



Strategic Plan 2021- 2025 Agency Goals #1

Goal: Improve internal communication methods and channels to ensure dissemination of critical information to staff is consistent and efficient

Pronged Strategy:

Strategic Plan Identifier	Action Steps	Person(s), Partners Responsible	Resources Needed Internal/External	Progress Indicated at Benchmark	Completion Date	Evidence of Improvement
	What you'll need to do to implement the strategy	Who is responsible for carrying out each action step	What resources you'll need both internally and externally to complete each action step	How you know that you have made progress on each action step	When you expect to complete each action step	The result of completing each action step
1	All policy changes are communicated directly from HR to all staff in a consistent fashion					
1.1	Provide explanation as to purpose and impact of policy changes to all staff					
1.2	Include point of contact for policy changes to respond to staff questions and concerns					
2	Implement virtual town halls with all staff to encourage on-going dialogue between direct staff and leadership					
2.1	Provide clear expectations of town halls for staff					
2.2	Develop and internal communication plan to inform the staff and encourage participation					
2.3	Create a process to plan, prepare, facilitate meetings, and communicate outcomes					



Strategic Plan 2021- 2025 Agency Goals #2

Goal: Expand community awareness of HSI brand, programs/services, and impact in the community

Pronged Strategy:

Strategic Plan Identifier	Action Steps	Person(s), Partners Responsible	Resources Needed Internal/External	Progress Indicated at Benchmark	Completion Date	Evidence of Improvement
	What you'll need to do to implement the strategy	Who is responsible for carrying out each action step	What resources you'll need both internally and externally to complete each action step	How you know that you have made progress on each action step	When you expect to complete each action step	The result of completing each action step
1	Maximize new website with relevant, consistent content to increase visitor engagement					
1.1	Program directors/department heads will review website content monthly to ensure accuracy and current information					
2	Develop and implement annual social media engagement strategy					
2.1	Create a cross-department working group to develop annual social media strategy					
2.2	Create an annual strategy plan template					
3	Review and improve internal process to curate and manage content creation and posting to improve content					
3.1	Engage program directors in creating recommendations how they would best like to utilize, create, and post content					
3.2	Leadership team review program directors' recommendations and make final policy changes					



Goal: Expand community awareness of HSI brand, programs/services, and impact in the community.

4	Develop an internal policy and procedure as to how programs can promote services while emphasizing HSI agency					
4.1	Engage program directors in creating recommendations how they would best like to utilize, create, and post content					
4.2	Gather and review individual program branding, communications, and social media guidelines					
4.3	Facilitate a meeting with program directors to develop agency wide policy					
4.4	Develop marketing materials templates for program materials - digital folder					
4.5	Invest in promotional materials for HSI					
5	Determine how to provide dedicated support (staff, outsourced, volunteer) to manage social media and engagement					
5.1	Perform research to determine all options to manage social media content (work study, volunteers, outsourcing)					
5.2	Leaderships and board members select most appropriate strategy for dedicated support					



Strategic Plan 2021- 2025 Community Goal

Goal: Reduce infant mortality in high need/high risk communities

Program Alignment: EHS, WIC, EAP, HCV, CFS, Food Pantry, Infant Care Pantry

Pronged Strategy:

Strategic Plan Identifier	Action Steps	Person(s), Partners Responsible	Resources Needed Internal/External	Progress Indicated at Benchmark	Completion Date	Evidence of Improvement
	What you'll need to do to implement the strategy	Who is responsible for carrying out each action step	What resources you'll need both internally and externally to complete each action step	How you know that you have made progress on each action step	When you expect to complete each action step	The result of completing each action step
1	Develop Safe Sleep public awareness campaign					
1.1	Engage in comprehensive data review and develop community dashboards (key statistics, trends, gaps, etc.)					

1.2	Identify existing community campaigns		<p>Bartholomew County - IMPACT Action Team Johnson County - Maternal Child Health Shelby County - Community baby shower Safe Sleep Shelby County Group: Coordination among many agencies/programs for Safe Sleep Promotion. Big event is annual Community Baby Shower. Firefly Children and Family Alliance provide: safe sleep education, provides cribs or pack-n-plays, and sleep sacks for those enrolled in Community Partners for Child Safety. Head Start/Early Head Start: EHS has families sign paper that they practice safe sleep at EHS. Shelby County Health Department will be starting a safe sleep program probably after the first of the year. Healthy Families provides pack n plays after watching a short safe sleep education video. NFP: Safe Sleep Education and pack n play. WIC: Safe sleep pamphlets and referrals to the above programs.</p>			
1.3	Ensure priority population groups can see themselves represented in campaign materials (photos, graphics, language, etc.)					
1.4	Hold focus group with priority population groups to gather feedback on relevancy and impact of campaign materials					
1.5	Form a strong case statement to educate the public of the urgency and scope of the issue and provide a clear call to action					
2	Equip parents with tools and resources necessary to practice safe infant care		<p>Bartholomew County - IMPACT Action Team Johnson County - Maternal Child Health Shelby County - Community baby shower Data Sets - In.gov</p>			
2.1	Develop an inventory of parent tools and resources - ensuring all materials are data driven and relate to priority population groups		<p>Sleep sacks - where? WIC - newborn safe sleep books/education EHS - education at prenatal visits Community Café' idea Healthy baby</p>			

2.2	Secure a dedicated staff resource to coordinate the effort					
2.3	Train staff on how to understand and aid parents in utilizing the tools and resources					
2.4	Integrate mental health education and supports					
3	Mobilize communities to develop and implement local infant mortality reduction action plans					
3.1	Develop individual community assessments identifying key organizations, potential partners, and community leaders actively working and or committed to infany mortality					
3.2	Assess each community's current level of engagement in combatting infant mortality to determine the most appropriate role and course of action for HSI					
3.3	Develop a facilitated process, structure, and ongoing support model to aid priority communities in developing, implementing, and tracking the local action plan					



Strategic Plan 2021- 2025 Family Goal #1

Goal: Increase the number of households securing safe, quality, affordable housing

Program Alignment: HCV, Housing First, Rapid Rehousing

Pronged Strategy:

Strategic Plan Identifier	Action Steps	Person(s), Partners Responsible	Resources Needed Internal/External	Progress Indicated at Benchmark	Completion Date	Evidence of Improvement
	What you'll need to do to implement the strategy	Who is responsible for carrying out each action step	What resources you'll need both internally and externally to complete each action step	How you know that you have made progress on each action step	When you expect to complete each action step	The result of completing each action step
1	Launch intensive outreach and education campaign					
1.1	Design campaign messaging and materials					
1.2	Develop partnership program targeting landlords and housing facilities					
1.3	Identify communication channels and media partners					
2	Maximize and expand resources to provide housing assistance and supports					
2.1	Request additional vouchers via HCV contract each year					
2.2	Advocate and apply for funding to support housing programs					
2.3	Complete community asset map to identify all existing housing programs/supports as well as identify gaps in services					

2.4	Educate clients on all available housing assistance programs and supports					
2.5	Establish working relationships with other community providers delivering housing programs and services					
2.4	Integrate mental health education and supports					
3	Mobilize communities to develop and implement local infant mortality reduction action plans					
3.1	Develop individual community assessments identifying key organizations, potential partners, and community leaders actively working and or committed to infamy mortality					
3.2	Assess each community's current level of engagement in combatting infant mortality to determine the most appropriate role and course of action for HSI					
3.3	Develop a facilitated process, structure, and ongoing support model to aid priority communities in developing, implementing, and tracking the local action plan					



Strategic Plan 2021- 2025 Family Goal #2

Goal: Improve financial stability for low-income persons and household

Program Alignment: CFS, Housing First, Rapid Rehousing, Emergency Rental Assistance (ERA)

Pronged Strategy:

Strategic Plan Identifier	Action Steps	Person(s), Partners Responsible	Resources Needed Internal/External	Progress Indicated at Benchmark	Completion Date	Evidence of Improvement
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1	Expand opportunities and participation in financial education programs					
1.1	Increase capacity of Coaching for Success program					
1.2	Increase funding supports and resources					
1.3	Develop digital financial education platform to scale reach and improve accessibility					
2	Provide education, resources, and supports to build assets					
2.1	Host community events and outreach campaigns to promote financial education and resources					
2.2	Identify and recruit diverse financial educators and facilitators					
2.3	Launch corporate volunteer engagement program to train and deploy financial educators					

3	Remove barriers to financial stability					
3.1	Develop client assessment tool to identify barriers					
3.2	Secure dedicated funding support to develop new programs and scale existing programs					
3.3	Form partnerships with local businesses (financial institutions, car repair shops, etc.) to provide specialized opportunities for clients					

Abbreviations

FIMR = Fetal Infant Mortality
Review