

GEORGIANS FOR A HEALTHY FUTURE

# Strategic Plan 2018-2020



# Introduction

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Georgians for a Healthy Future is a remarkable consumer health policy and advocacy organization with a proven track record of success. Established in 2008 to provide a unified voice, vision, and leadership for Georgia health care consumers, particularly vulnerable and underserved populations, Georgians for a Healthy Future has provided substantive health policy information to community leaders and organizations, individual consumers, and advocates throughout the state; provided consumers with the tools and information they need to become empowered health care consumers and strong advocates; successfully injected the consumer perspective into hundreds of health care stories in the media; and engaged with policymakers to spark policy change for a healthier Georgia.

Georgians for a Healthy Future celebrates its ten-year anniversary in 2018. Prompted by this milestone and the near completion of a previous strategic plan, GHF's leadership in 2016 launched a new strategic planning effort to chart a path forward for the next phase of GHF's work. The process included an examination of the environment in which GHF operates, consideration of the federal and state public policy context with respect to health care and coverage, engagement of organizational partners, stakeholders, and funders, scrutiny of GHF's financial and non-financial resources, and input from GHF's board of directors and staff.

The resultant plan sets out what GHF must do to ensure continued progress towards its organizational mission and to secure the sustainability of GHF through another ten years. The principles, goals and objectives set out in this strategic plan will underpin the many specific decisions GHF's leaders will make in the coming years about personnel, programs, partnerships, and finances. Successful implementation of the plan will require the collective energy of GHF's board of directors and staff, partners, stakeholders, and Georgia consumers.

# Georgians for a Healthy Future

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## Mission

Our mission is to build and mobilize a unified voice, vision, and leadership to achieve a healthy future for all Georgians.

## Vision

Our vision is of a day in which all Georgians have access to the quality, affordable health care they need to live healthy lives and contribute to the health of their communities.

## Organizational Values

Our organizational values are:

- A strong and unified voice for all health care consumers in Georgia makes our state a better place in which to live and work
- Strong partnerships with diverse people and groups promote better health outcomes for Georgians
- Cooperation across broad perspectives reflects the voice of Georgia health care consumers
- Reliance on sound research and best practices leads the way to a healthier future for Georgians
- Everyone benefits from a healthy community

# Priority Program Areas

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## Getting Georgia Covered

Coverage matters. It facilitates access to care and helps provide financial protection (and peace of mind) against high medical costs. Georgians for a Healthy Future supports consumers and communities with information, materials, and training to take charge of their health care and advocates at the state Capitol and in state agencies for quality, affordable health coverage for all Georgians.



## Increasing Access to Care

Too many Georgians face barriers to accessing meaningful and timely care. In rural communities, many hospitals are struggling to keep their doors open. Throughout the state, even Georgians with coverage can face difficulties accessing specialty care or prescription drugs. Georgians for a Healthy Future actively works to improve access to care for all Georgians.



## Enhancing Value for Health Care Consumer

Health care value is about raising the bar in our health system to achieve better outcomes at an affordable cost. Health care costs continue to rise, yet quality remains uneven and Georgia's overall health access and outcome indicators are among the nation's poorest. Our health system is undergoing rapid change, yet the complex needs of patients and consumers—and the goals of population health & health equity—are not always at the center of these changes. Georgians for a Healthy Future has identified value for health care consumers as an important emerging consumer health issue. We'll be working through this strategic plan period to identify principles and promising policy recommendations to achieve real value for consumers.



## Building a Healthier Georgia

For Georgia to grow and thrive, we need to invest in the health of our population. In addition to the need to focus on public health and prevention, there is a growing recognition that factors outside the formal health system also impact the health of individuals, families, and communities. To make inroads in improving population health, we need to look “upstream” at social determinants of health at the same time we work to make the health system work better for consumers

# Organizational capacities



## Consumer outreach, education, and engagement

GHF provides the information and tools that consumers and communities need to understand and use health care and coverage to meet their needs. GHF also enables consumers and communities to engage and influence policy decisions that impact their health and health care through action-oriented resources and advocacy opportunities.

## Coalition building and mobilization

GHF provides leadership, coordination, and strategic direction for a wide range of individual patient and consumer advocate organizations with missions to impact health care policy on behalf of their constituents.

## Strategic communications

GHF serves as a trusted voice on behalf of consumers within the earned media landscape and leverages new media to amplify consumer voices and experiences.

## Public policy advocacy

GHF serves as an important resource and source of information for policymakers who make decisions that impact the lives of Georgia health care consumers, and we use our strong and effective voice to advocate for public policy change that brings us closer to our vision of a day in which all Georgians have access to quality, affordable health care.

# 2018–2020 Strategic Plan Goals

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## Goal 1

Implement health policy campaigns to promote sustainable access to affordable, quality health care and positively address other social determinants of health.

## Goal 2

Implement consumer and community outreach, education, engagement strategies to grow and activate a grassroots base of support.

## Goal 3

Identify opportunities to diversify scope of work with relation to the social determinants of health.

## Goal 4

Create strategies to effectively manage the work of the organization

## Goal 5

Increase the organization's financial resources to support the work and long-term sustainability of the organization.

# 2018–2020 Tactical Plan

## Goal 1:

Implement health policy campaigns to promote sustainable access to affordable, quality health care and positively address other social determinants of health.

PRIMARY STRATEGIES	SUBSEQUENT STRATEGIES	METRICS
<ul style="list-style-type: none"> <li>• Continue to play a leadership role in the campaign for Medicaid expansion or to develop and implement a Medicaid waiver to close Georgia’s coverage gap.</li> <li>• Develop a more visible role in campaigns related to behavioral health, including substance use prevention, children’s behavioral health, integrated health care, and related issues.</li> <li>• Support partner organizations in integrating health and equity in the policies across every sector to address social determinants of health that prevent equitable access to care and equitable health status.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to play a leadership role in campaigns related to private insurance coverage, including network transparency, network adequacy, surprise billing, and related issues.</li> <li>• Assess political and policy opportunities (as well as availability of resources and strategic allies) to plan and build new multi-year campaigns around emerging issues within the priority program areas and utilizing the appropriate organizational capacities.</li> </ul>	<ul style="list-style-type: none"> <li>• Decrease in Georgia’s uninsured rate</li> <li>• Increase in Georgia’s ranking in well-being/health rankings</li> <li>• Increase in the number of consumer-friendly legislation/regulations passed by the Georgia General Assembly or state agencies</li> <li>• Increase in media coverage of consumer health issues</li> <li>• Increase in social media engagement metrics</li> <li>• Increase in number of meetings with state legislators and other decision-makers</li> <li>• Number of GHF-led coalition convenings and activities</li> <li>• Number of GHF-supported initiatives that address the social determinants of health</li> </ul>

## Goal 2:

Implement consumer and community outreach, education, engagement strategies to grow and activate a grassroots base of support.

PRIMARY STRATEGIES	METRICS
<ul style="list-style-type: none"><li>• Identify and prioritize disenfranchised constituencies and communities and establish relationships with key messengers/gatekeepers and keystone community groups. <i>Map at least ten outreach opportunities and key contacts by September 2018.</i></li><li>• Develop a structure for on-going consumer engagement opportunities in current issue advocacy campaigns based on the pyramid of engagement by the end of 2018.</li><li>• Develop and disseminate consumer-facing materials that provide consumers with information about how to understand and utilize their health care and coverage, and that facilitate consumer engagement in the policy making process.</li><li>• Develop and use effective messages within issue advocacy campaigns that motivate consumers to take action and remain engaged.</li><li>• Facilitate participation in coalitions for organizations outside the metro-Atlanta region.</li></ul>	<ul style="list-style-type: none"><li>• Increase in number, diversity, and geographic reach of consumer interactions</li><li>• Increase in number of constituent contacts with state policy makers</li><li>• Increase in number of active volunteers</li><li>• Increase in number, diversity, and geographic reach of coalition partners</li></ul>

**Goal 3:**

Identify opportunities to diversify scope of work with relation to the social determinants of health (SDOH).

PRIMARY STRATEGIES	SUBSEQUENT STRATEGIES	METRICS
<ul style="list-style-type: none"><li>• Identify and interview at least three other state consumer health advocacy organizations with successful social determinants programs/campaigns for lessons learned and best practices by the end of 2018.</li><li>• Define organizational policy priorities specific to social determinants of health by July 2019.</li></ul>	<ul style="list-style-type: none"><li>• Identify opportunities to redirect medical and health care resources upstream to address SDOH (i.e. additional support for housing in Medicaid State Plan)</li><li>• Assess political and policy opportunities (as well as availability of resources and strategic allies) to plan and build new multi-year campaigns around social determinants of health policy agenda.</li></ul>	<ul style="list-style-type: none"><li>• Increase in number of partner organizations whose primary scope of work does not include health/health care</li><li>• Increase in Georgia’s ranking in well-being/health rankings</li><li>• Increase in the number of consumer-friendly legislation/regulations passed by the Georgia General Assembly or state agencies addressing SDOH</li></ul>

**Goal 4:**

Create strategies to effectively manage the work of the organization.

PRIMARY STRATEGIES	STRATEGIES	METRICS
<ul style="list-style-type: none"> <li>Develop resources and work processes that facilitate success for the GHF’s staff. <i>Provide regular opportunities for staff evaluation and feedback, as well as professional development opportunities based on staff needs and interests.</i></li> <li>Develop organizational dashboard by July 2018 to track and measure progress towards organizational goals and vision.</li> <li>Annually evaluate the make-up of the Board of Directors and identify gaps in representation and skill sets. Seek board members who can provide needed skills/capacities and add racial, geographic, and other diversity to the Board.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate the collective achievements of the staff and Board annually to ensure progress towards organizational mission and vision and publicly report the results. <i>Complete first annual report by July 2019 and annually thereafter.</i></li> <li>Develop resources and work processes that facilitate success for the GHF’s staff. <i>Draft and approve an employee handbook to provide staff with standard expectations, procedures, and other information helpful in carrying out their job responsibilities and in fostering an inclusive and safe work environment by July 2019.</i></li> </ul>	<ul style="list-style-type: none"> <li>Annual staff evaluations demonstrate strong staff performance and high job satisfaction</li> <li>Increase the number of board members from minimum of 12 to at least 15</li> <li>Annual evaluation of organizational achievements demonstrates measurable progress towards organizational mission and vision</li> </ul>

# 2018–2020 Tactical Plan *continued*

## Goal 5:

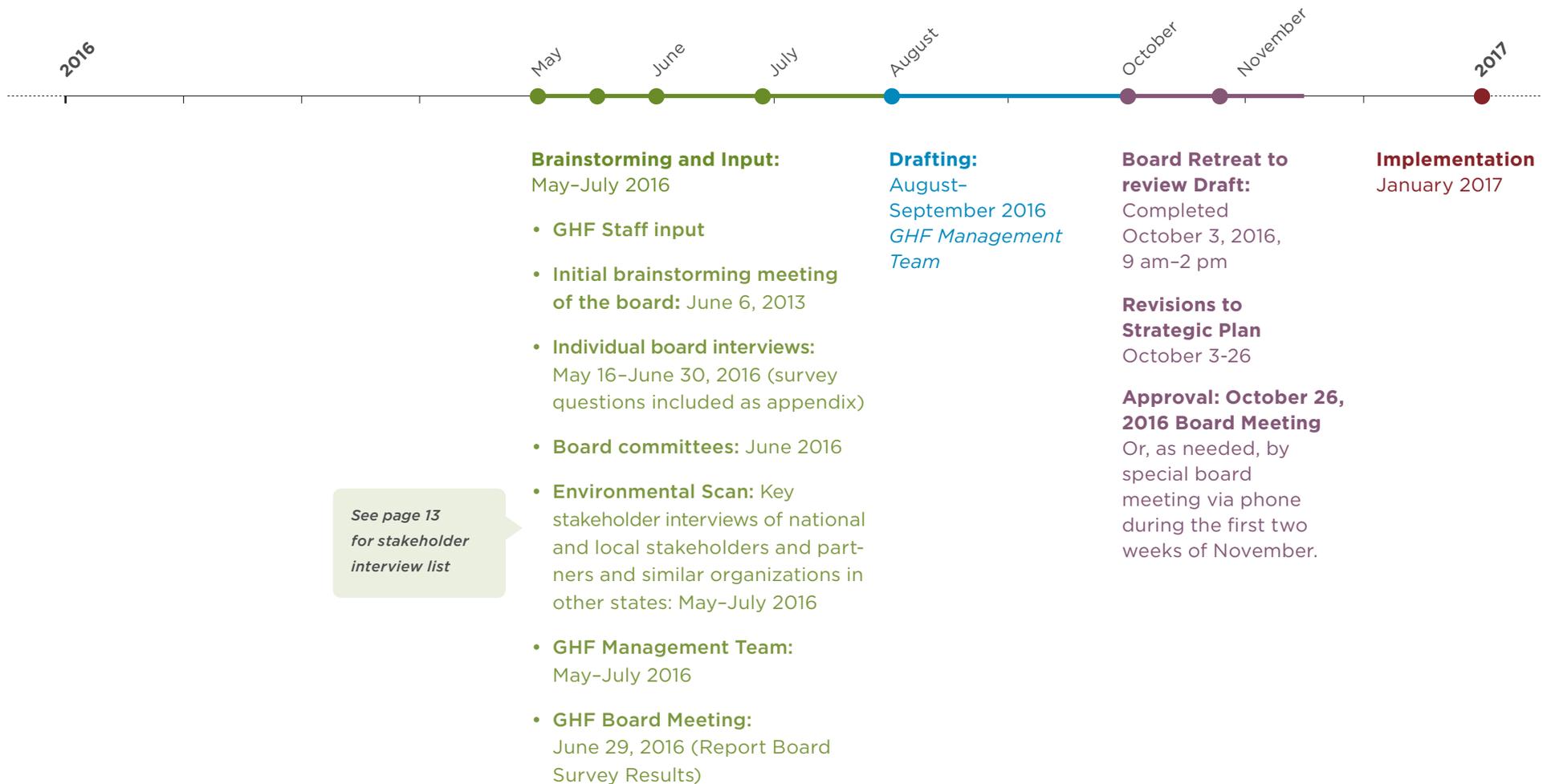
Increase the organization’s financial resources to support the work and long-term sustainability of the organization.

PRIMARY STRATEGIES	SUBSEQUENT STRATEGIES	METRICS
<ul style="list-style-type: none"> <li>Plan and implement 10-year anniversary fundraising campaign that highlights GHF’s successes and impacts by the end of 2018.</li> <li>Develop a non-foundation donor base that draws institutional (hospital, corporate, labor) and individual donors through mix of annual events and appeals.</li> </ul> <p><i>Compile a list of at least 30 existing, lapsed, and potential individual donors to cultivate and create a plan for cultivation utilizing board and staff resources by June 2018.</i></p>	<ul style="list-style-type: none"> <li>Proactively engage Georgia funders in GHF’s programmatic work through funder briefings, an annual report, and other mechanisms.                             <ul style="list-style-type: none"> <li>» <i>Draft and disseminate an annual report each year beginning in 2019.</i></li> <li>» <i>Complete at least two funder briefings on priority or emerging programs per year.</i></li> </ul> </li> <li>Develop a non-foundation donor base that draws institutional (hospital, corporate, labor) and individual donors through mix of annual events and appeals.                             <p><i>In planning issue advocacy campaigns, identify opportunities to attract contributions from at least one institutional stakeholder, identifying specific ways for them to contribute.</i></p> </li> <li>Identify and pursue at least one new fundraising strategy (major donor program, Cy Pres awards, memberships, etc.) by December 2020.</li> <li>Assure that the organizational communications plan reinforces the need to promote GHF’s successes with existing funders and donors.</li> </ul>	<ul style="list-style-type: none"> <li>Attract and maintain enough financial support to grow GHF’s staff by at least one staff member by December of 2020.</li> <li>Increase the number of new donors each year by 5%.</li> <li>Increase unrestricted revenue each year by 5%.</li> </ul>

## Appendix A: GHF Strategic Plan Development Timeline

GHF's former 2014-2016 Strategic Plan ended in December 2016. In order to create a new strategic plan to direct us forward during 2017-2019, the Board of Directors approved a planning and development timeline on April 27, 2016.

This process was led and facilitated by GHF's then Executive Director, Cindy Zeldin, Director of Development & Operations, Sarah Dobra, and Director of Outreach & Partnerships, Laura Colbert.



# Appendix A:

## GHF Strategic Plan Development Timeline

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### Stakeholder Interview List

#### NATIONAL STAKEHOLDERS

- **Community Catalyst:** Sue Sherry and/or Rob Restuccia
- **Families USA:** Patrick Willard, Health Action Director; Claire McAndrew, Private Insurance Program Director; Joe Ditre, Director of Enterprise and Innovation; and Heather Bates, Deputy Director, Enrollment Assister Network.
- **Georgetown Center for Children and Families:** Joan Alker
- **Center on Budget and Policy Priorities:** Jesse Cross-Call

#### PEER ORGANIZATIONS IN OTHER STATES

- **California:** Anthony Wright, Health Access California
- **Ohio:** Kathleen Gmeiner, UHCAN Ohio
- **Pennsylvania:** Antoinette Kraus, Pennsylvania Health Access Network (PHAN)
- **Colorado:** Adela Flores-Brennan, Colorado Consumer Health Initiative
- **Florida** CHAIN
- **Kentucky:** Emily Beauregard, Kentucky Voices for Health
- **Minnesota:** Liz Doyle, Take Action Minnesota
- **Alabama:** Jim Carnes, Alabama Arise

#### LOCAL FUNDERS

- **Healthcare Georgia Foundation:** Gary Nelson
- **Kaiser Foundation Health Plan of Georgia:** Gloria Kemp
- **Georgia Health Foundation:** Martha Katz

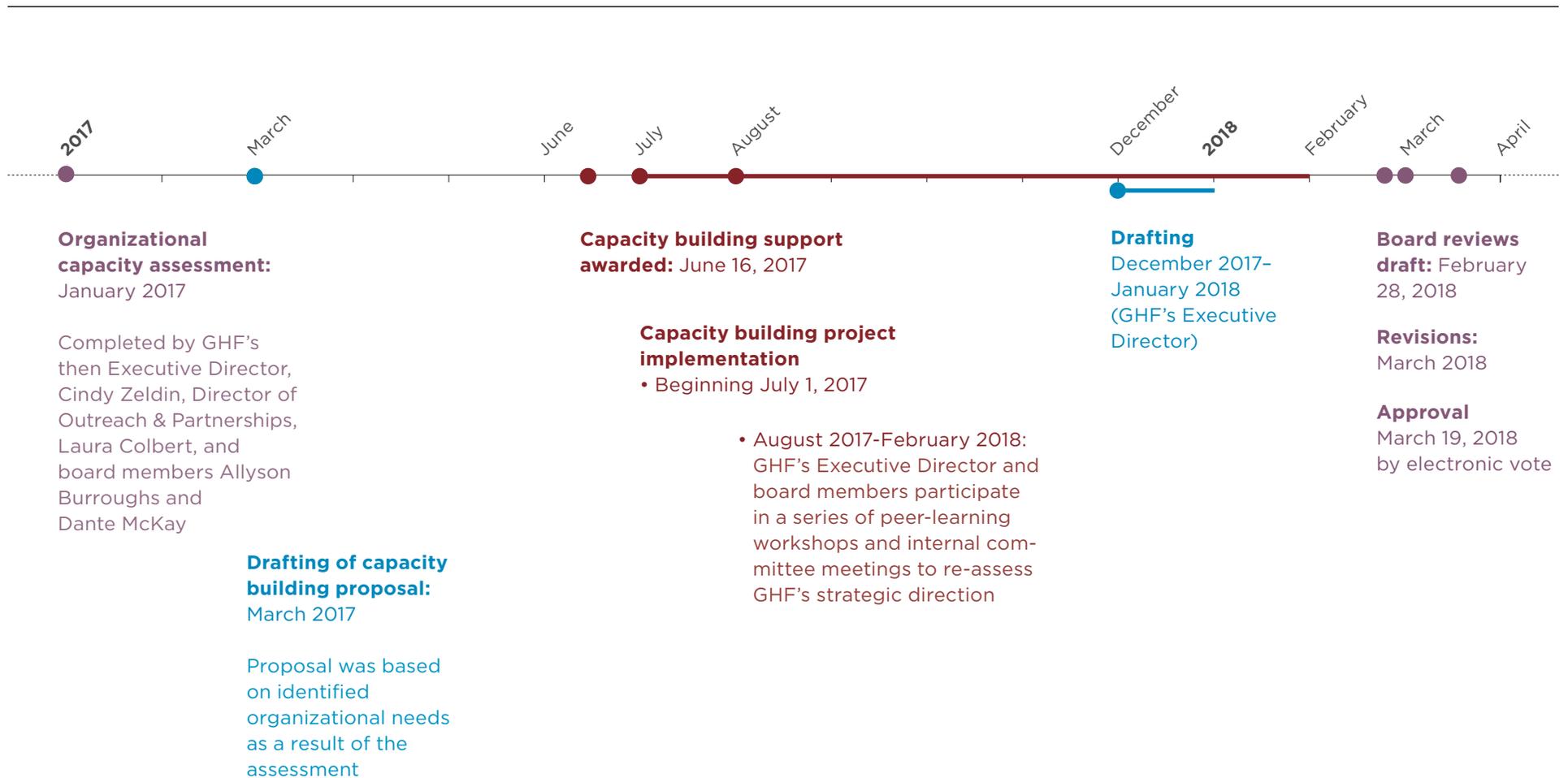
#### LOCAL PARTNERS:

- **Georgia Budget and Policy Institute:** Taifa Butler
- **Voices for Georgia's Children:** Emily Pelton
- **Georgia Watch:** Beth Stephens and Liz Coyle
- **Georgia Equality:** Jeff Graham
- **Georgia Council on Substance Abuse:** Neil Campbell
- **Hemophilia of Georgia:** Jeff Cornett
- **Grady:** Matt Hicks
- **Insure Georgia:** Fred Ammons
- **Feminist Women's Health Center:** Janelle Yamerick
- **Georgia Legal Services:** Linda Lowe
- **Department of Public Health:** Jean O'Connor

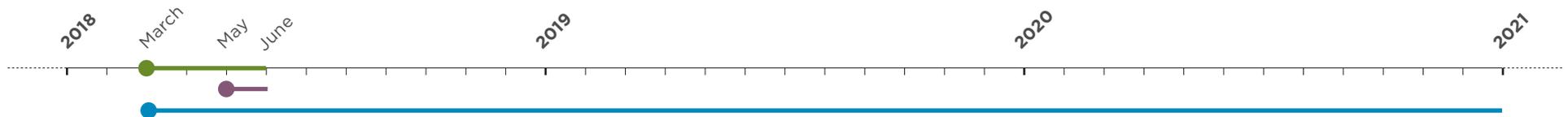
# Appendix A: GHF Strategic Plan Development Timeline

Because of unforeseen shifts in the funding and political environments in November 2016, the adoption of the final strategic plan was delayed. GHF's 2014-2016 strategic plan was extended through December 2017 to allow the organization's staff and board to assess the new landscape, adjust to internal transformations within the organization, and make the appropriate changes to the strategic plan.

Beginning in January 2017, GHF undertook a capacity building effort (supported by the Healthcare Georgia Foundation) that provided the tools and opportunity to adapt GHF's strategic plan for implementation in 2018 through 2020.



## Appendix B: Next steps for GHF Strategic Plan 2018–2020



### March–June 2018

- Executive Director creates organizational dashboard to reflect measures outlined in strategic plan
- Executive Director collects and presents 2017 baseline data to staff and board

### May–June 2018

- GHF staff create annual work plans guided by strategic plan goals and in consultation with key board members
- GHF's Board of Directors creates annual work plan
- (Staff and board create work plans informed by strategic plan by June of each year thereafter)

### March 2018–December 2020

- On a monthly basis, GHF staff and board report data to measure progress towards strategic plan and GHF's Executive Director updates organizational dashboard accordingly
- On a bi-monthly basis, GHF's Executive Director presents organizational dashboard to the Board of Directors for review and discussion