Section 1: Our Compass

Mission Statement
Our mission is to create practical solutions at the intersection of vulnerability, migration, and health.

Vision Statement
We envision a world based on health justice and equity, where migration is never an impediment to well-being.

Values
- Equity
- Teamwork
- Innovation
- Excellence
- Health Justice

Personality traits
- Nimble, Pragmatic, Driven, Visionary

Key Metrics

Strategic Priorities
1. Diversity, Equity and Inclusion (including a focus on language justice)
2. CEO Transition
3. Increased fund development to capitalize on enhanced visibility of MCN

Section 2: Our Actions

Focus Area I: Staff Development
Focus Area Champions: Elaine Penn and Jillian Hopewell
Focus Area Team Members: Amy Liebman, Del Garcia, Jillian Hopewell, and Karen Mountain
Focus Area Vision:
Within three years we will have
1.
**Goal A**  ON-BOARDING: Improve MCN’s onboarding process by...

<table>
<thead>
<tr>
<th>Status</th>
<th>Start Date</th>
<th>End Date</th>
<th>Completion %</th>
<th>Goal Champions</th>
<th>Goal Key Team Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>Slow Progress</td>
<td>4/1/2022</td>
<td>8/31/2022</td>
<td>25%</td>
<td>Esther Rojas and Jessica Calderon</td>
<td>None</td>
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**Goal B**  EVALUATION: Identify and implement best practices whereby staff can provide feedback to leadership and leadership can evaluate employees.

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<thead>
<tr>
<th>Status</th>
<th>Start Date</th>
<th>End Date</th>
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<th>Goal Key Team Members</th>
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**Goal C**  INTERPERSONAL: Identify best practices of relational accountability so that acknowledgment and repair can happen when feelings are hurt, or micro-aggressions occur.

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<thead>
<tr>
<th>Status</th>
<th>Start Date</th>
<th>End Date</th>
<th>Completion %</th>
<th>Goal Champion</th>
<th>Goal Key Team Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>On Track</td>
<td>4/1/2022</td>
<td>9/30/2022</td>
<td>15%</td>
<td>Kaethe Weingarten</td>
<td>Amy Liebman, Ashley-Michelle Papon, Elaine Penn, and Myrellis Muñiz Márquez</td>
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**Goal D**  PROFESSIONAL DEVELOPMENT: Create opportunities for staff to receive internal and external professional development to improve skills, knowledge, and understanding.

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<thead>
<tr>
<th>Status</th>
<th>Start Date</th>
<th>End Date</th>
<th>Goal Champion</th>
<th>Goal Key Team Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not Started</td>
<td>4/1/2022</td>
<td>12/31/2022</td>
<td>Jillian Hopewell</td>
<td>Jannette Nunez</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>Internal Staff Training Provided</th>
<th>MCN Guideline Developed</th>
</tr>
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<tbody>
<tr>
<td>0.0 trainings as of Apr 22, 2022</td>
<td>Not started</td>
</tr>
</tbody>
</table>

**Focus Area II: Communications**

**Focus Area Champion:** Claire Hutkins Seda

**Focus Area Team Members:** Ashley-Michelle Papon, Del Garcia, Jillian Hopewell, Noel Dufrene, Robert Kinnaird, and Theresa Lyons-Clampitt

**Focus Area Vision:** Within three years we will have:

1. 
### Goal A: Staffing

**Goal:** Hire 1 full-time translator

- **Status:** On Track
- **Timeline:** 4/7/2022 - 7/31/2022
- **Progress:** 25%

**Goal Champion:** Claire Hutkins Seda

**Goal Key Team Members:**
- Alma Galvan
- Amy Liebman
- Del Garcia
- Jessica Calderon
- Jillian Hopewell

**Staff Hired:**
- 0.0 people
  - As of April 21, 2022

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### Goal B: MCN Story

**Goal:** Rebuild our shortform MCN Story and weave it throughout our work.

- **Status:** On Track
- **Timeline:** 4/1/2022 - 9/30/2022
- **Progress:** 25%

**Goal Champion:** Claire Hutkins Seda

**Goal Key Team Members:**
- Jillian Hopewell
- Ashley-Michelle Papon
- Noel Dufrene
- Robert Kinnaird

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### Goal C: Strategy

**Goal:** Create a 3-year communications strategy.

- **Status:** Not Started
- **Timeline:** 4/25/2022 - 7/29/2022

**Goal Champion:** Claire Hutkins Seda

**Goal Key Team Members:**
- Ashley-Michelle Papon
- Jillian Hopewell
- Noel Dufrene
- Robert Kinnaird

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### Goal D: Website

**Goal:** Launch and maintain a high-quality, easy-to-navigate, bilingual website.

- **Status:** On Track
- **Timeline:** 4/14/2022 - 7/29/2022
- **Progress:** 40%

**Goal Champion:** Claire Hutkins Seda

**Goal Key Team Members:**
- Jillian Hopewell

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### Focus Area III: Education

**Focus Area Champion:** Martha Alvarado

**Focus Area Team Members:**
- Alma Galvan
- Aníbal Yariel Lopez Correa
- Jillian Hopewell
- Robert Kinnaird
- Theresa Lyons-Clampitt
- Wilmari de Jesús Álvaréz
- Esther Rojas
- Jessica Calderon
- Myrellis Muñiz Márquez

**Focus Area Vision:**
Within three years we will have:

A comprehensive **virtual education hub** that is:
- Making positive progress towards access and language justice
- Responsive to our constituents and faculty
- Puts evaluation results into practice
- Provides a full menu of educational offerings relevant to migrant, immigrant, and worker health
### Goal A: Staffing

**Goal**: Hire full-time person for CEUs, IRB, and assistant for Martha (currently there is a part-time contractor)

- **Status**: On Track
- **Start**: 4/7/2022
- **End**: 6/24/2022
- **Criteria**: 40%
- **Champion**: Jillian Hopewell
- **Key Team Members**: Martha Alvarado and Theressa Lyons-Clampitt

**Staff Hired**

- 0.0 people as of Apr 21, 2022

### Goal B: Language Access

**Goal**: Within one year 100% of MCN’s webinars will have either English/Spanish simultaneous translation or be presented once in each relevant language.

- **Status**: Not Started
- **Start**: 7/1/2022
- **End**: 6/30/2023
- **Champion**: Martha Alvarado
- **Key Team Members**: Alma Galvan, Esther Rojas, Myrellis Muñiz Márquez, and Theressa Lyons-Clampitt

**Webinar Language Access**

- Not started

### Goal C: Constituent Interaction

**Goal**: Develop and utilize a regular system to follow-up on comments made during webinars and learning collaboratives.

- **Status**: Not Started
- **Start**: 6/9/2022
- **End**: 7/29/2022
- **Champion**: Martha Alvarado
- **Key Team Members**: None

### Goal D: Evaluation

**Goal**: Create a standard process for analyzing qualitative data from session evaluations.

- **Status**: Not Started
- **Start**: 6/9/2022
- **End**: 9/30/2022
- **Champions**: Anibal Yariel Lopez Correa and Wilmari de Jesús Alvarez
- **Key Team Members**: Esther Rojas and Martha Alvarado

### Goal E: Evaluation

**Goal**: Increase the evaluation response rate by (need to figure out percentage) for webinars and learning collaboratives.

- **Status**: Not Started
- **Start**: 7/1/2022
- **End**: 6/30/2023
- **Champion**: Martha Alvarado
- **Key Team Members**: Esther Rojas, Myrellis Muñiz Márquez, Nicole Torres, and Theressa Lyons-Clampitt

### Goal F: Systems

**Goal**: Conduct a comprehensive review of MCN’s educational systems to improve standard operating procedures.

- **Status**: Not Started
- **Start**: 6/9/2022
- **End**: 9/30/2022
- **Champion**: Martha Alvarado
- **Key Team Members**: Esther Rojas, Giovanni Lopez-Quezada, Jillian
**Goal G: EVALUATION**  Standardize education activity evaluation across all programs so that we can measure trends over time organization-wide.

- **Goal Champions:** Anibal Yariel Lopez Correa and Wilmarí de Jesús Álvarez
- **Goal Key Team Members:** Esther Rojas, Martha Alvarado, and Theressa Lyons-Clampitt
- **Not Started** 6/9/2022 - 12/30/2022

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**Focus Area IV: Data and Evaluation**

**Focus Area Champions:** Anibal Yariel Lopez Correa and Wilmarí de Jesús Álvarez

**Focus Area Team Members:** Marysel Pagan-Santana, Amy Liebman, and Theressa Lyons-Clampitt

- **Staff Hired**
  - **On track**
  - 0.0 people as of Apr 21, 2022

- **MCN Guideline Developed**
  - **Not started**

**Focus Area Vision:**

**Within three years we will have:**

1. 
**Goal A** DATABASE: Interconnect existing databases to use the data managed by MCN can be used in different instances, for example, project evaluation, monitoring, and report; grant writing; annual report, and other executive staff or board interest.

- **Not Started**
- **5/16/2022 - 5/15/2023**
- **Goal Champion:** Wilmari de Jesús Álvarez
- **Goal Key Team Members:** None

**Goal B** STAFF: Diversify the evaluation workforce to strengthen evaluation expertise (with at least 2 evaluation specialist), including clinical evaluation, health systems evaluation, and/or social return on investment, among others, keeping values of a participatory approach, cultural competence, and linguistic diversity.

- **Not Started**
- **Goal Champion:** Marysel Pagan-Santana
- **Goal Key Team Members:** None

**Goal C** PLANNING: Conduct a rapid annual (general) needs assessment of partners to identify partner organizations' training and technical assistance needs, health clinics, physicians, and CHOWs to strengthen grant writing, planning, and marketing strategies to develop MCN as a referent.

- **Slow Progress**
- **None**
- **10%**
- **Goal Champion:** Anibal Yariel Lopez Correa
- **Goal Key Team Members:** Wilmari de Jesús Álvarez

**Goal D** SOP: Develop a standard procedure for recurrent evaluations to ensure that the instruments relate to funder requirements and MCN's strategic goals.

- **Not Started**
- **6/13/2022 - 7/31/2022**
- **Goal Champion:** Wilmari de Jesús Álvarez
- **Goal Key Team Members:** Marysel Pagan-Santana

**Goal E** ASSESSMENT: Assess the interest of the people who take CEU in MCN to know, in a systematized way, the interests of following training by profession and region, among others.

- **Not Started**
- **Goal Champion:** Anibal Yariel Lopez Correa
- **Goal Key Team Members:** Marysel Pagan-Santana and Wilmari de Jesús Álvarez

**Staff Hired**

- **0.0 people**
- **as of Apr 21, 2022**
Focus Area V: Fund Development
Focus Area Champion: Ashley-Michelle Papon
Focus Area Vision:
Within three years we will have:

1.

Focus Area VI: PROGRAMS: Health Network
Focus Area Vision:
Within three years we will have:

1.

**Goal A** STAFFING: Hire 2 HN Association to stabilize case loads and allow for review of cases by Alma

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<tr>
<th>Not Started</th>
<th>4/7/2022 - 6/30/2022</th>
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Goal Champion: Del Garcia
Goal Key Team Members: None

Focus Area VII: PROGRAMS: Wellbeing and Mental Health
Focus Area Champion: Pam Secada
Focus Area Team Members: Alma Galvan, Amy Liebman, Del Garcia, Jessica Calderon, Jillian Hopewell, Renee E. AboAmshe, and Kaethe Weingarten
Focus Area Vision:
Within three years we will have:

1. A well-funded and defined programmatic focus on wellbeing and mental health

Focus Area VIII: PROGRAMS: Emerging Issues
Focus Area Champion: Del Garcia
Focus Area Vision:
Within three years we will have:

1.

Focus Area IX: PROGRAMS: Worker Health and Safety and Environmental Justice
Focus Area Champion: Amy Liebman
Focus Area Team Members: Alma Galvan, Amy Liebman, Dina E. Gonzalez, Esther Rojas, Marysel Pagan-Santana, Myrellis Muñiz Márquez, Nicole Torres, and Renee E. AboAmshe
Focus Area Vision:
Within three years we will have:

1. Sustained our programmatic focus in occupational health and safety.

Focus Area X: PROGRAMS: Caribbean Region
Focus Area Champion: Marysel Pagan-Santana
Focus Area Vision:
Within three years we will have:

1. A component of MCN's strategic plan outlining MCN's programmatic focus on this region.