2021 Goals and Objectives

*Note: All 2021 Objectives are presented with the knowledge that modifications will likely be made based on Bridgespan recommendations*

### Strategic Goal 1: Expand Access to Comprehensive Health Care

**Objective 1:** Continue to support National Network to provide medical home services by maintaining 2020 patient and encounter numbers

**Objective 2:** Promote a community of practice for the CHF & National Network partnerships that increases connectedness, clinical knowledge, and skills.

**Objective 3:** Develop and sustain two CHF led programmatic initiatives funded and implemented with CHF partners

### Strategic Goal 2: Reduce Health Barriers to Learning

**Objective 1:** Defines best practices and implements school climate and trauma-sensitive programming in 5 NYC elementary schools and the Vimenti Project in Puerto Rico

**Objective 2:** Disseminate program results, materials, and best practices nationally through program partners and CHF communication channels

**Objective 3:** Define and implement adaptable plan for programming sustainability and expansion

### Strategic Goal 3: Respond to the needs of children impacted by major public health crises

**Objective 1:** Evaluate natural disasters as they arise and prepare a response

**Objective 2:** Shape and support CHF's COVID-19 pandemic response efforts

**Objective 3:** By acknowledging the role of racism in health, CHF will proactively engage in strategies to optimize healthcare that reduces the impact of racism
2021 Goals and Objectives

Strategic Goal 4: Improve the health and well-being of children through advocacy and public education

Objective 1: Defend and actively support Child Health Safety Net programs by maintaining and strengthening CHF's policy and advocacy leadership and network via three platforms: national and local coalitions, the Medicaid "Free Care" plan amendment in NYS and legislative initiatives.

Objective 2: Research, develop, and communicate five unique thought leadership initiatives in support of the CHF Strategic Framework

Objective 3: Strategizing to secure public, institutional and private funding and partnerships to support CHF and its advocacy activities.

Strategic Goal 5: Improved Research, Evaluation, Learning

Objective 1: Build out potential research partnerships, within the National Network and externally, to further CHF's capability to conduct research and evaluation.

Objective 2: Create an online platform for "data stories" on CHF's impact and populate with existing and new products.

Objective 3: Develop CHF's data infrastructure and adaptive capacity to prepare us to collect and utilize outcomes data.
2021 Goals and Objectives

**Strategic Goal 6: Fundraising & Development**

*Raise $12.5 million in revenue for existing programs, new initiatives and operating expenses.*

**Objective 1:** Raise $2.5 million for Phase 2 of COVID Fund

**Objective 2:** Raise $6 million from Foundations and Govt (non COVID)

**Objective 3:** Raise $1.5 million from Individuals

**Objective 4:** Raise $2 million from corporations

**Objective 5:** Raise $500k through special events

**Strategic Goal 7: Marketing and Communications**

**Objective 1:** Increase awareness of programmatic priorities (mental health, telehealth, social determinates, school climate, advocacy, anti-racism and vaccines)

**Objective 2:** Increase digital marketing KPIs (website, email, HRL.NYC, social media)

**Objective 3:** Create compelling content for use by communications and development

**Objective 4:** Communicate anti-racist efforts internally and externally supporting CHF Diversity, Equity and Inclusion:

**Organizational Development Goals**

**Objective 1:** Strengthen CHF’s organizational goals, priorities and operations by supporting the staff’s professional growth and job satisfaction; updating, maintaining, implementing organizational administrative initiatives, policies and procedures.

**Objective 2:** Maintain remote working protocol, platforms, and technology while planning and implementing move to new site.

**Objective 3:** Improved accuracy and efficiency of financial systems and reporting