulas

- **Expand Organizational Commitment**: require training and education related to anti-bias behavior for all partners and grantees

- **Funding Priorities**: clear and transparent rationale and process for who gets funded; tie funding to outcomes
Community Action Council - Weaknesses

- **Exclusionary:** need broader focus; too focused on hospital systems; not enough focus on messaging; broader policy issues; organizational practices; medical and nursing students; school age children; blaming poor outcomes on mothers

- **Shared Leadership:** appropriate representation of African American community on executive committee (governance)

- **Race vs Racism:** clarify that the issue to be addressed is racism and not race within hospital systems and other committed FYC organizations and at national level

- **Policy Team:** broader thinking required

- **Data:** find easily understandable ways to share

- **Communications:** use graphics vs reliance on written word; thoughtful, targeted messaging and messengers led by African American millennial; connectivity among action teams
Community Action Council - Threats

- **Political Climate**: 2020 election results; institutional interests prevailing over community interests;

- **Shifting Funding Priorities**: Centers for Medicare and Medicaid Services; shifting philanthropic priorities;

- **Power Dynamics**: community voice and leadership; not being in touch with community

- **Lack of African American Health Care Providers in Neonatal Intensive Care Units**: “providers do not look like our moms”

- **Operations**: Too many meetings and not enough implementation
What’s Ahead

- **Early - Mid November:** complete interviews (more info on equity strategies, political and community climate, and funding environment)

- **Mid November - Early December:** Hold 3 Design team sessions and gather FYC community feedback

- **Early January - Mid January:** Develop Implementation Plan and Evaluation Framework

- **January 19, 2021:** Final report to Executive Committee

**Throughout the process CAE will:**

- Ensure communications are clear and accessible to broader FYC community

- Share the outputs of Design Team working sessions and provide opportunity for greater stakeholder feedback and input in decision-making process

- Use data and include a diversity of thought and perspectives in decision-making
Feedback: Google Survey

https://forms.gle/jiPzEk5NMk1XWHET7

Community Action Council Members may use this link to provide feedback on your top three priorities by: November 15, 2020.