



Strategic Goal Action Plan

Executive Leadership Team

For Period: 2022-2023

GOAL 1: Become a Not-for-Profit Health Center of choice

Item #	Objectives	Task	Success Criteria	Due Date	Actual Date	Needs	Status (R/Y/G)	Notes
1 BOARD OF CHOICE								
		1) Contract with The Board Doctor	Contract with The Board Doctor	1/15/20	12/31		G	Cathy Allen onboard
		2) Recruit/ Onboard Diverse Members	Board Diversified by age, gender, ethnicity, HIV status, community gatekeepers, experts in HIV/STI/Medical/MH/ Fundraising	6/30/20	Ongoing		Y	4 Candidates identified / in process
		3) Implement Committees	3) Governance, Finance, Fundraising, Special Projects Committees staffed & functional	2/28/20			Y	3) Executive, Finance & Governance Committees Fully Funtional

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		4) Board Involvement	4) Board Chairs AWO 2022, Research & report on special topics, get tested & go through linkage process, ask questions, bring ideas, be service-oriented advocates, open doors, provide introductions	1/31/20		Orlando Parks & Recs POC, Police, Sheriff, new testing sites	R	
2	EMPLOYER OF CHOICE							
		1) Fully Staffed	1) At/Above National Averages for Salary & Benefits	12/31/21	12/31		G	Min hourly rate is \$17.10
		2) Staff Survey – Why H&H	2) Staff involved in defining Employer of choice criteria for H&H	6/30/20	6/30		G	2020 & 2021 Orlando Sentinel Top Places to Work
		3) Leadership Training / Mentoring Program	3) Engaged, service-oriented leadership team – Staff Survey					
		4) Quarterly Offsites	4) Implement Committees				R	COVID-19 Pandemic Interruption
		5) 401K Matching	5) Board Involvement	12/31/20	12/31		G	3% Match in Place
		6) Competitive Benefits	6) Recognize Anniversaries, Milestones, Outstanding Performance, Website Recognition, Training Opportunities	12/31/21	12/31		Y	Anniversaries, Birthdays celebrated. Special group participation celebrated. Wes Golon leading
		7) Tuition Assistance (in H&H related field)	7) Dedicated guidance on NP Student Loan Forgiveness Program				G	Fed Loan Services

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		8) Flexible Spending Account Healthcare	8) Continuous grant writing, alternative revenue streams, opportunities				R	
		9) Award Breakfast – Nominations for outstanding performances	9) W orkday is SW used at UM				R	
		10) Monthly update on strategic goals, agency direction, opportunities, etc. during All Hands Meeting					Y	Started highlighting each department and new program. It's an ongoing process
		11) Job security measures, secondary location in Brevard					R	
		12) Special Projects (online PrEP/PEP (Prevention 305), clean needle exchange, Brevard location					G	SSP started Q3 2021 Pharmacy purchased 3/16/22

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		13) Software / Electronic Reviews, Goals, Personal Dashboards		12/31/21	12/31/21		G	- Paychex Flex = Timecards, Timeoff, Reviews, Training, - Spendwise = Electronic Procurement, Approvals, Receipt Collection - eCW = electronic medical records
3 BRAND AMBASSADORS								
		1) Social Media Influencers						
		2) Local Drag Queen						
		3) Local HS Students						
		4) Incentive Structure for Referrals - Is this legal? Granny Brigade						
		5) Local athletes (Soccer (Kay Rollins), Magic, UCF						
		6) U.S. Schools – Teachers						
		7) University Orientation (educate parents & incoming freshmen)						

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		8) Back to School Events						
		9) Barber - Transgender clientele						
		10) Staff Committee to revisit Brand Ambassador Program/incentivize/vet/etc.						

Status Key

G	Controlled	Task is on schedule
Y	Caution	Task has deviated some from the plan or is in a waiting period
R	Critical	Task has deviated significantly from the plan or is in a waiting period
C	Complete	