

**STRATEGIC PLAN 2019-2020
FELLOWS ACTION NETWORK**

FAN MISSION

A collaborative network of leaders strengthening individuals, organizations, and systems to improve health and health care.

FAN VISION

Our vision is for all communities to leverage resources and relationships to create equitable, lasting health solutions.

STRATEGIC PLAN GOALS

Infrastructure	<i>Strengthen the FAN network's capacity to deliver high quality programming to members.</i>
Communications	<i>Promote opportunities for member and network growth through promotion, engagement, self-organization, and leadership.</i>
Network	<i>Foster existing and emergent member collaborations aligned with FAN's mission and vision.</i>
Advocacy	<i>Support FAN Network advocacy to promote improved health and health care of individuals living in Central and Western New York.</i>
Demonstrated Value	<i>Develop mechanisms to effectively and comprehensively measure the success of the FAN network and its members.</i>

Goal: Infrastructure

Strengthen the FAN network's capacity to deliver high quality programming to members.

<i>Activity</i>	<i>Responsible Parties</i>	<i>Description</i>	<i>1-3 Months</i>	<i>3-6 Months</i>	<i>6-9 Months</i>	<i>9-12 Months</i>	<i>12-15 Months</i>	<i>15-18 Months</i>	<i>18-21 Months</i>	<i>21-24 Months</i>
Deepen Commitment to Diversity, Equity, and Inclusion within FAN	Steering Committee; FAN Consultants (Mathe); National Consultants; Non-Profit Coordinator (TBD)	Secure training on diversity, equity, and inclusion within networks and membership organizations; Translate learning to FAN infrastructure and operations; Continue to secure training as needed	X	X	X					
Establish/Re-establish FAN Committees	Steering Committee; FAN Consultant (Mathe); Research Consultant (Bessel)	Determine committees needed based on Strategic Plan and FAN Member Survey/Network Analysis results; Develop Committee Member Expectations and Job Descriptions for each committee	X	X	X					
Recruit Members for FAN Committees (Initial)	Steering Committee; FAN Consultant (Mathe); Research Consultant (Bessel)	Use FAN Member Survey/Network Analysis results to identify members with key skills related to FAN Committees; Recruit FAN members to FAN Committees based on strengths and/or interests; Identify external committee participants; Continue recruitment efforts as needed		X	X	X				
Determine Measurable FAN Committee Goals	Steering Committee; FAN Consultant (Mathe); Research Consultant (Bessel); FAN Committees	Define Committee responsibilities, leadership, attendance requirements, and meeting schedule; Establish clear, measurable goals based on Results Based Accountability (RBA) for each FAN Committee; Identify resources needed to support Committee efforts considering professional development, technical support, technology, and/or budget; Begin			X	X	X			

		work								
Assess FAN Committee Support Needs	FAN Committees; FAN Consultant (Mathe); Non-Profit Coordinator (TBD)	Review Committee-related resource needs (aligned to FAN Strategic Plan); Determine resources to be provided; Secure needed resources; Allocate to FAN Committees			X	X	X			
Clarify Role of FAN Support Functions	Foundation Staff; Steering Committee; FAN Consultant (Mathe); Research Consultant (Bessel);	Participate in Foundation’s RFP development process to identify non-profit to lead FAN; Assist in selection process; Determine on-going need for consulting support for FAN; Clarify consultant roles related to FAN Committees			X	X	X			
Establish Master FAN Calendar	Steering Committee; FAN Consultant (Mathe); FAN Committees; Non-Profit Coordinator (TBD)	Create and maintain a Master FAN Calendar which includes information on FAN Committee Meetings; Professional Development Programs; Member Engagement Activities; Funding Application Deadlines; FAN Awards; and other significant community events and/or activities			X	X	X	X	X	X
Communicate FAN Committee Activities	Steering Committee; FAN Consultant (Mathe); FAN Committees; Non-Profit Coordinator (TBD)	Establish communication structure for FAN Committees to identify challenges and opportunities; Provide needed support for FAN Committees; Allow for continuity of programming; Ensure accountability					X	X	X	X

Track FAN Committee Progress	Steering Committee; FAN Consultant (Mathe); FAN Committees; Non-Profit Coordinator (TBD)	Establish “dashboard” or other regular activity tracking system to determine progress on FAN Strategic Plan and related goals; Regularly review progress of identified FAN Committees as well as Committee member needs; Document process						X	X	X	X
------------------------------	--	---	--	--	--	--	--	---	---	---	---

Goal: Communications
Promote opportunities for member and network growth through promotion, engagement, self-organization, and leadership.

<i>Activity</i>	<i>Responsible Parties</i>	<i>Description</i>	<i>1-3 Months</i>	<i>3-6 Months</i>	<i>6-9 Months</i>	<i>9-12 Months</i>	<i>12-15 Months</i>	<i>15-18 Months</i>	<i>18-21 Months</i>	<i>21-24 Months</i>
FAN Member Survey / Network Analysis	Steering Committee; FAN Consultant (Mathe); Research Consultant (Bessel)	Conduct web-based survey to determine member skills and expertise, areas for development, interests, and commitment to FAN participation (including interest in FAN Committee membership); Draft summary briefs on key findings	X	X						
Develop FAN Member Profiles	Communications Committee	Develop template for FAN Member Profiles; Use results from FAN Member Survey/Network Analysis to identify FAN Members to feature; Work with Health Foundation staff to develop and distribute FAN Member Profiles via newsletter and website; Identify and secure resources needed to support efforts; Establish FAN Member Profile database for use in marketing and reporting		X	X	X				
Establish “Look and Feel” of FAN Products	Foundation Staff; Steering Committee; FAN Consultant (Mathe); FAN Committees; Non-Profit Coordinator	Develop protocols to ensure quality and consistency of FAN programming; Develop common templates (using Results-Based Accountability format) to aid in marketing and reporting; Identify and secure resources needed to				X	X			

	(TBD)	support efforts								
Establish FAN Membership Communications Plan	Communications Committee; Non-Profit Coordinator (TBD)	Use results from FAN Member Survey/Network Analysis to identify member-preferred communication strategies; Establish plan for regular member communication via newsletter and/or electronic mechanisms; Consider professional development, technical support, technology, and/or budget needed to support plan				X	X	X	X	X
Identify and Promote FAN Professional Development Programming	Program Committee; Non-Profit Coordinator (TBD)	Use results from FAN Member Survey/Network Analysis and scan environment for relevant professional development programming; Identify FAN members and/or organizations who could offer programming based on expertise; Develop professional development calendar (FAN/community); Identify and secure resources needed to support efforts; Use protocols to plan programming and templates to market and report as needed; Engage in targeted outreach to FAN members who have expressed interest				X	X	X	X	X
Provide on-going education to FAN members regarding health disparities	Program Committee; Non-Profit Coordinator (TBD)	Promote an explicit focus on health disparities and social determinants of health through on-going training of FAN members; Incorporate specific suggestions regarding advocacy	X	X	X	X	X	X	X	X
Provide on-going education to FAN members regarding diversity, equity, and inclusion	Program Committee; Non-Profit Coordinator (TBD)	Promote an explicit focus on diversity, equity and inclusion through on-going training of FAN members; Topics to include but not limited to race, racism, implicit bias, and strategies for improving care	X	X	X	X	X	X	X	X

Establish FAN Leadership Awards	Steering Committee; FAN Consultant (Mathe); Research Consultant (Bessel); FAN Committees;	Establish Award Criteria (<i>Innovation, Collaboration, Expertise</i>); Plan Awards Event; Recognize FAN Members (and others) doing significant work to advance FAN's mission/vision/values						X	X	X
---------------------------------	---	---	--	--	--	--	--	---	---	---

Goal: Network

Foster existing and emergent member collaborations aligned with FAN's mission and vision.

<i>Activity</i>	<i>Responsible Parties</i>	<i>Description</i>	<i>1-3 Months</i>	<i>3-6 Months</i>	<i>6-9 Months</i>	<i>9-12 Months</i>	<i>12-15 Months</i>	<i>15-18 Months</i>	<i>18-21 Months</i>	<i>21-24 Months</i>
Identify Existing and Emerging FAN Collaborations	Steering Committee; FAN Consultant (Mathe); Research Consultant (Bessel)	Identify existing and emerging FAN Collaborations (broadly defined) through FAN Member Survey / Network Analysis and other means; Determine resource needs of collaborations considering professional development, technical support, technology, and/or budget (as needed)	X	X						
Develop FAN Collaboration Profiles – Initial and On-Going	Communications Committee; Research Consultant (Bessel)	Develop template for FAN Collaboration Profiles; Use results from FAN Member Survey / Network Analysis to identify FAN Collaborations to feature and act as a catalyst for new partnership; Work with Health Foundation staff to develop and distribute FAN Collaboration Profiles via newsletter and website; Identify and secure resources needed to support efforts; Establish FAN Collaboration Profile database for use in marketing and reporting		X	X	X	X	X	X	X
Support FAN Member Self-Organizing Activities	Steering Committee; FAN Consultant (Mathe); Research Consultant (Bessel); Non-Profit Coordinator (TBD)	Actively encourage relationship building among FAN members and facilitate connections; Develop a supportive environment for emergent collaborations to thrive; Promote, coordinate, and celebrate self-organized efforts		X	X	X	X	X	X	X

Encourage HFWCNY's Related Programming	Foundation Staff; Call to Action Planning Committee	Support Foundation's Call to Action Symposium and related funding for demonstration and continuation funding for collaborative projects; Create mechanisms to support on-going self-organization through FAN events, activities, and network	X	X	X	X	X	X	X	X		
Offer Opportunities for FAN Member Engagement	Program Committee; Non-Profit Coordinator (TBD)	Use results from FAN Member Survey / Network Analysis to determine key topics or activities of interest for initial member engagement; Identify and secure resources needed to support efforts; Use protocols to plan programming and templates to market and report; Engage in targeted outreach to FAN Members who have expressed interest			X	X	X	X	X	X		
Incorporate Collaboration into FAN Professional Development Programming	Program Committee; Non-Profit Coordinator (TBD)	Include building and enhancing collaborations within FAN Professional Development Programming; Offer opportunities for FAN Members to share their expertise in cultivating collaboration			X	X	X	X	X	X		
Support Emergent FAN Collaborations	Steering Committee; FAN Consultant (Mathe); Research Consultant (Bessel); Non-Profit Coordinator (TBD)	Incorporate FAN Member Engagement and/or Self-Organizing Activities into FAN; Engage in targeted outreach to FAN Members who may have an expressed			X	X	X	X	X	X		

<i>Goal: Advocacy</i> <i>Support FAN Network advocacy to promote improved health and equitable health care of individuals living in Central and Western New York.</i>										
<i>Activity</i>	<i>Responsible Parties</i>	<i>Description</i>	<i>1-3 Months</i>	<i>3-6 Months</i>	<i>6-9 Months</i>	<i>9-12 Months</i>	<i>12-15 Months</i>	<i>15-18 Months</i>	<i>18-21 Months</i>	<i>21-24 Months</i>
Promote Advocacy Regarding Health Disparities	Advocacy Committee; Steering Committee; Programming Committee	Drawing on professional development activities and expertise of the FAN membership to facilitate development of advocacy issue campaigns related to health disparities	X	X	X	X	X	X	X	X
Identify Advocacy Talent Among FAN Members	Steering Committee; FAN Consultant (Mathe); Research Consultant (Bessel)	Identify FAN Members with advocacy-related expertise through FAN Member Survey / Network Analysis; Ascertain interest in serving on FAN Committees and/or providing FAN Professional Development programs		X	X					
Engage with Health Foundation on Health Care Advocacy Agenda	Steering Committee; Advocacy Committee; Non-Profit Coordinator (TBD)	Meet with staff and leadership to gain greater understanding of Foundation's advocacy agenda: Review Foundation research on current advocacy issues: Identify opportunities for FAN Members to support advocacy agenda				X	X	X	X	X
Build Advocacy Infrastructure within FAN	Advocacy Committee; Non-Profit Coordinator (TBD)	Determine FAN goals related to advocacy; Clarify Foundation/FAN advocacy roles; Determine points of intersection and divergence; Develop clear protocols for FAN related to advocacy activities (e.g., campaign leadership; issue identification; strategy development; partnerships; resource expenditure)					X	X	X	X

Incorporate Advocacy into FAN Professional Development Programming	Program Committee; Advocacy Committee; Non-Profit Coordinator (TBD)	Include advocacy within FAN Professional Development programming; Offer opportunities for FAN Members to share their expertise related to advocacy; Use protocols to plan programming and templates to market and report					X	X	X	X
Engage FAN Membership	Advocacy Committee; Non-Profit Coordinator (TBD)	Determine member interest in supporting Foundation/FAN Advocacy Agenda; Engage in targeted outreach to FAN Members who have expressed interest					X	X	X	X
Develop FAN Advocacy Profiles	Communications Committee; Advocacy Committee; Non-Profit Coordinator (TBD)	Develop template for FAN Advocacy Profiles; Identify FAN Member advocacy efforts to feature; Work with Health Foundation staff to develop and distribute FAN Advocacy Profiles via newsletter and website; Identify and secure resources needed to support efforts; Establish FAN Advocacy Profile database for use in marketing and reporting					X	X	X	X

Goal: Demonstrated Value

Develop mechanisms to effectively and comprehensively measure the success of the FAN network and its members.

<i>Activity</i>	<i>Responsible Parties</i>	<i>Description</i>	<i>1-3 Months</i>	<i>3-6 Months</i>	<i>6-9 Months</i>	<i>9-12 Months</i>	<i>12-15 Months</i>	<i>15-18 Months</i>	<i>18-21 Months</i>	<i>21-24 Months</i>
Conduct FAN Member Survey / Network Analysis	Steering Committee; FAN Consultant (Mathe); Research Consultant (Bessel)	Conduct web-based survey to determine member skills and expertise; areas for development; interests; and commitment to FAN participation (including interest in FAN Committee membership); Secure FAN Member opinions related to programs and events; Draft summary briefs on key findings	X	X						
Identify Metrics	Steering Committee; FAN Consultant (Mathe); Research Consultant (Bessel)	Identify key metrics (e.g., outputs, outcomes, quality improvement measures) drawing on committee goals and utilizing RBA to determine success of FAN and its members; Incorporate measures of FAN effectiveness related to strategic goals; Secure approval from HFWCNY on use of metrics	X	X						
Establish “Look and Feel” of FAN Products	Steering Committee; FAN Consultant (Mathe); Research Consultant (Bessel); FAN Committees; Non-Profit Coordinator (TBD)	Develop protocols to ensure quality and consistency of FAN programming; Develop common templates (using Results-Based Accountability format) to aid in marketing and reporting; Identify and secure resources needed to support efforts		X	X	X				
Develop FAN Member Profiles	Communications Committee; Non-Profit Coordinator (TBD)	Develop template for FAN Member Profiles; Use results from FAN Member Survey / Network Analysis to identify FAN Members to feature; Work with Health Foundation staff to develop and distribute FAN Member Profiles via newsletter and website; Identify and secure resources needed to support efforts; Establish FAN Member Profile database for use in marketing/reporting			X	X	X	X	X	X

Develop FAN Collaboration Profiles	Communications Committee; Non-Profit Coordinator (TBD)	Develop template for FAN Collaboration Profiles; Use results from FAN Member Survey / Network Analysis to identify FAN Collaborations to feature; Work with Health Foundation staff to develop and distribute FAN Collaboration Profiles via newsletter and website; Identify and secure resources needed to support efforts; Establish FAN Collaboration Profile database for use in marketing and reporting			X	X	X	X	X	X
Develop FAN Advocacy Profiles	Communications Committee; Advocacy Committee; Non-Profit Coordinator (TBD)	Develop template for FAN Advocacy Profiles; Identify FAN Member advocacy efforts to feature; Work with Health Foundation staff to develop and distribute FAN Advocacy Profiles via newsletter and website; Identify and secure resources needed to support efforts; Establish FAN Advocacy Profile database for use in marketing and reporting					X	X	X	X
Track FAN Committee Progress	Steering Committee; FAN Consultant (Mathe); Research Consultant (Bessel); FAN Committees; Non-Profit Coordinator (TBD)	Establish “dashboard” or other regular activity tracking system to determine progress on FAN Strategic Plan and related goals; Regularly review progress of identified FAN Committees as well as Committee member participation and needs; Document process					X	X	X	X
Evaluate FAN Performance	Steering Committee; FAN Consultant (Mathe); Research Consultant (Bessel); FAN Committees; Non-Profit Coordinator (TBD)	Complete summative evaluation of FAN Professional Development Programming; Collaboration; and Advocacy activities to determine overall success; Develop report for funders (using Results-Based Accountability format); Document process					X	X	X	X