



2020 to 2022 Strategic Plan

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*This document has been prepared exclusively for the
Indiana Public Health Association*

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Background

The Indiana Public Health Association (IPHA) was formed in 1964 to unify efforts for advancing public health across the state of Indiana. IPHA evolved over time providing educational activities and development opportunities for public health professionals. In addition, IPHA has worked to develop partnerships and advocate for the advancement of public health across the state of Indiana.

Over the past few years, important shifts have been occurring in public health that are important to IPHA. In late 2016, the U.S. Department of Health and Human Services (HHS) identified a new Public Health 3.0 model and issued a call for action to meet the challenges of the 21st century. In early 2018, the Indiana State Department of Health published the “Indiana State Health Assessment and Improvement Plan for May 2018 – December 2021. This plan includes a flagship priority specifically stating: “Improve the Public Health Infrastructure”. IPHA has a longstanding foundation and is uniquely positioned to serve as a leader for the HHS call to action and the ISDH flagship priority across Indiana.

In addition to the shifts occurring in public health from an external perspective, two major internal events have had a significant impact on IPHA over the last few years. First, the Executive Director who led the organization for over 20 years retired. Secondly, IPHA lost its primary funding support.

As a result of the evolution in public health, the ISDH focus on public health and the internal events, the IPHA Board of Directors acted in early 2019 to ensure IPHA remained an effective and recognized voice for public health in Indiana. To replace the retired Executive Director, the Board contracted with Health by Design for an Administrator and additional support. Once the Health by Design contract was executed, the Administrator and Board agreed that it was essential for IPHA to initiate a strategic planning process in order to focus IPHA’s actions and secure its future.

This document summarizes the strategic planning process and framework used to develop the 2020 to 2022 IPHA Strategic Plan which includes a new Mission statement, Vision statement, Goals, 2020 Metrics, and Strategies.

Strategic Planning Process and Framework

In July 2019, IPHA engaged Indiana University O’Neill School of Public and Environmental Affairs Executive Education (IUEE) to facilitate the IPHA strategic planning process. The objective was to develop a three-year strategic plan. A Planning Committee comprised of the Board President, the Board Immediate Past President and the Administrator led the strategic planning process which was facilitated by IUEE. The process was designed to be inclusive and to have the strategic plan be developed with input from multiple stakeholders.

The illustration below provides an overview of the process followed to develop the 2020 to 2022 IPHA Strategic Plan.



Phase 1: Strategic Thinking

The planning process started with the Planning Committee and IUEE meeting to determine the objectives and the framework for the planning process. There was agreement that the process needed to start with a discussion of IPHA’s purpose given the changes occurring in public health. The Planning Committee also indicated that the input IPHA had been collecting from stakeholders from across the state during the first half of 2019 would be considered in the development of the 2020 to 2022 Strategic Plan.

In late July, the IPHA Board and several stakeholders were invited to a Strategic Thinking meeting to discuss the purpose of IPHA. During that meeting breakout groups answered two important questions:

1. Why does IPHA exist?
2. What is IPHA trying to accomplish?

After the breakout groups answered those questions, the plenary group identified themes that emerged from the breakout groups. The group then reviewed IPHA's Mission Statement (see below) and discussed whether the Mission Statement aligned with the themes identified during the discussion of IPHA's purpose going forward.

IPHA Mission Statement: Strengthening public health through partnerships, policies and professional development.

The Board and key stakeholders agreed that given the changes in public health and based upon the discussion regarding IPHA's purpose, the IPHA Mission Statement should be revised as part of the strategic planning process.

Following the Board and stakeholder meeting, the Planning Committee met to discuss the output of the meeting and to identify the steps to be taken in preparation for the Board and stakeholder strategic planning retreat.

Phase 2: Planning

The Planning Committee worked throughout the planning phase to develop the 2020 to 2022 IPHA Strategic Plan which incorporated input provided by the Board and stakeholders over several months.

A key activity during Phase 2 was a Board and stakeholder retreat which occurred in mid-September. The same stakeholders who participated in the strategic thinking meeting were invited to the retreat. The Planning Committee started by determining that the objectives for the retreat would include:

- Establishing Foundational Understanding of IPHA's Current Environment
- Development of IPHA Strengths, Weaknesses, Opportunities and Threats
- Identifying IPHA Mission Statement's Key Components
- Developing a Description of IPHA at the End of 2022
- Identifying Draft Goals and 2020 Metrics

An important decision made by the Planning Committee as it prepared for the planning retreat was that for purposes of this three-year strategic plan, the Vision Statement for IPHA should focus internally and describe IPHA at the end of 2022. While Vision Statements are often long-term, aspirational descriptions of what an organization wants to achieve or accomplish; the Planning Committee agreed that given the current, challenged state of IPHA, it was important to focus on strengthening IPHA's presence to achieve sustainability and position itself to positively impact public health in Indiana over the next three years.

In preparation for the retreat, the Planning Committee developed a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis. A SWOT analysis is a tool frequently used in strategic planning to identify strengths and weaknesses that are internal to an organization while the opportunities and threats are external, so they are generally outside the control of the organization. A SWOT analysis helps strategic planning participants discuss positive and negative factors inside and outside the organization that affect success.

Prior to the Board and stakeholder retreat, the retreat participants received the following documents to read in preparation for the work that would be done during the retreat:

- U.S. Department of Health and Human Services: Public Health 3.0 A Call to Action to Create a 21st Century Public Health Infrastructure
- American Public Health Association Strategic Plan Summary
- Indiana State Health Assessment and Improvement Plan: May 2018 – December 2021
- SWOT Analysis developed by the Planning Committee

The Board and stakeholder retreat included the Administrator presenting an Environmental Assessment to provide the planning retreat participants with a foundation of information relevant to the development of IPHA’s strategic plan. The Environmental Assessment included information about Public Health 3.0 and key themes from the various stakeholder meetings the Administrator had conducted across the state.

The framework illustrated below was presented at the retreat. The framework defined each component of the plan to help retreat participants understand what information would be included in the final strategic plan document.

2020 to 2022 Strategic Plan Framework



During the retreat, the participants completed activities to assist in the development of a new Mission Statement, Vision Statement, Goals, 2020 Metrics, and Strategies.

Following the retreat, the Planning Committee reviewed the output of the retreat and incorporated it into a draft 2020 to 2022 IPHA Strategic Plan which was discussed at a Board meeting in early October. The input from the October meeting resulted in the draft strategic plan being updated and electronically sent to the Board for comment. The comments received from Board were discussed and the plan was updated again.

The Planning Committee finalized the 2020 to 2022 IPHA Strategic Plan and the Board President electronically submitted it to the Board and requested approval. The plan was unanimously approved by the Board in early-November.

Phase 3: Operational Planning (To Be Completed)

Following approval of the strategic plan, IPHA leadership moves into operational planning. This is an important phase that involves tactical planning which outlines how the strategic plan will be implemented. The following steps will be completed as part of Phase 3 to move the strategic plan forward:

- Develop tactics for each strategy – tactics are the action steps that will be taken to implement each strategy
- Determine the resources required for each strategy – identifying the resources such as the dollars, people, equipment, etc. required to implement the strategic plan will help IPHA prioritize the timing for implementing the strategic plan
- Develop tactical timelines – each tactic will be given a start date and projected completion date
- Identify individuals accountable for each tactic – naming who will complete each tactic creates clear accountability and expectations

Once IPHA leadership completes the above activities, they will integrate the strategic plan into the annual budgeting process to adequately fund the plan for implementation. The integrated plan will be presented to the Board for approval.

Mission, Vision, Goals, 2020 Metrics, and Strategies

Mission

IPHA builds capacity among public health professionals and partners to achieve health equity and well-being for all across the state of Indiana.

2022 Vision

By the end of 2022, IPHA is valued as a robust partner, connector, and resource for advancing public health in Indiana.

Goals, 2020 Metrics, and Strategies

1. Goal: Develop a robust, diverse, and engaged membership network.

2020 Metric: Double IPHA's membership (an increase of 100%) over 2019 baseline by the end of 2020.

Strategies

- A. Develop a membership benefit package with specific benefits that provide value to our members.
- B. Provide ongoing opportunities for members to engage with IPHA and our partners.
- C. Conduct a membership drive to attract new members and increase diversity across our members.

2. Goal: Achieve financial stability and sustainability.

2020 Metric: Eliminate 33% of IPHA's debt by the end of 2020.

Strategies

- A. Develop and implement a Fundraising Plan to stabilize, increase, and diversify IPHA revenue.
- B. Develop and document financial policies and procedures to provide accountability and transparency in fiscal reporting.

3. Goal: Strengthen the organizational effectiveness of IPHA.

2020 Metric: Finalize an Organizational Development Plan based upon the survey results, updated bylaws and Board development structure by the end of 2020.

Strategies

- A. Complete a comprehensive member, board, and stakeholder survey.
- B. Update the Bylaws.
- C. Develop and implement board composition and education objectives that equip IPHA to achieve its mission and to reflect the multi-dimensional diversity of its members, partners, and stakeholders.

4. Goal: Strengthen IPHA's statewide presence and influence.

2020 Metric: Develop the Marketing and Communications Plan, Policy and Advocacy Plan, and plans for engaged partnerships by the end of 2020.

Strategies

- A. Develop and implement a comprehensive Marketing and Communications Plan.
- B. Develop and implement a Policy and Advocacy Plan.
- C. Develop and implement a plan to build engaged partnerships to strengthen the public health infrastructure across Indiana.