## Healthy Start
### Strategic Plan 2018 – 2021

**Mission:** To improve maternal and child health and to reduce poor birth outcomes and infant mortality in Allegheny County.

<table>
<thead>
<tr>
<th>Finances</th>
<th>Branding and Distinctiveness</th>
<th>Staff and Board</th>
<th>Program Capacity</th>
<th>Quality Improvement</th>
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</thead>
<tbody>
<tr>
<td><strong>Goal:</strong> Diverse and sustainable revenue generation results in increased net assets and cash flow.</td>
<td><strong>Goal:</strong> Implementation of strategic marketing efforts around a clarified internal and external brand creates increased community visibility and awareness.</td>
<td><strong>Goal:</strong> A highly equipped board of directors actively supports a unified management team who leads a collaborative staff with the necessary mix of required skills.</td>
<td><strong>Goal:</strong> A responsive mix of engaging and impactful programs, along with strategic program partnerships, satisfy participant’s needs and expectations.</td>
<td><strong>Goal:</strong> Ongoing organization-wide monitoring and evaluation, combined with expanded evidence-based practices, permits a laser-focus on program, operations, and equity outcomes.</td>
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- Increase diverse earned revenue (contracts, government grants, insurance reimbursements, etc.)
- Increase diverse contributed revenue including individual giving (Gala / special events, donations, annual campaigns, etc.) and philanthropic grant revenue
- Increase cash reserves and net assets
- Clarify board’s role in fundraising
- Marketing Plan (increasing community awareness across communications channels including website, social media, etc.)
- Clarifying Healthy Start’s core competency (population served, scope of services (time period, comprehensiveness))
- Pursuing partnerships for visibility (referrals, outreach, awareness-raising)
- Identification and engagement of a local or regional champion, celebrity, or thought leader
- Strengthened team building and communications among staff
- Management and supervisory training
- Staff recruitment and retention strategy (right skills, etc.)
- Provide support to CEO 100% (internally and externally)
- Board evaluation and development
- Strong participant communications and engagement
- Responsive programming (growth of father program, behavioral health services, etc.)
- Strengthen C.A.N.
- Program outcomes – (K.P.I.s, dashboard, etc.) developed for each core program
- Pursuing Partnerships (strategic alliances, complimentary services or “case management” handoffs, etc.)
- Quality improvement processes (programs, internal capacity, monitoring progress internally, etc.)
- Data, impact, and evaluation
- Incorporating an evidence-based model
- Equity focus throughout organization (versus equality)

**Healthy Start Annual Meeting**