

HEALTH EQUITY SOLUTIONS

# *LOOKING AHEAD...*

STRATEGIC PLAN 2022-2025

# TABLE OF CONTENTS



**MISSION & VISION**



**CORE VALUES**



**HES GOALS & OBJECTIVES  
2022-2025**



**HES YEAR 1: IMPLEMENTATION &  
INITIATIVES 2023-2025**

# REVISING OUR MISSION

## *CURRENT*

”

*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*

## *OUR MISSION*

”

*To advance health equity through anti-racist policies and practices.*

## *REVISED*

# REVISING OUR VISION

## *CURRENT*



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.

## *OUR VISION*



For every Connecticut resident to attain optimal health regardless of race, ethnicity, or socioeconomic status.

## *REVISED*

# WHAT WE VALUE

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*

# GOAL #1

## ADAPT AND STABILIZE INTERNAL OPERATIONS FOR GROWTH



# 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



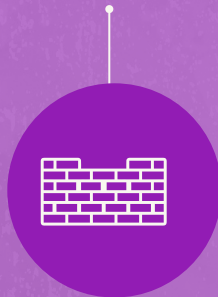
Partner with other organizations to help advance shared health equity goals and priorities



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)

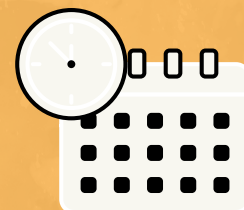
Develop a strategic marketing plan and strategies focused on HES's goals, value proposition, and mission impact



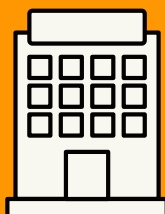
Explore non-traditional funding

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 Q422

**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 Q123.

**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

**Target 2:** Redesign and populate the HES website

**Action:**

- Seek additional earned and paid media exposure for HES

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/driven 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.)
- Web site 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



### Q4-22

Target: Hire a contracted grant writer to pursue grant funding opportunities identified by staff

Action Steps: Hire contract vendor.

Vendor reviews past methods by Q422

### 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.



### Q3-23

Target: Build relationships with potential funders and donors

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

## RESOURCES NEEDED

- Funds for hosting convenings with key influencers and allies