

# Equity-Centered Strategic Planning

Nonprofit Financial Managers Meeting

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***Steve Ridini, President/CEO***

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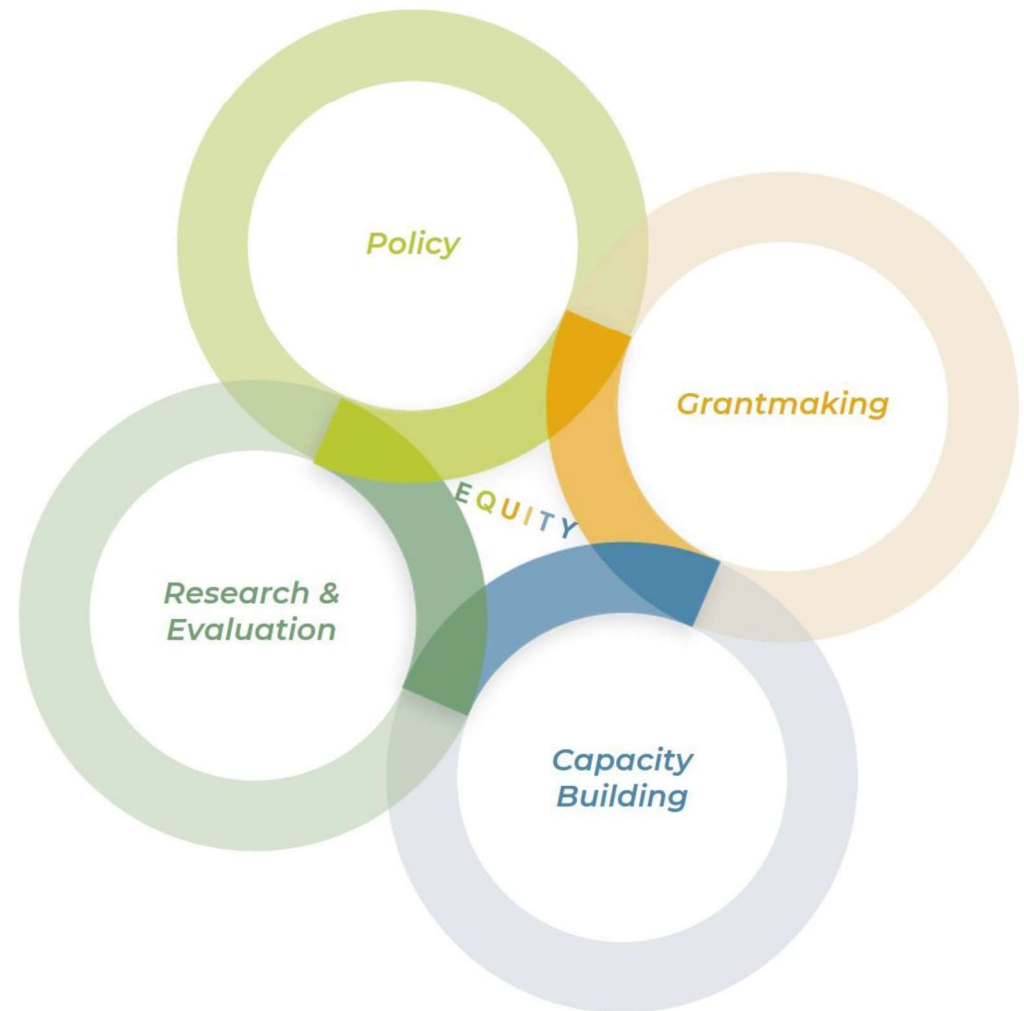
**Health Resources in Action**  
*Advancing Public Health and Medical Research*

# About Health Resources in Action

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Public health institute  
based in **Boston, MA**

*Our vision:* A world  
where all people attain  
and experience optimal  
health and well-being.



# Purpose of today's conversation

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- Provide an overview of strategic planning
- Reframe strategic planning with an equity lens
- Share stories



# Strategic Planning

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# Strategic Planning for Action

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# Facilitating Alignment & Strategic Thinking



Facilitating Alignment and Strategic Thinking (FAST™) is an efficient and effective *rapid strategic planning process*, designed by Health Resources in Action (HRIA). Unlike a traditional strategic planning process that can take many months and be costly, FAST is a shorter, more cost-effective approach that produces high-quality results and delivers high value and satisfaction for stakeholders. FAST has been used by health care institutions, public health departments, government agencies, and community-based organizations across the country to enhance performance, promote stakeholder engagement, and foster quality improvement. This brief describes the FAST approach and how you can use it to maximize your impact.

Authors: Rose Swensen, MBA; Laurie Stillman, MM; and Steve Ridini EdD

Maximizes impact, engagement, and efficiency

Focuses on evidence-based, high impact strategies

Brings diverse stakeholders to the table

Intensive, interactive 8 hour process

[www.hria.org/fast](http://www.hria.org/fast)



# FAST Keys to Success

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## Equity Focus

A commitment to valuing everyone equally.



## Multisector Engagement

Diverse planning group that can bridge health care with public health, social services, funders, and community voices.



## Diverse Leadership

Leaders at all levels within the institution and the broader community who can make the time and commitment for planning, implementation, and evaluation efforts.



## Engaged Champions

Individuals who have the ability to convene the right people, and the power to make things happen.



## Expert Conveners and Facilitators

Competent facilitators who have credibility in working with institutional and community leaders and also have experience in engaging diverse voices and managing group processes.



## Accurate and Timely Data

Access to researchers, epidemiologists, and community leaders who can collect quantitative and qualitative data, as well as best practices, then translate and communicate findings for community action.



## Iterative and Inclusive Feedback

A planning process that allows key stakeholders to comment and provide valuable feedback.



## Alignment and Collaboration

A commitment to working together on high impact strategies and shared metrics for tracking progress.



## Communication and Transparency

Providing regular updates to stakeholders, including progress and challenges, to foster buy-in and faith in the process.





# FAST Strategic Planning Process



## Facilitating Alignment & Strategic Thinking (FAST™)

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## Available tools:

- Stakeholder engagement tool
- Vision-Mission-Values Tool
- Prioritization Tool
- Action Plan
- Communications Planning Tool

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# Putting Equity in Action

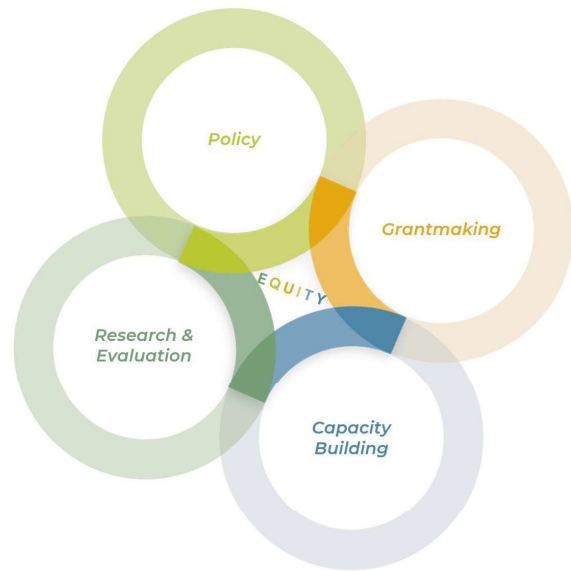
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Weaving our internal and external approaches



# Putting Equity in Action

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*Our vision:* A world where all people attain and experience optimal health and well-being.

## What do we mean by equity?

Strives to understand and give everyone what they need to enjoy full and healthy lives. Assumes that unique needs are largely determined by historical and present-day experiences of systemic oppression.



# Health equity demands racial equity

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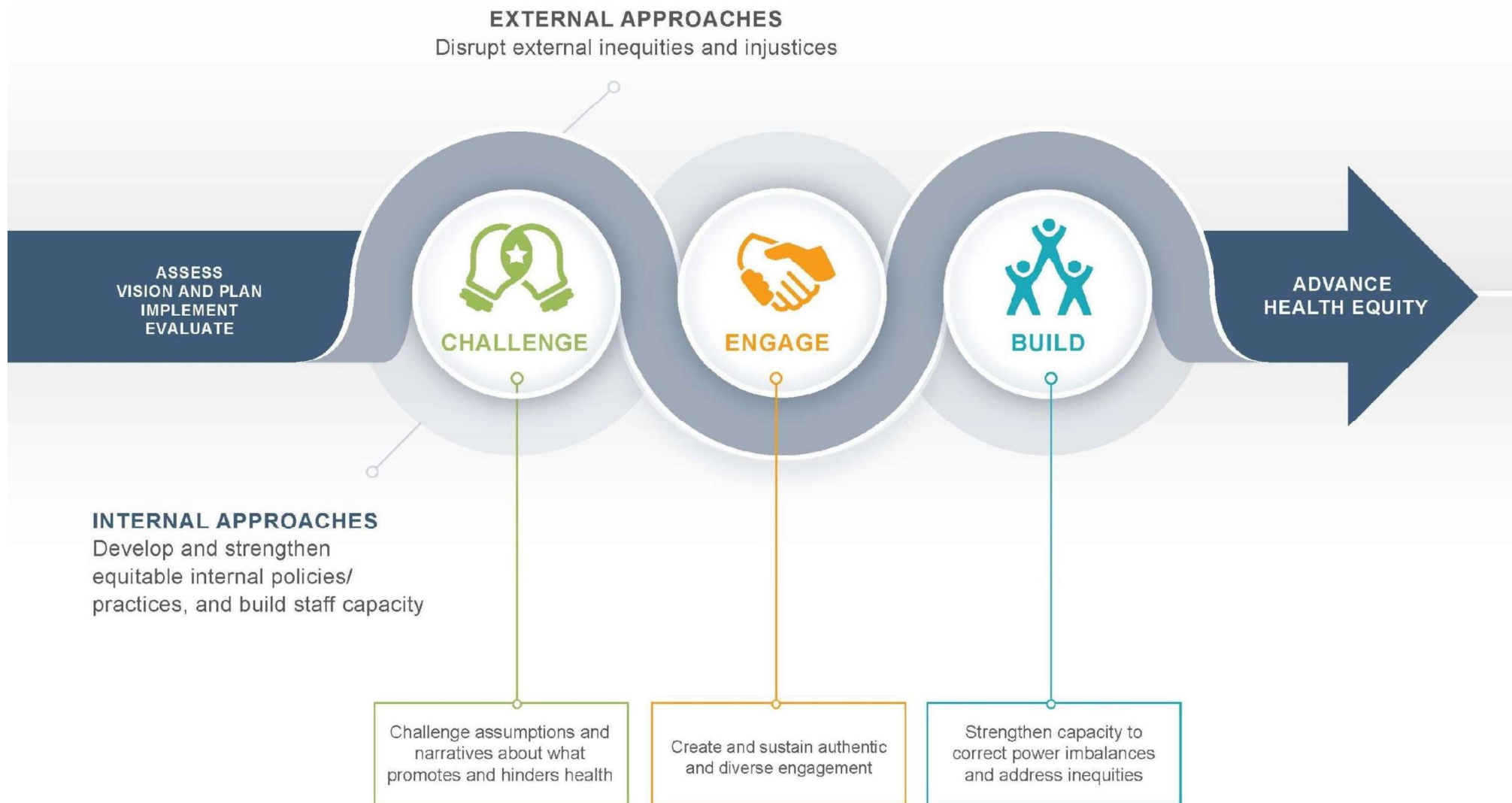
*We affirm:*

- ✓ Racial inequity looks the same across systems.
- ✓ Socioeconomic difference does not explain racial inequity.
- ✓ Inequities are caused by systems, regardless of people's culture and behavior.

From: Racial Equity Institute's *"The Groundwater Approach: Building a practical understanding of structural racism"*



# HRiA Health Equity Framework



# Application to strategic planning



Throughout each step of the strategic planning process, we ask:



How do efforts **challenge commonly held assumptions and narratives?**

- What are the narratives that are held?
- Who or what is driving the narrative?
- What narratives are hidden?
- How is racism operating here?



# Application to strategic planning



Throughout each step of the strategic planning process, we ask:



How are we **creating and sustaining authentic and diverse engagement?**

- Who is included and how?
- Who is left out and why?
- Who benefits?
- Who is harmed?



# Application to strategic planning



Throughout each step of the strategic planning process, we ask:



How are we **strengthening capacity to correct power imbalances?**

- What are the power dynamics at play?
- Who influences and makes decisions?
- How can we correct power imbalances?





# Equity in Action

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HRiA's Story



# Vision for HRiA's planning effort

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To catalyze and advance **organizational change** to center equity in our policies, our practices, our approaches, our learning, and our ways of being.

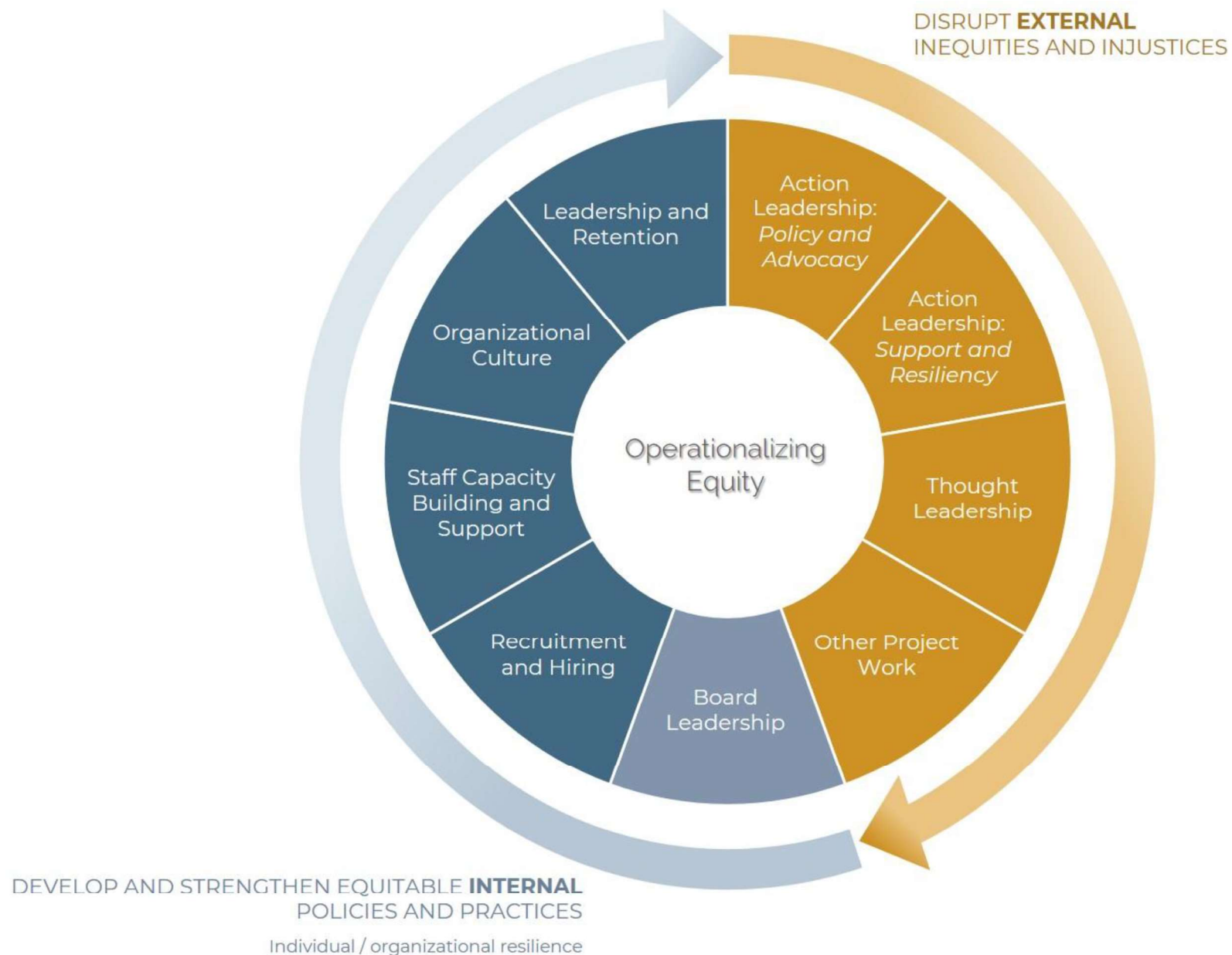


THE LONGER YOU SWIM  
IN A CULTURE, THE MORE  
INVISIBLE IT BECOMES

Image source:  
[DismantlingRacism.org](https://dismantlingracism.org)



# How HRiA Advances Health & Racial Equity



# Equity-focused planning with MDPH



## PRIORITY 5: HEALTH EQUITY/HEALTH DISPARITY

**Improve population health by systemically eliminating institutional racism and the pathology of oppression and discrimination by promoting equitable access to and use of community resources.**

- Objective 1: Modify/implement two city-level public health policies that contribute to health disparities.
- Objective 2: Enhance the capacity of 100 grassroots leaders to effectively influence the development of policies that address health disparities.
- Objective 3: Enhance the capacity and will of 20 cross-sector institutions to address and eliminate institutional racism.

*Source: Greater Worcester CHIP, 2012*

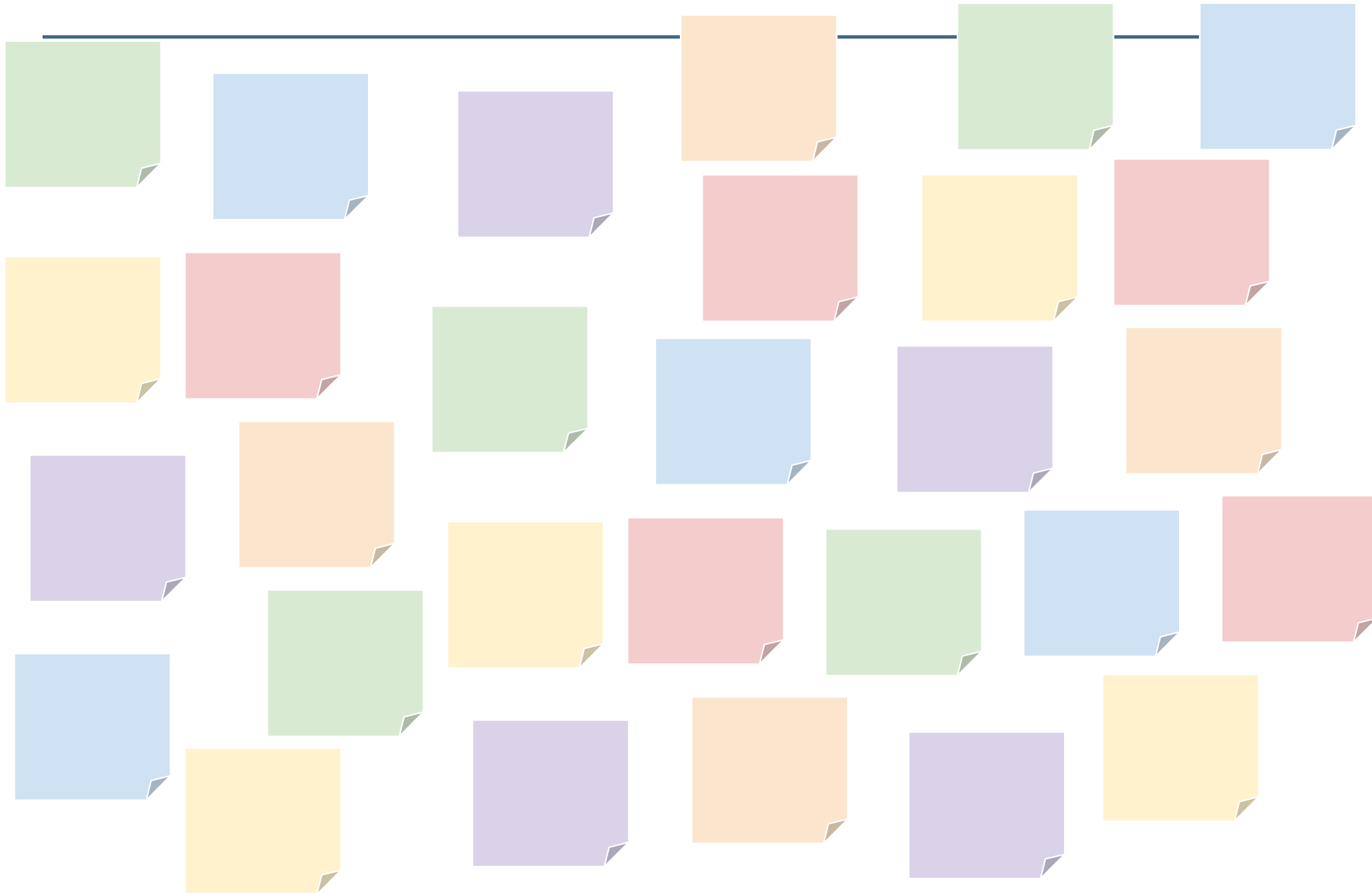


# Key Questions

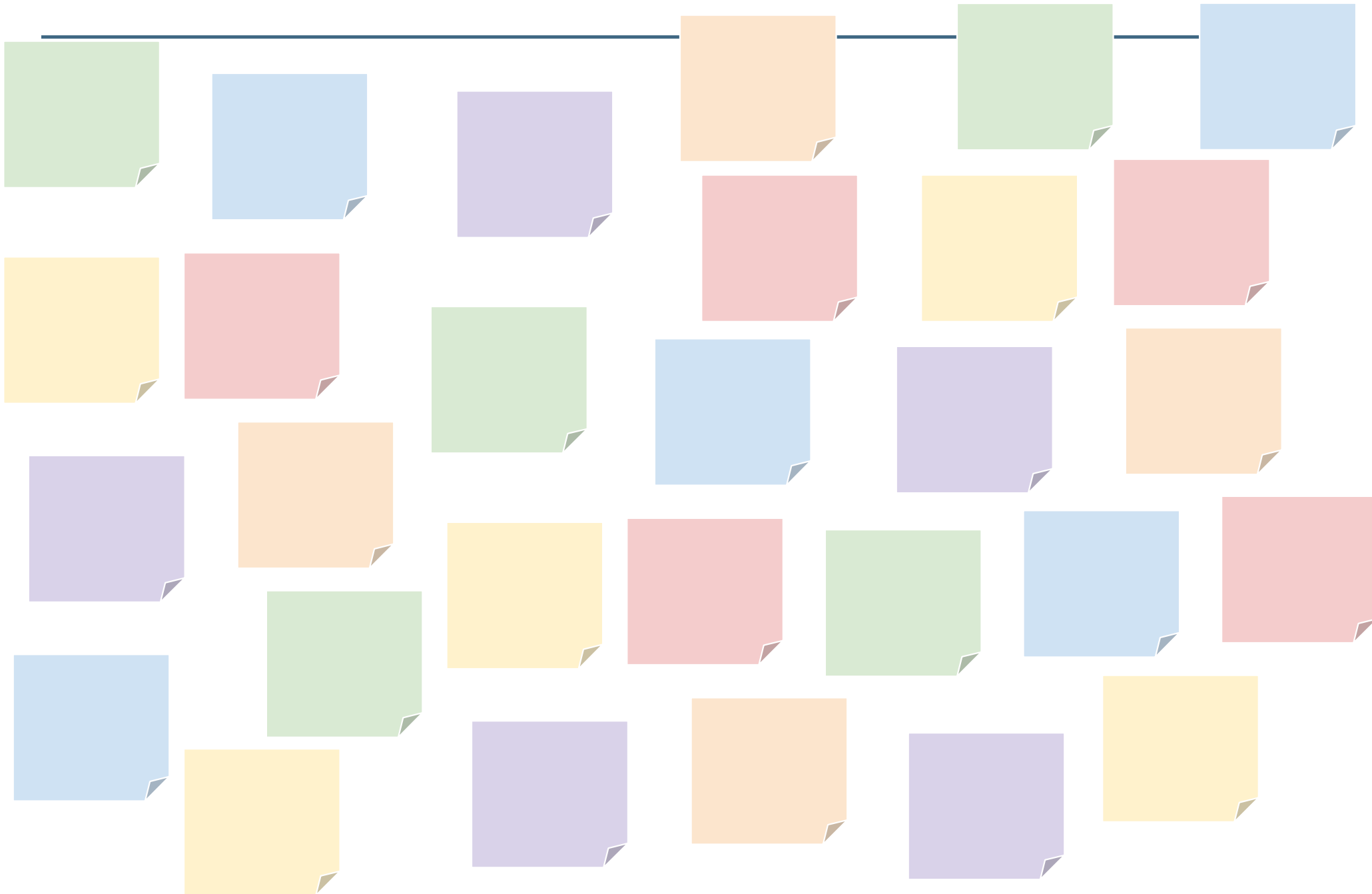
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# What new ideas have you gained?

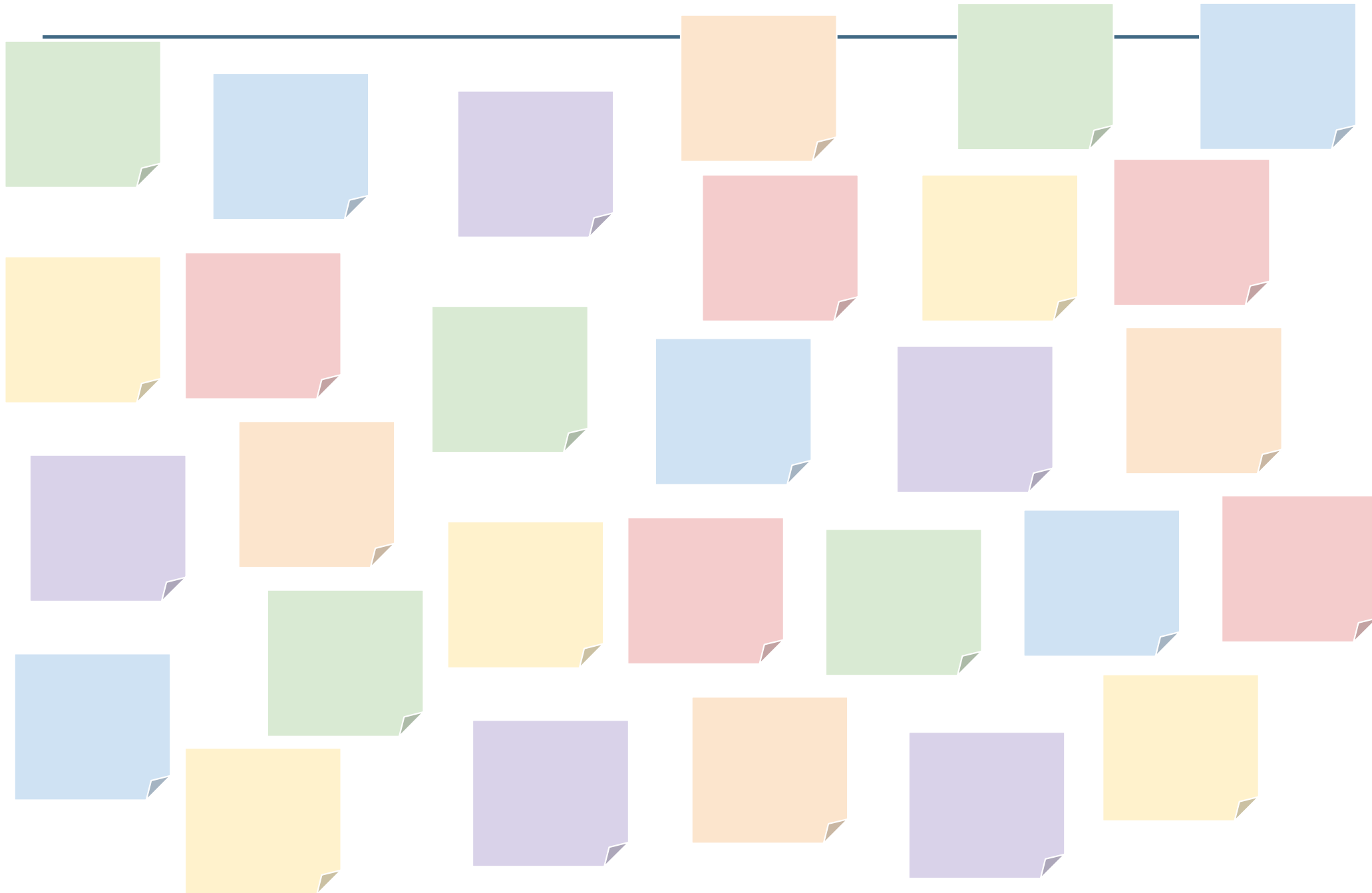


**Thinking about your unique role as a non-profit financial manager,  
what might you bring back or explore?**





# What questions do you have?



# Thank you!

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