



***The Family Healthcare Foundation
Strategic Plan 2020 - 2023***

Mission of The Family Healthcare Foundation:

The mission of The Family Healthcare Foundation is to be the trusted leader in our community ensuring access to affordable, high-quality healthcare.

Vision of The Family Healthcare Foundation:

Every person in Tampa Bay has access to affordable, quality healthcare to ensure a healthy, vibrant community.

STRATEGIC PLAN ELEMENTS 2020 - 2023

Goal A: TFHF will maintain the continuity of the organization through planning for change

Strategy	Action Step	Timeframe	Accountability	Measure of Success	Resources Required to Complete (Human, Financial)
A1 Create a plan for the succession of the organization	A1.1 Create a succession plan for the leadership of the organization	6/30/21	ED and Ad Hoc Succession Committee	Leadership succession plan created/updated	Time of the ED/Ad Hoc Committee Members
	A1.2 Create a succession plan for the leadership of the Board of Directors	6/30/21	Ad Hoc Succession Committee	Board leadership succession plan created/updated	Time of the Ad Hoc Committee Members
A2 Increase Board capacity	A2.1 Assess strengths of current BOD	Annually	Executive Committee	Report to BOD Sept. of each year.	Time of the Executive Director
	A2.2 Identify gaps in BOD composition	Annually	BOD	1-2 new Board members recruited annually, or as needed based on vacancies	Time of the BOD
	A2.3 Specifically recruit new Board members to balance composition	Annually	BOD		
	A2.4 Establish process for cycling Board members/officers	Annually	BOD		

				By-laws updated to reflect cycling	
A3 Develop plan to be able to adjust to variable funding	A3.1 Develop budgets based on potential changes in federal/state funding availability	January 2021 (reviewed every 6 months)	ED, DO	Budgets created/approved	Time of ED, DO
	A3.2 Develop staffing plan based on potential changes in federal/state funding	January 2021 (reviewed every 6 months)	ED, DO	Staffing plan reflective of budget developed	Time of the ED, DO

Measures of Success:

By Y1: Succession plan is created and approved; budgets are completed and ready to present to BOD as state and federal funding is decided

By Y2: All leadership transitions occur seamlessly, according to succession plan; Board membership continues to reflect diversity of experience and demographics

By Y3: The work of the organization is consistently supported by the full leadership of the organization.

Goal B: TFHF will become a widely recognized resource for equitable access to healthcare in the Tampa Bay area

Strategy	Action Step	Timeframe	Accountability	Measure of Success	Resources Required to Complete (Human, Financial)
B1 Create a communications and branding plan	B1.1 Retain communications consultant	February 2021	ED	Contract with consultant	Time of ED, funding for consultant
	B1.2 Create a communications/branding plan	June 2021	ED	Communications plan approved by BOD	Time of ED /consultant
	B1.3 Implement/update plan as needed based on measurable objectives	July 2021	ED/Team	Plan implemented, outcomes being measured	Time of ED/Team
B2 Further develop/maintain partnerships	B2.1 Maintain Covering Tampa Bay leadership role	Annually	ED/Team	CTB leadership meetings monthly/ CTB meetings Q	Time of the ED/DO
	B2.2 Engage 5 new partners each year	June 30 Annually	ED/Team	5 new partners established	Time of the ED/Team

B3 Create organizational capacity to address health equity	B3.1 Participate in organizational Health Equity Assessment	July 2012	ED/Team	HEA completed	Time of the team; funding for assessment; time of the facilitator
	B3.2 Implement 2 organizational changes recommended by HEA	Aug 2021	ED/Team	Recommendations implemented	Time of the team
	B3.3 Explore opportunities for Health Equity Leadership training	Aug. 2021	DO	Two training opportunities identified	Time of the DO
B4 Lead advocacy initiatives	B4.1 Create annual advocacy agenda with input from the Family Advisory Council	September of each year	ED; Family Advisory Council; BOD	Approved advocacy agenda	Time of ED; FAC; BOD
	B4.2 Enlist partner organizations/families	November of each year	ED; DO	Partners identified	Time of ED; partners
	B4.3 Hold meetings with key legislators	TBD	ED; BOD	5 meetings completed annually	Time of ED; partners
	B4.4 Participate in press conferences, interviews, media opportunities to drive advocacy initiatives	TBD	ED; Team; Families	Media requests fulfilled	Time of participants

Measures of Success:

By Y1: Establish earned and social media baseline; increased organizational knowledge of health equity practices; establish advocacy participation baseline; Health Equity Assessment completed.

By Y2: Increase social and earned media response by 5% above the previous year. Leadership in Health Equity training completed.

By Y3: Increase social and earned media response by 15% above the previous year. Health Equity goals infused into organizational goals.

Goal C: TFHF will be sustainable

Strategy	Action Step	Timeframe	Accountability	Measure of Success	Resources Required to Complete (Human, Financial)
C1 Maximize indirect cost support	C1.1 Include all allowable Indirect costs in each new proposal and contract	Ongoing	ED/DO	5% increase in Indirect costs above baseline each year	Time of ED/DO; funding
	C1.2 Allocate all direct costs to maximize secured funding	Ongoing	ED/DO		
C2 Diversify Foundation's sources of funding	C2.1 Secure one new funder	December of each year	ED/DO	Contract signed	Time of ED/DO
	C2.2 Develop one family-led funding initiative	July 2021	ED/DO	Initiative implemented	Time of the ED/DO; FAC
	C2.3 Develop one corporate funding relationship	December of each year	ED/DO	Agreement executed	Time of ED/DO

Measures of Success:

- By Y1: Increase external funding by 5% above the previous year.**
- By Y2: Increase external funding by 10% above the previous year.**
- By Y3: Increase external funding by 15% above the previous year.**