

**Louisiana Public
Health Institute**



Three Year Strategic Plan

FY 2022-2024

MESSAGE FROM THE CEO

The Louisiana Public Health Institute (LPHI) has proudly served the residents of Louisiana for nearly 25 years. As we look towards our future, we recognize that LPHI's role is to be both responsive to our immediate public health needs and to create an environment for long-term public health improvements. Ultimately, I want Louisiana to be the healthiest state in the Nation. I know that is not something that will happen quickly, but it is something that we all must begin to strive for. It is through that lens that we acknowledge the critical need for having a solid plan to guide our path forward as the public health landscape continues to shift at an ever-quicken pace. We have kept these important factors in mind during our strategic plan process and I am proud to present our FY 2022-2024 Strategic Plan, which outlines our first steps towards becoming the healthiest state.

Yours in health and wellness,

SHELINA DAVIS

CHIEF EXECUTIVE OFFICER

LOUISIANA PUBLIC HEALTH INSTITUTE

AS WE LOOK TOWARDS OUR FUTURE,
WE RECOGNIZE THAT LPHI'S
ROLE IS TO BE BOTH RESPONSIVE
TO OUR IMMEDIATE PUBLIC
HEALTH NEEDS AND TO CREATE AN
ENVIRONMENT FOR LONG-TERM
PUBLIC HEALTH IMPROVEMENTS.



BOARD CHAIR STATEMENTS

Public Health is front and center globally. Those of us in the field have often had to explain what public health is, but now, at this time, our audiences are listening more intently. Not only do we have increased audiences and visibility, but we also have increased authority to speak to the depth of issues that contribute to the public’s health. For years, LPHI has spoken out about the many factors that contribute to health, with a strong focus on the negative impacts of racism and inequity. Undergoing the strategic planning process at this moment ensures that we are resolute in addressing the challenges we face. We will be able to increase the impact of public health practices and guidelines, and our newly designed programs and workplan will help us grow the scope and number of our partnerships. LPHI’s future holds boundless mission-driven opportunities.

LINDA USDIN, DRPH
BOARD CHAIR
LOUISIANA PUBLIC HEALTH INSTITUTE
BOARD OF DIRECTORS



The COVID-19 pandemic has caused all of us to think more broadly about the health of the nation, particularly the most vulnerable among us. LPHI is uniquely positioned to effectuate change in the health of Louisiana residents. Strategic planning ensures a clear and deliberate focus in priority areas that are measurable and that demonstrate the impact we can make in our communities as we work collectively with our partners.

KATHLEEN B. KENNEDY, PHARM.D.
IMMEDIATE PAST BOARD CHAIR
LOUISIANA PUBLIC HEALTH INSTITUTE
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LPHI OVERVIEW

The Louisiana Public Health Institute is a statewide, non-profit organization that has been promoting the health and well-being of Louisianans since 1997. LPHI is made up of over 100 employees based throughout the State in all nine Louisiana Department of Health (LDH) regions. We accomplish our goals at the local, state, and national levels alongside our over 500 partner organizations, which include communities, community-based organizations, foundations, healthcare systems, academic institutions, government agencies, and a diverse group of additional stakeholders. Our impact is felt across the state as we leverage our staff expertise and skills in all areas of public health.

MISSION STATEMENT

LPHI leads and partners with communities to ensure that everyone has fair and just opportunities to be healthy and well.

VISION STATEMENT

A Louisiana where all people will achieve their full potential for health and wellness.

VALUES

Accountability

We take responsibility for and ownership of our work and our impact on one another, our partners, and our communities.

Community-Centered

We model the phrase “Nothing about us without us” in our work, which is anchored in communities.

Creativity

We approach our work with imagination, ingenuity, and calculated risk-taking as a commitment to progressive transformation.

Equity

We are deeply committed to centering diversity, inclusion, justice, and fairness in all that we do.

Excellence

We are dedicated to exceeding expectations and are committed to continual improvement through listening, learning, and leadership.

Partnership & Trust

We build strong, long-lasting, and committed relationships through collaboration and teamwork, the cornerstones of our efforts to advance health and wellness.



THE STRATEGIC PLAN

The LPHI strategic plan provides direction to the organization. It creates a common framework and understanding of the organization’s priorities. It places a focus on sustainability of infrastructure and programming to drive identified outcomes. It is an effective tool to communicate LPHI’s purpose and work and to intentionally show its commitment as a learning organization. The process of developing a strategic plan included the steps below:

STRATEGIC PLAN

**LAUNCH:** Consultant selection, kick off internal screening committee & BOD Committee

**GATHER INPUT:** Surveys, focus groups, key informant interviews, research, committee and staff insights

**ANALYZE DATA & DEVELOP SWOT**

**FACILITATED STRATEGIC PLANNING PROCESS:** Collaboratively created mission, vision, values. Identified priority areas

**BUILD CONSENSUS:** Draft and finalize objective, year 1 plans


**DASHBOARDING:** Develop success measures


**DEVELOP DETAILED PROJECT PLANS FOR ROLL OUT, INCLUDING BUDGET PLAN**

The LPHI desired future-state is clearly articulated in the Mission, Vision and Values to guide all of the planning and implementation work. The actionable roadmap is made up of key priority areas, each with specific goals, objectives, and strategies, that when implemented with fidelity will ensure LPHI accomplishes its mission on behalf of Louisiana residents.

The four key priority areas identified provide the needed focus for planning efforts. Each priority area is supported by a goal that provides overall direction and frames the long-term picture for the work to be done. Each goal is measured through actionable objectives which specify what needs to happen and what needs to be achieved to meet goals. This sequence of Priority Area – Goal – Objective – Success Measure makes up the core structure of the strategic plan. A Year One Action Plan has been developed for each of the Priority Areas, which highlight specific strategies that LPHI is committed to achieving in the first year of the plan’s implementation. This section of the plan will be updated annually to provide direction for the upcoming fiscal year. Year One Action Plans can be found on pages 14–17.

Strategic Plan Priority Areas and Goals

**Racial Justice and Health Equity**
Make LPHI a model for racial justice and health equity.

**Partnerships and Collaboration**
Nurture and cultivate partnerships and collaborations to accelerate community impact.

**A Healthier Louisiana**
Create a healthier Louisiana by applying our expertise, assets, and innovation.

**A Thriving Organization**
Build a thriving learning organization that embodies adaptability, equity, and lays a strong foundation for excellence.

Racial Justice and Health Equity

The plan advances racial justice and health equity through enhancing LPHI operations (workforce development, business practices) and ensuring programs, services, and partnerships address Social Determinants of Health (SDOH) and the root causes of health inequities.



GOAL 1: Make LPHI a model for racial justice and health equity.

OBJECTIVE 1.1: INTERNAL PRACTICES

By June 2024, all LPHI operations and business practices operate in accordance with racial and health equity principles and practices, in alignment with DEI.

- Success Measures:**
- Creation of Equity Plan and Health Equity Champion Program.
 - Increased number of operational and business practices integrated with DEI.
 - Increased amount of funding to support organizational DEI and track budget assignment.
 - Increased training opportunities for staff, including launch of the internal Health Equity Champion program.

OBJECTIVE 1.2: EXTERNAL PROGRAMS

By June 2024, demonstrate LPHI’s commitment to achieving racial justice and health equity through the consistent utilization of DEI practices across its programs and services.

- Success Measures:**
- Increased number of programs and services using data to assess, elevate, and monitor racial and health inequities and informing program design and implementation.
 - Increased number of demographically representative staff trained as Champions.
 - Increased number of programs with dedicated Champions.
 - Increased number of programs and services that have integrated the Equity Plan.
 - Increased extent to which diverse community perspectives are included in decision-making that impacts their lives.

OBJECTIVE 1.3: COLLABORATIVE LEARNING AND ACTION

By June 2024, increase opportunities for Collaborative Learning and Action (CLA) in partnership with Louisiana’s communities to spur and support the systemic changes needed to achieve racial justice and health equity.

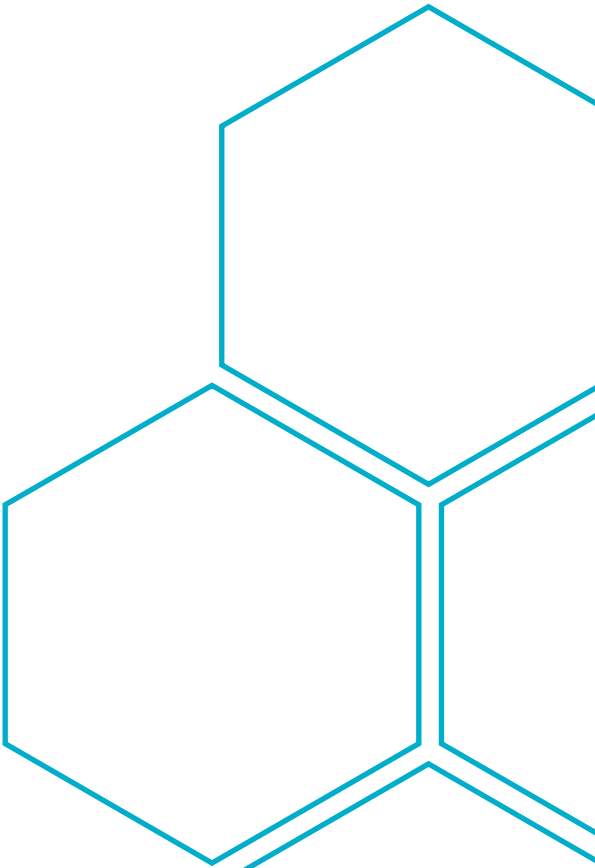
- Success Measures:**
- Increased number of individuals trained in CLA models.
 - Increased number of individuals participating in CLA programs.
 - Increased number of programs offered.
 - Increased positive participant experience scores, when applicable.

OBJECTIVE 1.4: MODEL EXCELLENCE

By June 2024, establish LPHI as a model organization for racial justice and health equity.

- Success Measures:**
- Increased adoption of strategies, including Monitoring, Evaluation, and Learning (MEL) plans and quality assurance efforts with a DEI, racial justice, and health equity focus.
 - Increased number of publications, communications, presentations, and lessons learned.
 - Increased adoption and use of key dashboard metrics to monitor this objective.

► Year One Action Plan can be found on page 14.



Partnerships and Collaboration

The plan recognizes that it is imperative for LPHI to do its work in collaboration with public, private, and community partners. LPHI has committed to a collective impact, community-driven, and multi-sectoral approach to advancing racial justice and health equity and building a healthier future for Louisianans.



GOAL 2: Nurture and cultivate partnerships and collaborations to accelerate community impact.

OBJECTIVE 2.1: STRENGTHEN PARTNERSHIPS

By June 2024, strengthen LPHI’s ability to cultivate and nurture relationships through values-driven partnership and collaboration across our Priority Areas, and centered on advancing DEI, racial justice, and health equity.

- Success Measures:**
- Increased number of staff trained on and using framework for collective impact and cross-sector collaboration.
 - Increased number of programs with Community Advisory Boards (CAB).
 - Increased number of strategic partner profiles with action plans created and outreach initiated, maintained, and tracked.
 - Increased number of formal relationships with partners and collaborators (e.g. standing meetings, contracts, proposals (prime/subrecipient), Letters of Support (LOS), Data Use Agreements (DUA), Business Associate

- Agreements (BAA), Memorandum of Understanding (MOUs), and charters).
- Increased number of strategic partnerships and activities tracked in a centralized client relationships management system (CRM).

OBJECTIVE 2.2: COALITIONS

By June 2024, increase effectiveness and value of LPHI’s leadership and contributions to coalition work.

- Success Measures:**
- Increased number of staff trained for optimizing coalition work.
 - Increased number of coalition participation in Key Priority and SDOH Areas.
 - Increased percentage of coalitions with action plans geared toward optimizing LPHI’s engagement to drive collective impact.

OBJECTIVE 2.3: COLLABORATIVE LEARNING AND ACTION

By June 2024, expand opportunities to provide and support CLA with partners, coalitions, and collaborators.

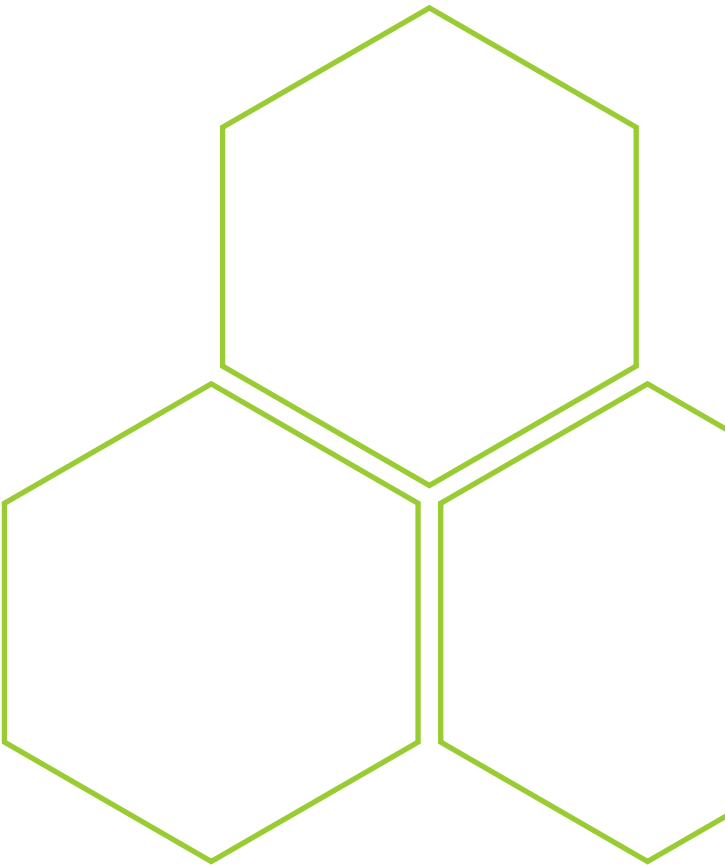
- Success Measures:**
- Established a CLA framework and tools, including a catalog of LPHI’s past and current CLA work.
 - Increased number of staff trained and programs that leverage the CLA framework and tools.
 - Increased number of surveys conducted among partners on CLA related needs.
 - Increased number of available CLA offerings.

OBJECTIVE 2.4: MODEL EXCELLENCE

By June 2024, increase LPHI’s ability to demonstrate and model excellence and value with our partnership and collaborations across our Priority Areas.

- Success Measures:**
- Increased adoption of strategies, including MEL plans, and quality assurance efforts related to our partner and coalition work.
 - Increased positive partner and participant experience scores, where applicable.

► Year One Action Plan can be found on page 15.



A Healthier Louisiana

The plan articulates key areas of focus and defined strategies for LPHI to contribute creatively and progressively to a healthier Louisiana.



GOAL 3: Create a healthier Louisiana by applying our expertise, assets, and innovation.

OBJECTIVE 3.1: ADVANCE STATE HEALTH PRIORITIES

By June 2024, improve LPHI’s effectiveness and impact in advancing state health priorities, centered on achieving racial justice and health equity.

- Success Measures:**
- Established cross-organization action plan framework for aligning with state health priorities.
 - Increased staff trained and using action planning framework.
 - Increased number of cross-organization plans created.
 - Increased visibility of LPHI’s contributions to advancing state health priorities.
 - Increased funding secured and designated to advancing state health priority work.
 - Increased adoption and use of key dashboard metrics to monitor this objective.

OBJECTIVE 3.2: PRIORITY POPULATIONS

By June 2024, sustain and grow LPHI’s programming in underserved communities and with prioritized populations, centered on achieving racial justice and health equity.

- Success Measures:**
- Developed priority population profiles and action plan framework and tools.
 - Increased number of programs focused on priority populations.
 - Increased funding secured and designated to support work with priority populations.
 - Increased adoption and use of key dashboard metrics to monitor this objective.

OBJECTIVE 3.3: POLICY

By June 2024, increase LPHI’s profile and contributions in the policy space, centered on achieving racial justice and health equity.

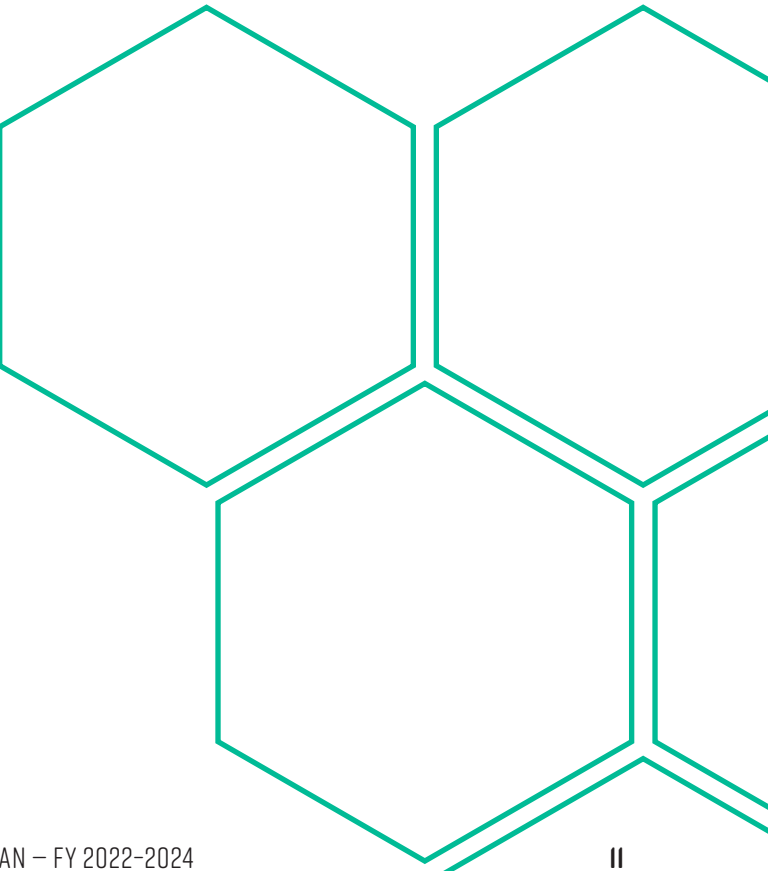
- Success Measures:**
- Increased number of staff trained and using policy framework and tools.
 - Increased number of programs and services with policy opportunities assessed and taken up.
 - Increased number of formal policy engagements (letters of support, sign-ons, sponsorships).
 - Increased funding to support policy and advocacy efforts.
 - Increased adoption and use of key dashboard metrics to monitor this objective.

OBJECTIVE 3.4: DATA INFRASTRUCTURE

By June 2024, increase data availability, utility, and accessibility for key stakeholders, including community partners, health systems and plans, and researchers.

- Success Measures:**
- Increased number of Greater New Orleans Health Information Exchange (GNOHIE) participants in Regions 2, 3, and 9.
 - Increased marketing tools available to promote LPHI’s data assets and infrastructure.
 - Increased number of individuals in the GNOHIE.
 - Increased number of REACHnet projects, aligned with DEI and health equity.
 - Increased accessibility of community level data for use within the organization.
 - Increased adoption and use of key dashboard metrics to monitor this objective.

► Year One Action Plan can be found on page 16.



A Thriving Organization

The plan delivers a course and commitment for LPHI to be a strong, strategic, and valued partner, that is financially healthy, with a stable, adaptable, innovative workforce that exemplifies its values.



GOAL 4: Build a thriving learning organization that embodies adaptability and equity and lays a strong foundation for excellence.

OBJECTIVE 4.1: WORKFORCE OPTIMIZATION

By June 2024, improve recruitment, retention, engagement, and experience of LPHI’s workforce, centered in DEI.

- Success Measures:**
- Improved HR-related policies and practices related to recruitment, retention, engagement, and experience, centered on DEI.
 - Increased employee engagement score and other metrics via employee survey.
 - Decreased new hire turnover rates (6 months, 1 year, 2 years, 3 years).
 - Completed analysis of LPHI’s workforce demographic trends; determining whether it reflects our statewide and regional demographics.
 - Increased adoption and use of tools to ensure staff feel comfortable, respected, and powerful within our organization.
 - Increased number of professional development offerings and number of staff accessing professional development.

- Increased adoption and use of key dashboard metrics to monitor this objective.

OBJECTIVE 4.2: FINANCE

By June 2024, enhance LPHI’s financial stability to support overall growth and investments in LPHI’s workforce, infrastructure, and marketing.

- Success Measures:**
- Developed formal business practices and tools designed to improve efficiency, effectiveness, and cash flow, including those that improve grant and service proposal development and grants management.
 - Decreased turnaround times for Accounts Receivable.
 - Increased cash on hand to support non-programmatic investments.
 - Increased number of staff trained on financial tools, policies, and protocols.
 - Increased adoption and use of key dashboard metrics to monitor this objective.

OBJECTIVE 4.3: COMMUNICATIONS

By June 2024, increase LPHI’s organizational and programmatic promotion and visibility.

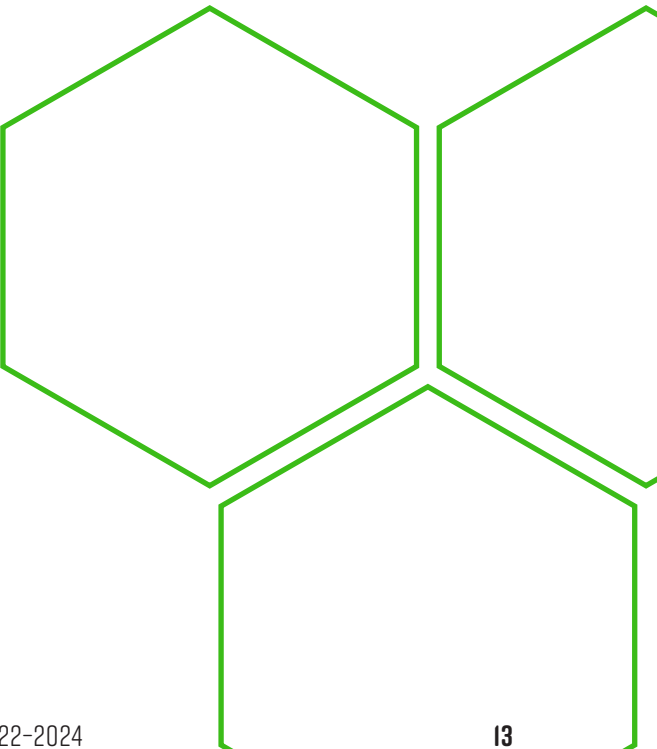
- Success Measures:**
- Developed and implemented framework, tools/ templates (profiles), protocols, and training materials to enhance internal and external communications.
 - Increased number of staff trained on communications-related content.
 - Increased number of LPHI programs with formal action-oriented communications plans.
 - Increased Priority Area-aligned sponsorships and memberships.
 - Increased investment in organizational marketing.
 - Increased adoption and use of key dashboard metrics to monitor this objective.

OBJECTIVE 4.4: INFRASTRUCTURE AND CULTURE

By June 2024, transform LPHI’s infrastructure and organizational culture to support work/life harmony and achieve more integrated, intentional, collaborative, efficient, and effective approaches to daily work.

- Success Measures:**
- Developed and implemented resources to increase efficiency and effectiveness for individual and collaborative work.
 - Increased number of staff trained on resources that support collaboration, efficiency, and effectiveness.
 - Improved percentage of responses that agree with “At LPHI, we do things efficiently and well” on the employee survey.
 - Improved staff adoption of and experience with collaboration and productivity tools.


► Year One Action Plan can be found on page 17.



STRATEGIC PLAN IMPLEMENTATION

LPHI has developed a Year One Action Plan for each Priority Area with measurable targets to track progress. This Action Plan defines action steps to accomplish each strategy and a clear timeline to monitor implementation. Recognizing that the Strategic Plan is a living and adaptive document, the MEL plan and dashboard will be used by the organization to track progress and learnings, and to guide refinements to plan strategies.

PRIORITY AREA: Racial Justice and Health Equity



GOAL 1: Make LPHI a model for racial justice and health equity.

OBJECTIVE 1.1

By June 2024, all LPHI operations and business practices operate in accordance with racial and health equity principles and practices, in alignment with DEI.

Year One Strategies

- Establish organizational infrastructure to create tools and content that support DEI integration for internal practices.
- Create action-oriented Equity Plan.
- Develop and launch Health Equity Champion Program.

OBJECTIVE 1.2

By June 2024, demonstrate LPHI’s commitment to achieving racial justice and health equity through the consistent utilization of DEI practices across its programs and services.

Year One Strategies

- Integrate Health Equity Champions into LPHI programs and services.
- Pilot the Equity Plan in Tobacco-Free Living (TFL).
- Research and seek out funding for racial justice and health equity programming.

OBJECTIVE 1.3

By June 2024, increase opportunities for CLA, in partnership with Louisiana’s communities, to spur and support the systemic changes needed to achieve racial justice and health equity.

Year One Strategies

- Offer training in racial justice, health equity, and Collective Impact Model.
- Continue to offer LPHI programs: Coalition to End Institutional Racism; Racial Justice and Health Equity Learning Labs; Racial Justice and Health Equity Symposium; and the Campaign for Equity.


OBJECTIVE 1.4

By June 2024, establish LPHI as a model organization for racial justice and health equity.

Year One Strategies

- Develop a MEL plan.
- Develop program and organizational dashboard to monitor activities.
- Pilot MEL plan for existing Priority Area trainings and program offerings.

PRIORITY AREA: Partnerships and Collaboration



GOAL 2: Nurture and cultivate partnerships and collaborations to accelerate community impact.

OBJECTIVE 2.1

By June 2024, strengthen LPHI’s ability to cultivate and nurture relationships through values-driven partnership and collaboration across Priority Areas, and centered on advancing DEI.

Year One Strategies

- Establish organizational infrastructure to create tools and content that support and strengthen partnerships and collaborations.
- Establish and pilot two community advisory boards for two LPHI programs (Youth and LGBTQ+)
- Develop cross-organization partner profiles and action plans at regional and statewide levels.

OBJECTIVE 2.2

By June 2024, increase effectiveness and value of LPHI’s leadership and contributions to coalition work.

Year One Strategies

- Develop coalition toolkits and conduct staff training.
- Assess and compile cross-organization participation and activity related to coalition work and identify gaps.
- Develop coalition action plans.

OBJECTIVE 2.3

By June 2024, expand opportunities to provide and support CLA with partners, coalitions, and collaborators.

Year One Strategies

- Catalog LPHI’s past, present, and future CLA program offerings.
- Develop best practice toolkits.
- Launch one new CLA program aligned with our Strategic Plan priorities.

OBJECTIVE 2.4

By June 2024, increase LPHI’s ability to demonstrate and model excellence and value with our partnerships and collaborations across our Priority Areas.

Year One Strategies

- Develop a MEL plan.
- Develop program and organizational dashboard to monitor activities.
- Pilot MEL plan for existing Priority Area trainings and program offerings.


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LOUISIANA PUBLIC HEALTH INSTITUTE

THREE YEAR STRATEGIC PLAN – FY 2022–2024

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PRIORITY AREA: A Healthier Louisiana



GOAL 3: Create a healthier Louisiana by applying our expertise, assets, and innovation.

OBJECTIVE 3.1

By June 2024, improve LPHI’s effectiveness and impact in advancing state health priorities, centered on achieving racial justice and health equity.

Year One Strategies

- Establish organizational infrastructure to create tools and content that support advancing this Priority Area.
- Conduct cross-organization profiles and action plans for each of the top state health priorities and LPHI Priority Areas.
- Develop strategy for rapid assessment and action planning for new and emerging health priorities.

OBJECTIVE 3.2

By June 2024, sustain and grow LPHI’s programming in underserved communities and with prioritized populations, centered on achieving racial justice and health equity.

Year One Strategies

- Map key partners and collaboration opportunities (See Priority Area: Partnerships and Collaboration).
- Conduct cross-organization profiles and action plans for each of the top priority populations (Youth and LGBTQ+) and geographic priority areas (Delta parishes).
- Research and pursue funding to advance this work.

OBJECTIVE 3.3

By June 2024, increase LPHI’s profile and contributions in the policy space, centered on achieving racial justice and health equity.

Year One Strategies

- Establish organizational infrastructure to develop a comprehensive policy strategy for the organization.
- Conduct cross-organization assessment, profile, and action plans for LPHI program policy needs, priorities, and opportunities for partnerships and collaboration (See Priority Area: Partnerships and Collaboration).
- Develop a MEL plan.

OBJECTIVE 3.4

By June 2024, increase data availability, utility, and accessibility for key stakeholders, including community, partners, health systems and plans, and researchers.


Year One Strategies

- Develop and disseminate service descriptions, marketing materials, and pricing models for data infrastructure offerings.
- Develop annual action plans for LPHI’s prioritized data infrastructure related strategies (GNOHIE, REACHnet, Community Data Model).
- Develop a MEL plan.

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PRIORITY AREA: A Thriving Organization



GOAL 4: Build a thriving learning organization that embodies adaptability and equity, and lays a strong foundation for excellence.

OBJECTIVE 4.1

By June 2024, improve recruitment, retention, engagement, and experience of LPHI’s workforce, centered in DEI.

Year One Strategies

- Develop new staff onboarding experience.
- Conduct assessment of staff professional development needs and implement plan to address opportunities, including trainings aligned with plan Priority Areas.
- Launch Phase 2 of the enhanced Performance Review process and tools.

OBJECTIVE 4.2

By June 2024, enhance financial stability to support overall growth and investments in workforce, infrastructure, and marketing.

Year One Strategies

- Refine and monitor processes and schedule for monthly closing of the books.
- Develop protocols and tools for engaging program leads in financial aspects of grants management.
- Design and implement financial dashboards.

OBJECTIVE 4.3

By June 2024, increase organizational and programmatic promotion and visibility.

Year One Strategies

- Develop and train staff in communications-related content, including Communications 101, communications plans, and standardized terminology for use across the organization.
- Develop an organizational marketing plan.
- Update existing LPHI communications channels and content related to our new Mission, Vision, Values, and LPHI’s Strategic Plan.

OBJECTIVE 4.4

By June 2024, transform infrastructure and organizational culture to support work/life harmony and achieve more integrated, intentional, collaborative, efficient, and effective approaches to daily work.

Year One Strategies

- Create and implement an organizational document management plan, including governance structure, toolkits, recommendations, and compliance strategy.
- Assess staff, and build and implement training plan, toolkits, and tools, including technology to improve collaboration, efficiency, and effectiveness.
- Develop a MEL plan.

THREE YEAR STRATEGIC PLAN – FY 2022–2024

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KEY INFORMANTS

Isabel Barrios, *Greater New Orleans Foundation (GNOF)*

Wendy Beron, *Methodist Health System Foundation*

Christine Briede, *Jefferson Community Foundation*

Tap Bui, *United Way of Southeastern Louisiana*

Brian Burton, *Southwest Area Louisiana Health Education Center (SWLAHEC)*

Dr. Renee Canady, *Michigan Public Health Institute*

Ann Clayton Chamberlin, *Methodist Health System Foundation*

Gerelda Davis, *Louisiana Primary Care Association*

Sven Davisson, *Louisiana Cancer Research Center*

Asali Ecclesiastes, *Ashé Cultural Arts Center*

Raymond Ferrer, *Plaquemines Parish Health Department*

Stacy Fontenot, *Louisiana Rural Health Association*

Lamar Gardere, *The Data Center*

Dr. Rebekah E. Gee, *Louisiana State University (LSU) Health Care Services*

Mikal Giancola, *Louisiana Healthy Communities Coalition*

Catherine Haywood, *Louisiana Community Health Worker Network*

Dr. Eboni Price Haywood, *Ochsner Xavier Institute for Health Equity & Research/Ochsner Primary Care Research Network*

Lauren Hebert-Henderson, *Healthy Baton Rouge*

Dr. Shantel Hébert-Magee, *Louisiana Office of Public Health*

Kimberly L. Hood, *Louisiana Office of Public Health*

Dr. James Hussey, *Louisiana Office of Behavioral Health*

Paula Jordan, *LA Health Care Connections*

Sara Judson, *Community Foundation of Southwest Louisiana*

Mark Keiser, *Access Health Louisiana (PATH Chair)*

Dr. Vincent LaFronza, *National Network of Public Health Institutes*

Dr. Gina LaGarde, *Louisiana Office of Public Health*

Dr. Thomas LaVeist, *Tulane University School of Public Health and Tropical Medicine*

Michele Lueck, *Colorado Health Institute*

Dr. Dawn R. Marcelle, *Louisiana Office of Public Health*

Donna Mathews, *Louisiana Office of Public Health Bureau of Family Health*

Amy Mercieca, *Operation Restoration*

Andreanecia Morris, *HousingNOLA*

Annie Phoenix, *Operation Restoration*

Katie Pritchett, *Capital Area United Way*

Judy Reese Morris, *Urban League of Louisiana*

Stacey Roussel, *Louisiana Budget Project*

Robert Travis Scott, *Public Affairs Research Council (PAR)*

Lois Smyth, *Baton Rouge Area Foundation*

Dr. Tina Stefanski, *Louisiana Office of Public Health*

Ashley Stewart, *Rapides Foundation*

Karen Stubbs, *Louisiana Office of Behavioral Health*

Michael Tipton, *Blue Cross Blue Shield of Louisiana Foundation*

Jeff Toms, *Louisiana Office of Public Health*

Valerie Vincent, *LSU Ag Center*

Gordon Wadge, *YMCA of Greater New Orleans (past LPHI Board Chair)*

Dr. Jackie White, *Louisiana Office of Public Health*

Dr. Martha Whyte, *Louisiana Office of Public Health*

ACKNOWLEDGEMENTS

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Dr. Donna Williams, *Louisiana Cancer Prevention & Control Programs (LCP)*

* LPHI Board of Directors Strategic Planning Committee

LPHI STAFF

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Upama Aktaruzzaman

Hayley Alexander

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Dr. Earl Benjamin-Robinson

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Salvatore Peraino**

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Kenyatta Royal

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Peggy Sanders

Meghan Serigne

John Marc Sharpe**

Shawna Shields

Dr. Erica Spears**

Rene’ Stansbury

Chrishelle Stipe

Dr. Sylvester Tumusiime**

Sylvia White

** LPHI Strategic Planning Internal Steering Committee

Appendix A: THE STRATEGIC PLANNING PROCESS

Data Gathering and Key Findings

In January 2021, LPHI selected Health Management Associates (HMA) from a pool of qualified consultants to help guide the organization through the strategic planning process. HMA kicked off the process with an in-depth assessment that examined primary and secondary data gathered through internal and external means. A thorough environmental analysis was completed to inform and ensure the strategic plan is responsive to the needs of LPHI and the community it serves and engages. These efforts included a review of state and national policy entities and federal policy priorities, as well as philanthropic priority areas to determine external factors that impact LPHI’s ability to pursue its mission. Additionally, surveys were distributed to internal staff and external stakeholders, selected by LPHI leadership, to support the environmental analysis. A total of four focus groups and nine informant interviews were conducted to supplement group surveys to solicit more qualitative responses and further assist in understanding needs, gaps, and the current environment.

Data findings were synthesized into a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis with input from LPHI’s Strategic Planning Internal Steering Committee, comprised of 14 staff members representing various areas, roles, and capacities across the organization.

Strategic Planning Retreat

LPHI’s Strategic Planning Internal Steering Committee and members of the Board of Directors met for a full day and a half for a virtual Strategic Planning Retreat, facilitated by HMA. The comprehensive internal and external SWOT analysis was presented, highlighting internal and external growth opportunities. The Retreat also provided LPHI the opportunity to begin development on Mission, Vision, and Value Statements to align with LPHI’s commitment to Diversity, Equity, and Inclusion (DEI). This facilitated discussion informed an initial set of strategic planning concepts and priority areas.

Identification of Priority Areas

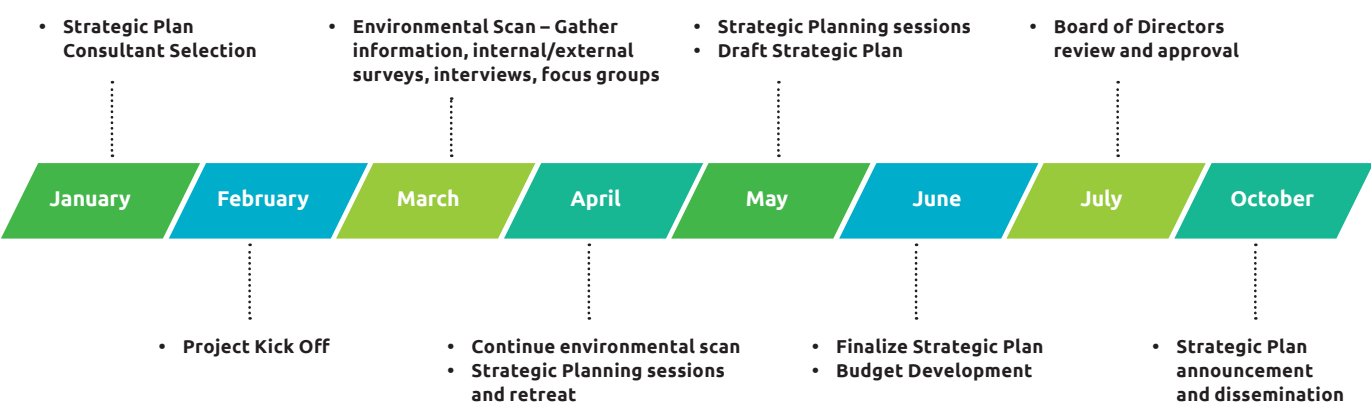
The Strategic Planning Internal Steering Committee and the Board of Directors Strategic Planning Committee met regularly to finalize Priority Areas for the LPHI Strategic Plan. The following Priority Areas were selected to frame LPHI’s Strategic Plan:

- **Racial Justice and Health Equity**
- **Partnerships and Collaboration**
- **A Healthier Louisiana**
- **A Thriving Organization**

Final Plan Development

Utilizing findings from the SWOT analysis, outputs from the Strategic Planning Retreat, and ongoing discussions, at all levels of the organization, a draft plan was circulated for feedback. After several reviews and edits, the final plan was presented to Board Members and staff in July 2021.

Planning Timeline



Appendix B: GLOSSARY OF TERMS

Action Plan: A plan which highlights specific actions and timeframes for when they will take place.

Coalition: An organization of diverse interest groups that join their human and material resources to produce a specific change that they are unable to deliver as independent individuals or separate organizations.

Collaboration: Relationships in which two or more independent parties voluntarily decide to work together to address a common purpose.

Community Advisory Board: A collective group of community members and organization representatives that provide community insights and assistance to a project team.

Community Engagement: Working collaboratively with community members and community groups to address issues that impact the well-being of groups.

Collective Impact Model: Collective impact brings people together in a structured way, to achieve social change.

Delta Parishes: For the purposes of this plan, LPHI has prioritized: Catahoula, Concordia, East Carroll, Madison, and Tensas Parishes.

Diversity: An appreciation and respect for many differences and similarities, including varied perspectives, approaches, and competencies of the workforce and populations served.

Equity: Refers to fairness and justice and is distinguished from equality: Whereas equality means providing the same to all, equity means recognizing that we do not all start from the same place and must acknowledge and make adjustments to imbalances. The process is ongoing, requiring us to identify and overcome intentional and unintentional barriers arising from bias or systemic structures.

Goals: Provide overall direction and are the long-term big picture.

Health Equity: Everyone has a fair and just opportunity to be as healthy as possible. Health inequities are reflected in differences in length of life; quality of life; rates of disease, disability, and death; severity of disease; and access to treatment. Achieving health equity requires removing obstacles to health such as poverty and discrimination and their consequences, including: powerlessness, lack of access to good jobs with fair pay, quality education and housing, safe environments, and health care.

Impact: In program design stages, impact refers to the aspirations set for a program in order to build cooperation, inform investment decisions, and identify risks. During or after a program, the way impact is defined will affect how its success or failure is perceived.

Inclusion: A set of behaviors that encourage individuals to feel valued for their unique qualities, and also experience a sense of belonging.

Learning Organization: An organization skilled at creating, acquiring, and transferring knowledge, and at modifying its behavior to reflect new knowledge and insights.

Mission: A statement of why the organization exists, at the most meaningful level. It is aspirational, in that it can never be fully achieved. In this way, the purpose states why the organization does the work it does but does not define how that work is to be done.

Nothing about us without us: A phrase that emphasizes that people with lived experience should be the central voice in decision-making about policy and program direction that affect them. According to Wikipedia, the term in its English form came into use in disability activism in the 1990s and has been adopted more widely to other groups and movements.

Appendix B: GLOSSARY OF TERMS

Objectives: What needs to happen or what needs to be achieved in order to meet goals. Objectives should be SMART (Specific, Measurable, Attainable, Relevant, and Time-bound).

Partnership: A collaborative relationship between two or more parties based on trust, equality, and mutual understanding for the achievement of a specified goal.

Professional Development: Refers to enhancing continuing education and career skills building and training once a person has entered the workforce.

Racial Equity: Racial equity is the condition that would be achieved if one’s racial identity no longer predicted how one fares. Racial equity requires work to address root causes of inequities and not just their manifestation, including elimination of policies, practices, attitudes, and cultural messages that reinforce differential outcomes by race or that fail to eliminate them.

Racial Justice: The systematic fair treatment of people of all races, resulting in equitable opportunities and outcomes for all. Racial justice – or racial equity – goes beyond “anti-racism.” It is not just the absence of discrimination and inequities, but also the presence of deliberate systems and supports to achieve and sustain racial equity through proactive and preventative measures.

Social Determinants of Health: The conditions in the environments where people are born, live, learn, work, play, worship, and age that affect a wide range of health, functioning, and quality-of-life outcomes and risks. It can often be grouped into 5 domains: economic stability; education access and quality; health care access and quality; neighborhood and built environment; and social and community context.

Strategies: A description of how objectives are met.

Success Measure: Measures of progress or completion of a goal or objective.

SWOT Analysis: A study done by an organization in order to find its strengths and weaknesses, and what problems or opportunities it should deal with. SWOT is formed from the initial letters of ‘strengths’, ‘weaknesses’, ‘opportunities’, and ‘threats’.

Values: The boundaries within which the organization will operate in pursuit of its vision. It is critical to distinguish between core values (those on which the organization will never compromise and is willing to pay a price to uphold) and aspirational values (those that the organization espouses but has yet to live up to in day-to-day operations). To be meaningful, values must be described in clear behavioral terms.

Vision: A clear, specific compelling picture of what the organization will look like at a specific time in the future (one, two, or five years), including those few key metrics that define success.

Workforce: All the people who work for a company or organization.

Appendix C: ACRONYMS FOUND IN THIS PLAN

BAA	Business Associate Agreements	SDOH	Social Determinants of Health
CAB	Community Advisory Boards	SHA	State Health Assessment
CEO	Chief Executive Officer	SMART	Specific, Measurable, Attainable, Relevant, and Time-bound
CHA	Community Health Assessment	SWOT	Strengths, Weaknesses, Opportunities, and Threats
CLA	Collaborative Learning and Action	TFL	Tobacco-Free Living
CRM	Client Relationship Management		
DEI	Diversity, Equity and Inclusion		
DUA	Data Use Agreements		
FY	Fiscal Year		
GNOHIE	Greater New Orleans Health Information Exchange		
HMA	Health Management Associates		
LGBTQ+	Lesbian, gay, bisexual, transgender, and queer or questioning		
LDH	Louisiana Department of Health		
LAOPH	Louisiana Office of Public Health		
LOS	Letters of Support		
LPHI	Louisiana Public Health Institute		
MEL	Monitoring, Evaluation, and Learning		
MOU	Memorandum of Understanding		
PATH	Partnership for Achieving Total Health		
REACHnet	Research Action for Health Network		



