



2023-2025 Strategic Plan

February 24, 2023

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

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Background

The Indiana Public Health Association was formed in 1947 to unify efforts for strengthening and advancing public health across the state of Indiana. Over time, IPHA's role and focus has evolved to serve the needs of the public health workforce.

In early 2019, the Indiana Public Health Association entered into a management services agreement with Health by Design, a long-time respected partner in Indiana public health. Health by Design provides a comprehensive array of leadership, executive, management, operations, financial, and organizational development services to assist the IPHA Board of Directors in managing IPHA activities. Following this transition, leadership created IPHA's 2020-2022 Strategic Plan to focus the organization's efforts.

Over the past few years, IPHA has experienced significant opportunities for growth and rebuilding, and the organization has expanded its statewide presence and influence. IPHA finds itself well-positioned to guide efforts to improve and transform the public health system in Indiana.

It is important to note the ways in which the Indiana public health landscape is currently changing. On August 18, 2021, Governor Eric Holcomb established the Governor's Public Health Commission (GPHC) through executive order. This group was charged with studying the existing public health system in Indiana and identifying areas of opportunity. Following several Commission meetings and stakeholder listening sessions, a final report was released on August 4, 2022. The report provides recommendations, many of which require legislative action, for the improvement of the public health system in the state. IPHA is poised to align its activities and strategies with the pursuit of these solutions moving forward.

Finally, IPHA will continue to support and implement upstream activities to accomplish complex systems change. Activities include cross-sector collaboration, capacity building efforts, infrastructure development, and policy, systems, and environmental change.

This document outlines IPHA's updated 2023-2025 Strategic Plan, including our Mission statement, Vision statement, Goals, Metrics, and Strategies.

Strategic Plan Update Process

To begin the process of updating IPHA's 2020-2022 Strategic Plan, members of the Board of Directors formed a Strategic Plan Committee. This group met in August through September 2022 to create an IPHA Survey, which was designed to inform updates to the existing Strategic Plan. The Committee discussed survey content in detail to ensure that questions being asked had relevance to Strategic Plan items. Additionally, the Committee determined a target audience (members and non-members of IPHA) and established a survey distribution plan.

In October 2022, the IPHA Survey was distributed via various IPHA communications channels (social media, newsletter, Constant Contact emails). Following the survey period, results were shared with the Committee members for individual review. The full group later met to discuss major themes, observations, and insights from the survey results.

In November 2022, Committee members were asked to review the 2020-2022 IPHA Strategic Plan individually by completing a "3 Cs" table, which is a framework adopted from [OnStrategy](#). The "3 Cs" are detailed below:

- **C**arry Forward: What existing components of the strategic plan should we keep and/or continue to work on?
- **C**lose Out: What components of the strategic plan should be removed?
- **C**reate New: What components need to be added to the strategic plan that are not included currently?

Committee members convened to discuss their notes regarding the "3 Cs". From this discussion, IPHA staff were able to begin drafting the 2023-2025 Strategic Plan. A first draft of the updated plan was then shared with the Strategic Plan Committee for further revision.

A final draft of the 2023-2025 Strategic Plan was distributed to the IPHA Board of Directors for review, and the Board of Directors voted to approve the plan on February 24, 2023.

The Indiana Public Health Association is committed to establishing practices to effectively monitor and report progress on the goals, metrics, and strategies outlined in this plan.

Mission, Vision, Goals, Metrics, and Strategies

Mission

IPHA builds capacity among public health professionals and partners to achieve health equity and well-being for all people, in all communities across Indiana.

Vision

IPHA is valued as a robust partner, connector, and resource for advancing public health in Indiana.

Goals, Metrics, and Strategies

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

Metrics:

- By the end of 2023, start collecting baseline demographic data via membership software.
- By the end of 2023, establish standard membership reporting processes to monitor growth, retention, and engagement on a regular basis.
- By the end of 2025, increase all membership levels by 25%.

Strategy 1A: Refine and communicate IPHA's membership benefit package.

Strategy 1B: Provide ongoing opportunities for members to engage with IPHA, other members, and our external partners and stakeholders.

Strategy 1C: Implement recruitment and retention activities to increase and diversify our membership.

Goal 2: Achieve continued financial growth and development.

Metrics:

- By the end of 2023, the Board receives quarterly financial reports.
- By the end of each fiscal year, increase total revenue by 10%.
- By the end of each fiscal year, increase number of unique sponsors and funders.

Strategy 2A: Implement and evaluate Fund Development Plan to increase and diversify IPHA revenue.

Strategy 2B: Review and enforce financial policies and procedures to provide accountability and transparency in fiscal reporting.

Strategy 2C: Establish an IPHA Finance Committee.

Goal 3: Strengthen the organizational effectiveness of IPHA.

Metric:

- By the end of 2023 and annually thereafter, achieve 100% Board adherence to Board agreements.
- By the end of 2023 and annually thereafter, monitor and report progress on IPHA workplans to the Board.
- By the end of 2025, advance 5 of IPHA's systems, policies, and practices utilizing IPHA's internal organizational equity, diversity, and inclusion assessment.

Strategy 3A: Complete a comprehensive member, board, and stakeholder survey in tandem with development of new strategic plan.

Strategy 3B: Update IPHA Bylaws and Articles of Incorporation by the end of 2024.

Strategy 3C: Perform board functions with committed, engaged, and diverse leaders who represent the multi-dimensional diversity of IPHA's members, partners, and communities.

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

Metric: By the end of 2025, develop 5 new collaborative partnerships with local or statewide organizations.

Strategy 4A: Refine, implement, and report progress on Marketing and Communications Workplan.

Strategy 4B: Refine, implement, and report progress on Program/Policy & Advocacy Workplan.

Strategy 4C: Build partnerships to support state and local efforts to strengthen the public health infrastructure across Indiana.