



HMHBGA STRATEGIC PLAN

2020 - 2023

*Approved by the Staff & Board of
Directors on May 12, 2020*



**HEALTHY MOTHERS,
HEALTHY BABIES**
Coalition of Georgia



BACKGROUND

Since 1974, Healthy Mothers, Healthy Babies Coalition of Georgia (HMHBGA) has been the strongest statewide voice for improved access to healthcare and health outcomes for Georgia's mothers and babies. HMHBGA is the only organization in Georgia that focuses on the full spectrum of maternal and infant health concerns from prematurity to maternal mortality.

- **Access to Vital Resources:** On behalf of the Georgia Department of Public Health, HMHBGA operates the Georgia Family Healthline, Children 1st high-risk screening line, and Help Me Grow Georgia to provide callers with appropriate referrals and resources across the State. HMHBGA also operates the Prevent Child Abuse Georgia Helpline on behalf of Georgia State University.
- **Advocacy:** In a non-partisan role, HMHBGA engages with legislators as well as medical, business and other community organizations to encourage fiscally responsible policies that promote access to care and improved health outcomes for women and children.
- **Education:** HMHBGA provides evidence-informed prenatal education across the State through collaboration with other community organizations and clinicians. HMHBGA also works to educate and build capacity for healthcare providers and public health professionals working in maternal and infant health across Georgia.



PLANNING PROCESS

The HMHBGA Board and Staff spent twelve months from July 2019 to June 2020 to complete the strategic planning process that culminated in this final version of the 2020-2023 plan.

The Staff and Board held planning sessions during this time as well as utilized internal surveys, focus group data and other resources, such as available maternal and infant health outcomes data, to decide on priorities.

HMHBGA also hired an external consultant to conduct Key Informant Interviews with leadership from the following organizations:

- Arthur M. Blank Family Foundation
- Community Foundation of Greater Atlanta
- Department of Public Health
- Department of Early Care and Learning
- Department of Community Health
- Georgia Association of Family Physicians
- Georgia Chapter of the Academy of Pediatrics
- Georgia Campaign for Adolescent Power and Potential (GCAPP)
- Georgia OB/Gyn Society
- Georgia Perinatal Association
- Georgia Primary Care Association

The feedback from these interviews, along with internal surveys and program data were used to develop an organizational Strengths, Weaknesses, Opportunities and Threats analysis that informed the priorities of this plan.

Strengths

- Dedicated, hardworking staff.
- Recent investment in Americorps VISTA Program has allowed us to grow our core staff by five - all doing critical work to move HMHBGA forward.
- We have more capacity and opportunities to engage at the national level, showcasing our impact and expertise.
- Seen as a trusted, non-partisan source for maternal and infant health policy expertise by legislators, media and advocates alike.
- Advocacy program has seen real results in each legislative session for the past five years.
- In 2019-2020, we partnered with approximately 35 organizations, public and private, to achieve our mission.
- Diverse and dynamic Board of Directors in place to lead the organization.
- We have consistently leveraged capacity building opportunities offered by community organizations to grow our team's abilities and skills.
- Foundations and donors consistently see HMHBGA as an impactful partner and excellent steward of funds.

Weaknesses

- Not having a full-time, seasoned, Development professional limits our ability to generate enough funds to meet program needs and contribute to our endowment.
- HMHBGA has only recently invested in storytelling via video production. We need more testimonials from our program participants who can demonstrate our impact to donors and partners.
- Not having a Director of Finance means that all financial controls, accounts receivable and payable, etc. fall to the Executive Director & Office Manager.
- Have not invested enough resources into best marketing strategy via paid media (billboards, public transit, radio, etc.) to make HMHBGA a household name.
- Reliance on government contracts for 60%+ of revenue (mostly Call Center fee-for-service).
- Running out of physical space at current offices to properly accommodate our staff as we grow.
- We need to establish a Succession Plan for key leadership roles on the Board and Staff.

Opportunities

- We have more capacity and opportunities to engage at the national level, showcasing our impact and expertise.
- Opening three rural satellites in 2020 will allow us to expand our reach, impact, and truly live up to our statewide mission.
- Interest in expanding Building Perinatal Support Professionals statewide - will begin this process with our Rural Satellites.
- Expanded geographical reach of our programs will also expand the number of local foundations we can partner with.
- Working proactively to locate a new office location for 2021 that will allow us the space and accessibility we need to support our staff and programs.
- Launching Pickles & Ice Cream Georgia in 2020 will allow us to grow our brand and reach exponentially, along with expanding the number of partnerships we have statewide.
- We have significantly increased our social media engagement and presence online which provides an excellent platform for getting our programs and message out further within different communities.

Threats

- Recent budget cuts have created instability in public funding partnerships.
- Unemployment rate in market makes it difficult for us to hire talent needed at the salary level we can afford (prior to COVID).
- Potential recession forecasted can dampen fundraising ability from individual donors and limit foundation funds in the short term.
- Our work can be emotionally and physically draining because of the nature of maternal and infant health interventions. Employee burnout is something we must always work to prevent by encouraging wellness activities and promoting self-care.
- As we scale our evidence-based programs, we also need to be mindful of adapting interventions for different contexts and ensuring the same quality of service our participants have come to expect from us.
- The COVID-19 pandemic has created a great deal of instability and a constant need for adaptation.

OUR MISSION

Our mission is to improve maternal and infant health in Georgia through advocacy, education and access to vital resources.

OUR VISION

A Georgia where every mother and baby has the resources and support to be healthy and thrive throughout the perinatal period.

OUR VALUES

Inclusivity. We serve all Georgians, especially those who do not have a voice in policymaking.

Professionalism. Our staff and board members' expertise and contributions are valued.

Diversity. Our common goal is enhanced by our diverse backgrounds.

Respect. We serve and treat our callers, members, volunteers, staff, and board with respect and care.

Innovation. We support new and better ways to solve old problems.

Passion. We are tenaciously committed to improve access to healthcare for Georgia's women, infants, and families.

Integrity. We act with integrity that justifies trust and take responsibility for our relationships and results.

Partnerships. Our relationships with nonprofit, government, and philanthropic organizations are unique and strengthen our ability to collaborate, convene, leverage and achieve change.

Pursuit of Excellence. We adapt and learn from both our successes and challenges.

RECENT IMPACT

2018 - 2020



A 2019 Inspiring Mother of Georgia with her baby



Building Perinatal Support Professionals Graduation (2019)



Attendees at the 2019 Annual Meeting & Conference



Oral Health & Pregnancy Working Group Participants Tour Call Center



Panel at 2019 Black Infant Health Summit at Morehouse



2019 Building Perinatal Support Professionals Graduation - Doula Cohort



Policymaker Panel at 2019 Legislative Breakfast

BOARD OF DIRECTORS

As of January 2020, HMHBGA has its most diverse Board of Directors to date (14 total), including:

- 50% African American/Black (n=7), 36% White (n=5), 7% Latin American (n=1) and 7% Asian-American (n=1).
- 14% men (n=2) and 86% women (n=12)
- 43% with a healthcare background (n=6), 29% with a marketing background (n=4), 14% with an accounting/finance background (n=2), 14% with a legal background (n=2), 14% with academic backgrounds (n=2), and 7% with a business background (n=1).

The Board instituted a formal recruitment, review and selection process in 2017 that prioritizes inclusivity and added diversity for each subsequent round of Board Member recruitment. This is evident in the composition and breadth of expertise of our current Board of Directors. We are continuing our work to ensure equitable representation in our leadership structure.

POLICY ADVOCACY

Through our policy advocacy work, HMHBGA worked with Coalition partners to successfully advocate for the following:

2018:

- \$2 million for Georgia's Maternal Mortality Review Committee (Georgia ranks 50th in maternal mortality)
- \$250,000 to establish and launch a Neonatal Intensive Care Unit Peer Recovery Coaching Program (DBHDD)
- \$500,000 to support Group Prenatal Care for Medicaid Recipients.

2019:

- HB 345: ensures that no restraints of any kind are used on a woman who is in the second or third trimester of pregnancy, in labor, in delivery, or in the immediate postpartum period while incarcerated. Also ensures that no pregnant women would be subject to a squat and cough search or vaginal exam unless prescribed and performed by a licensed healthcare professional.
- HR 707: recognizes May 1, 2019 as Maternal Mental Health Day at the state capitol.
- \$200,000 for additional nurse abstractors for the Maternal Mortality Review Committee
- \$600,000 for HMHBGA to establish three perinatal support satellites in Wilcox, Randolph, and Meriwether Counties
- \$1.05 million to screen, refer, and treat maternal depression and related behavioral disorders in rural and underserved areas

RECENT IMPACT

2018 - 2020



HMHBGA at March of Dimes & Johnson & Johnson Convening in Washington, D.C.



Attendees at our Evidence-based Prenatal Education Course Offered in Spanish



Dr. David Satcher, Former US Surgeon General Speaks at 2018 Annual Meeting



HMHBGA Staff during Planning Retreat with Same Page People in 2018



First Lady Sandra Deal with Pat Swan, Board Emeritus, at Inspiring Mothers of Georgia Luncheon



Volunteer at Infant Mortality Awareness Day at the Capitol



Providers and Advocates at 2019 Legislative Breakfast

- \$13,000 to convert space in either the Capitol Building or Coverdell Legislative Building to a lactation room

2020:

- Before the COVID-19 pandemic, our team successfully supported several pieces of key legislation to pass over prior to crossover day. These included paid parental leave for Georgia's public workers, a 6-month extension of Pregnancy Medicaid and bills related to supporting breastfeeding in the workplace.

Throughout these three years we trained over 200 Georgians, mostly women of color, to advocate with policymakers and raise their voices to impact maternal and infant health policy in our state.

WORKING GROUPS & CONVENING

HMHBGA launched several Working Groups in 2019 – 2020 that are aimed at reducing persistent disparities in maternal and infant health outcomes in Georgia. These were also created as no other organization was leading work in these key areas:

- Pregnancy and Oral Health (co-led by the Georgia Department of Public Health and Georgia Dental Association)
- Access to Affordable Doula Care
- Quality Prenatal Education
- Planning for Healthy Babies Waiver (co-led by the Department of Community Health)
- Infant Mortality Prevention (co-led by the Georgia Department of Public Health and the Georgia Bureau of Investigation which handles child fatality review)

Each of these Working Groups meet quarterly and have a diverse membership, which is necessary to accomplish the goals set forth by the group.

AWARDS & RECOGNITION

In January, 2018, HMHBGA was awarded the **Martin Luther King Jr. Community Service Award** by Emory University. We were nominated by several Emory faculty for this prestigious honor.

In December, 2018, HMHBGA received the **A Healthier Georgia Champion Award** from the Fulton-DeKalb Hospital Authority for our commitment to health equity and inclusive programs that serve families of color in metro-Atlanta.



Immediate Past President, Pam Wilkes welcomes guests at an event

RECENT IMPACT 2018 - 2020



Guests at our 2019 Inspiring Mothers of Georgia Awards Luncheon



HMHBGA Staff lead our P4HB Working Group strategic planning activity



LEAD Atlanta & HMHBGA Team working together to enhance marketing



HMHBGA Leadership meeting with City Council President, Felicia Moore



Cohort II of BPSP at their Doula Training



Guests at our 2020 Legislative & Policy Breakfast with March of Dimes

CALL CENTER & REFERRAL SERVICES

HMHBGA has operated a statewide call center since the 1980's. Our agency currently operates three lines of business with the Georgia Department of Public Health (DPH) and one line of business with Prevent Child Abuse Georgia at Georgia State University. We offer services in English, Spanish, and utilize Language Line Services for over 170 other languages. Our specialists handle over 50,000 calls per year. HMHBGA operates the following lines of business:

- **The Georgia Family Healthline** - 1-800-300-9003 (2,732 calls in 2019): Statewide information and referral line for clients to receive appropriate referrals for providers and resources that are covered under Medicaid (SSI, Amerigroup, WellCare, Peach State, and CareSource) and PeachCare. We also provide referrals for other community resources such as: food pantries, domestic violence shelters, and pregnancy resources, among others. Georgians may also access all resources and providers 24/7 online by going to: <https://www.resourcehouse.com/hmhgb/>
Contract Partner: Georgia DPH
- **Help Me Grow Georgia** - 1-888-457-4769 (3,702 calls in 2019): Centralized intake line that is used to connect families to public health programs, Georgia Family Health Line, and community-based programs. Began operation in February 2019.
Contract Partner: Georgia DPH
- **Children 1st Information and Referral Line** - 1-855-707-8277 (49,155 calls FY19): Centralized intake line for the parents of high-risk infants using electronic birth certificates to enroll in The Children 1st Program.
Contract Partner: Georgia DPH
- **Prevent Child Abuse Georgia/1-800-CHILDREN** (244-5373) Helpline (1,247 Calls in 2019): an information and referral line for individuals who are concerned about the healthy development of children. The purpose of this line is to provide families with the necessary resources to help prevent child abuse and neglect. This line is option 6 on the DFCS central intake menu.
Contract Partner: Georgia State University
- **The Georgia Perinatal Psychiatry Access Program:** will provide psychiatric consults to providers serving mothers with perinatal mood and anxiety disorders in Georgia. This line was made possible by HMHBGA's advocacy in the 2019 legislative session. It should be in effect by June 30, 2020.
Contract Partner: Georgia DPH

RECENT IMPACT

2018 - 2020



Attendees at our 2020 Maternal Mortality Awareness Day at the Capitol



Program Director, Mica Whitfield, visiting Wilcox County - home of our new satellite



Staff showing off their skills during a team building exercise.



Research & Policy Analyst, Amber Mack, gives an interview on WABE 90.1



Staff & Board at Strategic Planning Retreat in February 2020



Board President, Johnecia Mason, shares her personal story of infant loss



Board Members at Advanced Board Training at Georgia Center for Nonprofits

AMERICORPS VISTA PARTICIPATION

In 2019, HMHBGA became an AmeriCorps VISTA site, hosting three VISTAs for one-full year of service. AmeriCorps VISTA (Volunteers in Service to America) members bring passion and perseverance where the need is greatest: to organizations that help eradicate poverty. AmeriCorps VISTA members serve as a catalyst for change, living and working alongside community members to meet our nation's most pressing challenges and advance local solutions. As of June, 2020, HMHBGA will have the following VISTA positions:

- Communications Associate
- Development Associate
- Events Coordinator
- Quality Assurance Associate
- Educational Programs Associate (II)

Participating in this program has added immeasurable value to our work by allowing us to hire key positions without the full expense of adding full-time staff positions.

RESEARCH & ANALYSIS

In 2018, HMHBGA published a primary research study, ***An Evaluation of Current Prenatal Education Availability and Receptivity to Online Education in the State of Georgia***, the first study of its kind in Georgia.

In 2016 and 2019, HMHBGA published the ***State of the State Report on Maternal and Infant Health in Georgia***. These provide analysis of current data provided by multiple sources for providers, advocates, funders and policymakers.

BUILDING PERINATAL PROFESSIONALS

- In 2018, we launched the Building Perinatal Support Professionals Program to provide scholarship and support for 20 women to become certified as Childbirth Educators or Doulas. Our goal is to increase the number of families that have access to perinatal support professionals.
- In 2018 & 2019, we offered 12 free webinars serving over 680 maternal and child health professionals on best practices to move the needle on health disparities in Georgia.
- Our Annual Meeting & Conference continues to be the largest gathering of maternal and child health professionals in the State. We have grown our Conference from a one-day event (1974 - 2016) to a two-day event (2018-2019), and now it will be a three-day event in 2020.

RECENT IMPACT

2018 - 2020



Board Emeritus Member, Pat Swan, interviews on HMHBGA history



HMHBGA receives FDHA Health Equity Champion Award



HMHBGA Executive Director with leadership of Junior League Atlanta



Maternal Mental Health Advocacy with PSIGA



Program participant and her baby during the Black Infant Health Summit (2019)



Educational Program Associate, Ishara Agostini, gives away diapers at an event



Families learning to advocate on important issues with their elected representatives

INSPIRING MOTHERS OF GEORGIA AWARDS

HMHBGA has organized this event each year since 2017 to honor mothers who have made outstanding contributions to their communities across Georgia. During the first year of the event, we recognized First Ladies of Georgia, Mary Perdue, Marie Barnes, Mary Busbee, Rosalynn Carter, and Sandra Deal for their contributions toward improving maternal and infant health during their respective careers. Each year we honor six 'Inspiring Mothers' across Georgia who embody the characteristics of kindness, caring, sacrifice, generosity and strength. The event has grown each year in attendance and we now have around 250 community partners attend each year.

CHARITY GOLF TOURNAMENT

In 2014, HMHBGA began hosting an annual Charity Golf Tournament to raise unrestricted funds and engage with corporate supporters and providers in service to our mission. The event has had mixed success throughout the years. In 2019, we had our most successful year to date in terms of net revenue and participation. We had 60+ golfers and a presenting sponsorship from Yamaha Golf Cart Company. As giving priorities changed for Yamaha, our Board and Public Relations Committee re-grouped and decided to shift to a more family-friendly TopGolf Charity Tournament for 2020.

COMMUNITY SUMMITS FOR HEALTH EQUITY

In response to the persistent disparities in maternal and infant health outcomes for Black women and infants in Georgia, HMHBGA has prioritized programming aimed at uplifting the voices and support of Black families.

In 2019, HMHBGA organized the first **Black Infant Health Summit**, supported by funding from the Fulton-DeKalb Hospital Authority and March of Dimes Georgia. We worked with sororities, fraternities and faith-based organizations in the Black community to host this event at Morehouse School of Medicine. It was a great success with 80+ attendees. Additional community partners included Reaching Our Sisters Everywhere, Bellies to Babies Foundation and Streetz 94.5.

In 2020, our **Black Maternal Health Summit** was delayed due to the COVID-19 response, but will be rescheduled and will also take place at Morehouse School of Medicine in partnership with March of Dimes Georgia.

RECENT IMPACT

2018 - 2020



VISTA team putting together activities for the Charity Golf Tournament



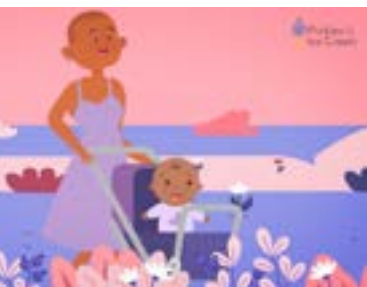
Board Members at their 2019 Retreat beginning strategic planning



HMHBGA attends a legal check-up with volunteer attorneys at ProBono Partnership



Participants conducting a data walk for the Policy Stakeholder Meeting



A still frame from the Pickles & Ice Cream Georgia video on post-birth warning signs



HMHBGA Prenatal Education participants with their breastmilk cooler bags



Broadway Babies perform at the Inspiring Mothers of Georgia Luncheon

PICKLES & ICE CREAM GEORGIA™

In 2019, HMHBGA released a report, **The Evaluation of Current Prenatal Education and Availability in the State of Georgia**. HMHBGA found that barriers like transportation, health literacy, and scheduling made it difficult for all women to receive prenatal education. In fact, only 10 – 18% of Georgia women receive in-person prenatal education outside of their prenatal appointments. For moms who do make it to a prenatal education class, there are still major gaps. Topics like health insurance, oral health and STI prevention often fall through the cracks. Additionally, even though around half of all of births in Georgia are Medicaid births, fewer than 12% of classes covered Medicaid-related topics. The State of Georgia has a dire need for accessible, mom-friendly, evidence-based maternal and infant health information and resources. Pickles & Ice Cream Georgia™ is HMHBGA's Perinatal Education Program that includes in-person sessions and a dynamic online platform aimed at educating and empowering women and their families in the perinatal period. Additionally, P&I will also have toolkits and referral guides available for providers and educators who need Georgia-specific maternal health resources. The wonline platform is set to launch in June 2020.

RURAL PERINATAL SATELLITES

In 2018, HMHBGA conducted a study to identify the rural counties that had the poorest maternal and infant health outcomes (e.g. prenatal care access, infant mortality, etc.) and the fewest resources available to expectant and postpartum families. The study highlighted several rural counties in each Perinatal Region. This information was shared with the Georgia General Assembly which allocated \$600,000 in 2019 to establish three Perinatal Satellite Offices of HMHBGA to provide our evidence-based education and support services to moms and families. The three counties selected by the General Assembly to receive HMHBGA satellite offices, based on the study, are:

- Meriwether County (and contiguous counties)
- Randolph County (and contiguous counties)
- Wilcox County (and contiguous counties)

These satellites will be opening during the first year of this strategic plan due to a contracting delay with DPH. The contract has been fully executed and partners engaged in each area. HMHBGA is excited to begin this important work and expand our direct impact in areas that need our services the most.

DEFINITIONS

- **Perinatal** – relating to the time, before, during and after birth (or pregnancy in the case of infant or fetal loss).
- **Doula** – a trained professional who provides continuous physical, emotional and informational support to a mother before, during and shortly after childbirth to help her achieve the healthiest, most satisfying experience possible.
- **Pickles & Ice Cream Georgia™** – HMHBGA’s Perinatal Education Program that includes in-person, sessions and a dynamic online platform aimed at educating and empowering women and their families in the perinatal period.
- **Building Perinatal Support Professionals (BPSP)** – HMHBGA’s training program that increases the number of DONA certified doulas and ICEA certified childbirth educators serving Georgia families with the greatest need, improves birth outcomes, and is a cost-saving measure for hospitals and payers.
- **HMHBGA Service Cycle** – HMHBGA focuses on serving families before, during and after pregnancy up to one year postpartum. This includes families who experience infant or fetal loss. This includes the time before pregnancy, referred to as the ‘preconception’ period. This also includes the time between pregnancies, which is referred to as the ‘interconception’ period.
- **Keeping Current @ the Capitol™** – HMHBGA’s advocacy and policy e-bulletin that is sent out to subscribers each week during the State legislative session. The bulletin tracks and monitors the movement of legislation and budget changes that impact maternal and infant health in Georgia.
- **Perinatal Community Health Worker Curriculum (PCHW)** – a certification program that would include competencies related to supporting improved pregnancy, birth and postpartum outcomes.

DEFINITIONS

- **Community Health Worker (CHW)** –frontline public health workers who have a close understanding of the community they serve. This trusting relationship enables them to serve as a liaison/link/intermediary between health/social services and the community to facilitate access to services and improve the quality and cultural competence of service delivery.
- **Rural Perinatal Satellite** – Satellite program offices established by HMHBGA in rural counties deemed as ‘maternal care deserts’ and in counties where key maternal and infant health indicators are worse than the state averages. Service provisions include: evidence-based perinatal education, outreach, local trainings for volunteers to become childbirth educators, doulas and/or community health workers, baby stores that offer free items for families in need and home visiting services for high-risk families within each service area. In 2020, the Georgia General Assembly allocated \$600,000 to HMHBGA to establish these offices in Randolph, Wilcox and Meriwether Counties.
- **AmeriCorps VISTA** – AmeriCorps VISTA members build capacity in nonprofit organizations and public agencies to help them more effectively generate the commitment of private sector resources, encourage volunteer service at the local level, and empower individuals and communities. AmeriCorps VISTA members serve full time for one-year terms. In 2019, HMHBGA had three VISTA associates. In 2020, HMHBGA has five.
- **MCH** – Refers to Maternal and Child Health, which is the professional field that HMHBGA operates within. It is a sub-field of the medical and public health communities.
- **HIPPA** - The Health Insurance Portability and Accountability Act, which is a protective policy at the federal level, with additional regulations at the state level, which HMHBGA follows in all our program activities.



STRATEGIC GOALS

- 1. Talented and Supported Staff:** Employ and retain excellent staff, interns and volunteers to lead and support organizational growth. Provide ongoing opportunities for capacity building and professional development.
- 2. High-performing Board of Directors:** Build Board capacity, sustainability, and engagement focused on organizational governance and fundraising.
- 3. Successful Fundraising and Resource Generation:** Ensure the financial health and growth of HMBGA.
- 4. Impactful Educational Programs:** Implement evidence-based strategies to improve maternal and infant health outcomes and build the capacity of maternal and child health professionals. Consistently evaluate outcomes and impact of all program efforts with a specific lens toward impact on underserved rural and racially diverse populations.
- 5. Effective & Inclusive Policy Advocacy:** Identify, advocate for and monitor the outcomes for policy changes to improve resources and access to maternal and infant healthcare.
- 6. Empowering Referral Services:** Grow and maintain HMBGA's role as a partner for referral access and call center service provision for maternal and infant health related needs in Georgia.
- 7. Robust Marketing and Community Awareness:** Make HMBGA a household name throughout the State of Georgia as a leading voice for maternal and infant health.

Employ and retain excellent staff, interns and volunteers to lead and support organizational growth. Provide ongoing opportunities for capacity building and professional development.

Objective A Employ and retain excellent staff.

| Activities | Outcomes FY21 | Outcomes FY22 | Outcomes FY23 |
|--|--|--|--|
| 1) Assess Employee Handbook and related policies on an annual basis. | 1) Employee Handbook reviewed and approved by Staff Leadership, ProBono Partners (legal review), Organizational Management Committee (Board) and approved by full Board. | 1) Employee Handbook reviewed and approved by Staff Leadership, ProBono Partners (legal review), Organizational Management Committee (Board) and approved by full Board. | 1) Employee Handbook reviewed and approved by Staff Leadership, ProBono Partners (legal review), Organizational Management Committee (Board) and approved by full Board. |
| 2) Compare current salary and benefits structure against industry on a biennial basis. | 2) Benefits and salary comparison conducted and adjustments made accordingly. | | 2) Benefits and salary comparison conducted and adjustments made accordingly. |
| 3) Ensure the existences of a leadership succession plan for key staff positions. | 3) Conduct succession planning process with an outside consultant to develop final succession plan for identified staff position(s). | 3) Succession plan is in place and can be utilized as needed. | 3) Succession plan is in place and can be utilized as needed. |

Responsible Team Members:

Executive Director, Mission Support Specialist & Office Manager, Call Center Manager, Director of Programs, & Board of Directors

Employ and retain excellent staff, interns and volunteers to lead and support organizational growth. Provide ongoing opportunities for capacity building and professional development.

Objective B Provide ongoing professional development opportunities

| Activities | Outcomes FY21 | Outcomes FY22 | Outcomes FY23 |
|---|---|---|---|
| 1) Assure appropriate professional development allocation per team member, per annum. | 1) Supervisors work with team members to set professional development budget based on identified needs of the team. | 1) Supervisors work with team members to set professional development budget based on identified needs of the team. | 1) Supervisors work with team members to set professional development budget based on identified needs of the team. |
| 2) Identify partnerships for internal and external training opportunities. | 2) Leadership identifies at least one partnership for training per quarter to meet training needs of the team. | 2) Leadership identifies at least one partnership for training per quarter to meet training needs of the team. | 2) Leadership identifies at least one partnership for training per quarter to meet training needs of the team. |
| 3) Conduct annual performance reviews. | 3) Annual performance reviews conducted and employees are given performance measures and support for the coming year. | 3) Annual performance reviews conducted and employees are given performance measures and support for the coming year. | 3) Annual performance reviews conducted and employees are given performance measures and support for the coming year. |

Responsible Team Members:

Executive Director, Mission Support Specialist & Office Manager, Call Center Manager, Director of Programs, & Board of Directors

Employ and retain excellent staff, interns and volunteers to lead and support organizational growth. Provide ongoing opportunities for capacity building and professional development.

Objective B Provide ongoing professional development opportunities

| Activities | Outcomes FY21 | Outcomes FY22 | Outcomes FY23 |
|--|---|---|---|
| 4) Conduct annual 360 Evaluations. | 4) Annual 360 Evaluations are conducted for each employee with a check-in to discuss the results. | 4) Annual 360 Evaluations are conducted for each employee with a check-in to discuss the results. | 4) Annual 360 Evaluations are conducted for each employee with a check-in to discuss the results. |
| 5) Encourage opportunities for staff to present at conferences or speak on panels and at events. | 5) Staff are in key presenting roles for a minimum of ten opportunities throughout the year. | 5) Staff are in key presenting roles for a minimum of ten opportunities throughout the year. | 5) Staff are in key presenting roles for a minimum of ten opportunities throughout the year. |

360 Evaluations– The 360 evaluation is a professional feedback opportunity that enables a group of coworkers to provide feedback about a fellow employee’s performance. The group consists of manager, peers & direct reports, as applicable. It is a chance to identify strengths of each employee and areas for performance improvement. HMHBGA has found that this evaluation offers a chance for constructive and supportive feedback to grow the strength and professional skillsets of our team. They take place 6 months prior to the formal evaluation.

Responsible Team Members:

Executive Director, Mission Support Specialist & Office Manager, Call Center Manager, Director of Programs, & Board of Directors

Employ and retain excellent staff, interns and volunteers to lead and support organizational growth. Provide ongoing opportunities for capacity building and professional development.

Objective C Grow HMHBGA capacity by adding key staff positions.

| Activities | Outcomes FY21 | Outcomes FY22 | Outcomes FY23 |
|--|---|--|---|
| 1) Hire Director of Development (\$90,000) | 1) Development Director hired and on-boarded. | 1) Development Director fully overseeing Capital Campaign and all fundraising activities for the organization. | 1) Development Director fully overseeing Capital Campaign and all fundraising activities for the organization. |
| 2) Hire part-time Director of Finance (\$45,000) | 2) Funding identified and secured to hire a part-time Director of Finance for FY22. | 2) Part-time Director of Finance is hired and on-boarded | 2) Part-time Director of Finance is fully overseeing the financial protocols and controls of the organization. |
| 3) Hire two full-time Associates for Pickles & Ice Cream Georgia (\$40,000 each) | 3) Two Associates (grant funded) are hired to manage Pickles & Ice Cream GA | 3) Associates are fully on-boarded and running Pickles & Ice Cream project (grant funded) | 3) Associates are now funded mostly by fee-for-service and partially by grants to run Pickles & Ice Cream Georgia |

Responsible Team Members:

Executive Director, Mission Support Specialist & Office Manager, Call Center Manager, Director of Programs, & Board of Directors

Employ and retain excellent staff, interns and volunteers to lead and support organizational growth. Provide ongoing opportunities for capacity building and professional development.

Objective C Grow HMHBGA capacity by adding key staff positions.

| Activities | Outcomes FY21 | Outcomes FY22 | Outcomes FY23 |
|--|---|--|--|
| 4) Ensure strategic utilization of the AmeriCorps VISTA program partnership. | 4) AmeriCorps VISTA program is utilized to hire: <ul style="list-style-type: none"> • Communications Associate • Special Projects Associate • Call Center Associate • Development Associate • Educational Program Associates (2) | 4) AmeriCorps VISTA Associates are hired, on-boarded and assessment of needs for next cohort is conducted. | 4) AmeriCorps VISTA Associates are hired, on-boarded and assessment of needs for next cohort is conducted. |
| 5) Maintain Call Center capacity | 5) Hire & Onboard Call Center staff based on contract deliverables and available funding. | 5) Hire & Onboard Call Center staff based on contract deliverables and available funding. | 5) Hire & Onboard Call Center staff based on contract deliverables and available funding. |

Americorps VISTA – AmeriCorps VISTA members build capacity in nonprofit organizations and public agencies to help them more effectively generate the commitment of private sector resources, encourage volunteer service at the local level, and empower individuals and communities. AmeriCorps VISTA members serve full time for one-year terms. In 2019, HMHBGA had three VISTA associates. In 2020, HMHBGA has five.

Responsible Team Members:

Executive Director, Mission Support Specialist & Office Manager, Call Center Manager, Director of Programs, & Board of Directors

Employ and retain excellent staff, interns and volunteers to lead and support organizational growth. Provide ongoing opportunities for capacity building and professional development.

Objective D Develop & maintain pipeline of talent via interns

| Activities | Outcomes FY21 | Outcomes FY22 | Outcomes FY23 |
|---|--|--|--|
| 1) Maintain and grow current network of referral partners (universities & colleges) | 1) Increase network referrals by 2 | 1) Increase network referrals by 3 | 1) Increase network referrals by 5 |
| 2) Complete intern orientation and onboarding process | 2) Ensure 100% of interns have been on-boarded | 2) Ensure 100% of interns have been on-boarded | 2) Ensure 100% of interns have been on-boarded |
| 3) Recognize intern participation | 3) HMHBGA formally recognize service and impact at the end of the term for 100% of interns | 3) HMHBGA formally recognize service and impact at the end of the term for 100% of interns | 3) HMHBGA formally recognize service and impact at the end of the term for 100% of interns |
| 4) Maintain engagement with interns beyond their service term | 4) 15% of interns become HMHBGA staff or volunteer beyond their initial service term | 4) 15% of interns become HMHBGA staff or volunteer beyond their initial service term | 4) 15% of interns become HMHBGA staff or volunteer beyond their initial service term |

Responsible Team Members:

Executive Director, Mission Support Specialist & Office Manager, Call Center Manager, Director of Programs, & Board of Directors

Employ and retain excellent staff, interns and volunteers to lead and support organizational growth. Provide ongoing opportunities for capacity building and professional development.

Objective E Develop & maintain pipeline of talent via volunteers

| Activities | Outcomes FY21 | Outcomes FY22 | Outcomes FY23 |
|---|--|--|--|
| 1) Maintain and grow current network of referral partners (universities & colleges) | 1) Increase network referral partners by 2 | 1) Increase network referral partners by 3 | 1) Increase network referral partners by 5 |
| 2) Complete Volunteer orientation and onboarding | 2) Ensure 100% of volunteers have been on-boarded | 2) Ensure 100% of volunteers have been on-boarded | 2) Ensure 100% of volunteers have been on-boarded |
| 3) Recognize volunteer participation | 3) HMHBGA formally recognizes service and impact at the annual Supporter Appreciation Event | 3) HMHBGA formally recognizes service and impact at the annual Supporter Appreciation Event | 3) HMHBGA formally recognizes service and impact at the annual Supporter Appreciation Event |
| 4) Maintain engagement with interns beyond their initial service term | 4) 15% of volunteers become HMHBGA staff or return to volunteer after their initial service term | 4) 15% of volunteers become HMHBGA staff or return to volunteer after their initial service term | 4) 15% of volunteers become HMHBGA staff or return to volunteer after their initial service term |

Responsible Team Members:

Executive Director, Mission Support Specialist & Office Manager, Call Center Manager, Director of Programs, & Board of Directors

Build Board capacity, sustainability, and engagement focused on organizational governance and fundraising

Objective A Implement Board Development Plan

| Activities | Outcomes FY21 | Outcomes FY22 | Outcomes FY23 |
|---|---|---|---|
| 1) Conduct annual Board Member Self-Assessment | 1) Annual Board Member Self-Assessment completed by 100% of Board members. | 1) Annual Board Member Self-Assessment completed by 100% of Board members. | 1) Annual Board Member Self-Assessment completed by 100% of Board members. |
| 2) Conduct training sessions on capacity building topics identified by the Board. | 2) At least one internal training session is conducted based on needs identified in the self-assessment of Board wiht 90% of Board Members in attendance. | 2) At least one internal training session is conducted based on needs identified in the self-assessment of Board wiht 90% of Board Members in attendance. | 2) At least one internal training session is conducted based on needs identified in the self-assessment of Board wiht 90% of Board Members in attendance. |

Objective B Recruit, onboard and retain talent to the Board of Directors

| | | | |
|--|--|--|--|
| 1) Conduct annual Board Composition Survey | 1) Board Composition Survey electronically submitted by 100% of Board members and results create Experience Matrix to identify gaps in representation. | 1) Board Composition Survey electronically submitted by 100% of Board members and results create Experience Matrix to identify gaps in representation. | 1) Board Composition Survey electronically submitted by 100% of Board members and results create Experience Matrix to identify gaps in representation. |
|--|--|--|--|

Responsible Team Members:

Organizational Management Committee - Board of Directors & Executive Director

Build Board capacity, sustainability, and engagement focused on organizational governance and fundraising

Objective B (cont'd)

Recruit, onboard and retain talent to the Board of Directors

| Activities | Outcomes FY21 | Outcomes FY22 | Outcomes FY23 |
|--|--|--|--|
| 2) Recruit and review applications according to identified areas of need. | 2) Board member recruitment and selection process results in addition of new Board Members who fill identified gaps in representation. | 2) Board member recruitment and selection process results in addition of new Board Members who fill identified gaps in representation. | 2) Board member recruitment and selection process results in addition of new Board Members who fill identified gaps in representation. |
| 3) New Board Members are provided with a formal orientation. | 3) All new Board Members attend formal orientation within 3 months of beginning service. | 3) All new Board Members attend formal orientation within 3 months of beginning service. | 3) All new Board Members attend formal orientation within 3 months of beginning service. |
| 4) Board Members are provided with mentorship. | 4) All new Board Members are matched with a current Board Mentor. | 4) All new Board Members are matched with a current Board Mentor. | 4) All new Board Members are matched with a current Board Mentor. |
| 5) All Board Members engage meaningfully in enacting the mission and vision of HMHBGA. | 5) 100% of Board Members attend at least one networking event on behalf of HMHBGA. | 5) 100% of Board Members attend at least one networking event on behalf of HMHBGA. | 5) 100% of Board Members attend at least one networking event on behalf of HMHBGA. |

Responsible Team Members:

Organizational Management Committee - Board of Directors & Executive Director

Build Board capacity, sustainability, and engagement focused on organizational governance and fundraising

Objective B (cont'd)

Recruit, onboard and retain talent to the Board of Directors

| Activities | Outcomes FY21 | Outcomes FY22 | Outcomes FY23 |
|---|--|--|--|
| 6) Board members are provided with an opportunity to reflect on service and provide feedback. | 6) 100% of Board Members participate in an exit interview with the President or Vice President upon the end of their service term. | 6) 100% of Board Members participate in an exit interview with the President or Vice President upon the end of their service term. | 6) 100% of Board Members participate in an exit interview with the President or Vice President upon the end of their service term. |

Objective C

Provide opportunities for Board Members to receive training

| | | | |
|---|---|---|---|
| 1) Board Members are supported in attending formal training from leadership development and non-profit professionals. | 1) 25% of current seated Board attend an external training or professional development opportunity. | 1) 25% of current seated Board attend an external training or professional development opportunity. | 1) 25% of current seated Board attend an external training or professional development opportunity. |
|---|---|---|---|

Responsible Team Members:

Organizational Management Committee - Board of Directors & Executive Director

Build Board capacity, sustainability, and engagement focused on organizational governance and fundraising

Objective D

Ensure operational policies are updated regularly

Activities

1) Organizational Bylaws are routinely reviews and updated as appropriate.

2) Financial controls and procedures policies are routinely reviewed and updated as appropriate.

Outcomes FY21

1) Board approves any identified changes needed to the Bylaws no later than September 1 (*must be shared one moth prior to Annual Meeting with membership)

2) Financial controls and procedures are reviewed and updated by the Treasurer and Organizational Managment Committee

Outcomes FY22

1) Board approves any identified changes needed to the Bylaws no later than September 1 (*must be shared one moth prior to Annual Meeting with membership)

2) Financial controls and procedures are reviewed and updated by the Treasurer and Organizational Managment Committee

Outcomes FY23

1) Board approves any identified changes needed to the Bylaws no later than September 1 (*must be shared one moth prior to Annual Meeting with membership)

2) Financial controls and procedures are reviewed and updated by the Treasurer and Organizational Managment Committee

Responsible Team Members:

Organizational Management Committee - Board of Directors & Executive Director

Build Board capacity, sustainability, and engagement focused on organizational governance and fundraising

Objective E

Establish HMHBGA Advisory Board

Activities

1) Establish the purpose, structure and guidelines for the Advisory Board

2) Identify & recruit Board Members who are ending their term of service, but who would like to remain engaged with the organization to serve.

2) identify & recruit community leaders in Georgia who would add expertise, network access, and/or fundraising capacity to HMHBGA to serve.

Outcomes FY21

1) Create the policies, recruitment strategies and stucture necessary to establish the Adisory Board

2) Board Members ending service this year are identified, interviewed and selected to begin Adisory Board service in FY22 or FY23

2) The Board identifies and actively recruits 10 Georgia leaders - at least 5 are selected for service in FY22

Outcomes FY22

1) Ensure the annual evaluation of the Advisory Board's impact & engagement

2) Board Members ending service this year are identified, interviewed and selected to begin Adisory Board service in FY23 or FY24

2) The Board identifies and actively recruits 10 Georgia leaders - at least 3 are selected for service in FY23

Outcomes FY23

1) Ensure the annual evaluation of the Advisory Board's impact & engagement

2) Board Members ending service this year are identified, interviewed and selected to begin Adisory Board service in FY24 or FY25

2) The Board identifies and actively recruits 10 Georgia leaders - at least 2 are selected for service in FY24

Responsible Team Members:

Organizational Management Committee - Board of Directors & Executive Director

Ensure the financial health and growth of HMHBGA

Objective A Diversify funding sources to ensure financial support for both Call Center and Coalition Activities

| Activities | Outcomes FY21 | Outcomes FY22 | Outcomes FY23 |
|--|--|---|---|
| 1) Increase submissions to foundation funding opportunities to maintain 20-25% of the operational budget. | 1) 20% of the operational budget is funded by private foundation grants. | 1) 25% of the operational budget is funded by private foundation grants. | 1) 25% of the operational budget is funded by private foundation grants. |
| 2) Cultivate relationships with corporate donors to increase sponsorships and corporate foundation giving. | 2) Receive corporate gifts totaling \$7,000 or greater (non-event revenue) | 2) Receive corporate gifts totaling \$10,000 or greater (non-event revenue) | 2) Receive corporate gifts totaling \$12,500 or greater (non-event revenue) |
| 3) Develop and implement robust individual donors, including cultivation of estate & planned giving, major gifts and broadening donor pool | 3) Receive major individual gifts totaling \$7,000 or more. | 3) Receive major individual gifts totaling \$10,000 or more. | 3) Receive major individual gifts totaling \$12,500 or more. |

Responsible Team Members:

Development Director (once hired), Director of Finance (once hired), Executive Director, Public Relations Committee, Board of Directors, Development Associate & Special Projects Associate

Ensure the financial health and growth of HMHBGA

Objective B Increase operational reserves

| Activities | Outcomes FY21 | Outcomes FY22 | Outcomes FY23 |
|--|---|---|---|
| 1) Ensure six months operating costs are maintained by allocating unrestricted revenue to reserve account. | 1) 3 months of average operational expenses in reserve account by end of fiscal year. | 1) 4 months of average operational expenses in reserve account by end of fiscal year. | 1) 6 months of average operational expenses in reserve account by end of fiscal year. |

Objective C Build HMHBGA's fundraising capacity

| Activities | Outcomes FY21 | Outcomes FY22 | Outcomes FY23 |
|--|---|--|---|
| 1) Americorps VISTA members hired to coordinate events and conduct development activities. | 1) 2 VISTA members hired and trained: Special Projects Associate Development Associate | 1) 2 VISTA members hired and trained: Special Projects Associate Development Associate | 1) 2 VISTA members hired and trained: Special Projects Associate Development Associate |
| 2) Build Board Member capacity in fundraising | 2) Fundraising workshop conducted for Board with 100% participation (minimum 85% in-person) remaining 15% may participate by recording if needed) | 2) Mini-fundraising refresher workshop conducted for Board with 100% participation (minimum 85% in-person) remaining 15% may participate by recording if needed) | 2) Fundraising workshop conducted for Board with 100% participation (minimum 85% in-person) remaining 15% may participate by recording if needed) |

Responsible Team Members:

Development Director (once hired), Director of Finance (once hired), Executive Director, Public Relations Committee, Board of Directors, Development Associate & Special Projects Associate

Ensure the financial health and growth of HMHBGA

Objective C cont'd

Build HMHBGA's fundraising capacity

| Activities | Outcomes FY21 | Outcomes FY22 | Outcomes FY23 |
|---|---|---|---|
| 3) Coordinate HMHBGA's 50th Anniversary Capital Campaign (We celebrate 50 in FY23-FY24) | 3) Capital Campaign assessment conducted and Board decides on next steps. | 13) Based on assessment and vote, Capital Campaign launched and silent phase begins. | 3) Based on previous year's activities, Capital Campaign silent phase is completed and public phase is launched |
| 4) Secure funding to hire a Development Director (\$90,000) | 4) \$90,000 secured and Development Director hired and onboarded. | 4) Development Director fully driving and overseeing fundraising activities for HMHBGA. | 4) Development Director fully driving and overseeing fundraising activities for HMHBGA. |

Objective D

Increase % of unrestricted funding

| Activities | Outcomes FY21 | Outcomes FY22 | Outcomes FY23 |
|---|--|---|---|
| 1) Increase net revenue from annual events. | 1) Annual events see a 5% YOY increase in net revenue. | 1) Annual events see a 10% YOY increase in net revenue. | 1) Annual events see a 15% YOY increase in net revenue. |

Responsible Team Members:

Development Director (once hired), Director of Finance (once hired), Executive Director, Public Relations Committee, Board of Directors, Development Associate & Special Projects Associate

Ensure the financial health and growth of HMHBGA

Objective D cont'd

Increase % of unrestricted funding

| Activities | Outcomes FY21 | Outcomes FY22 | Outcomes FY23 |
|---|--|--|--|
| 2) Increase outreach via Combined Federal Campaign (CFC) and employee giving programs | 2) Workplace giving increases by 5% YOY. | 2) workplace giving increases by 10% YOY. | 2) workplace giving increases by 15% YOY. |
| 3) HMHBGA establishes a planned giving program. | 3) Planned giving program designed. | 3) Board works with Development Director to implement planned giving program. | 3) Planned giving program sees pledges totalling \$5,000 or more. |
| 4) Increase individual giving through Peer-to-Peer Campaigns (e.g. End of Year and August Birth Campaign) | 4) Peer-to-Peer campaigns account for at least \$35,000 of unrestricted giving total (\$50,000). | 4) Peer-to-Peer campaigns account for at least \$35,000 of unrestricted giving total (\$55,000). | 4) Peer-to-Peer campaigns account for at least \$35,000 of unrestricted giving total (\$60,000). |

A planned gift is any major gift, made in lifetime or at death as part of a donor’s overall financial and/or estate planning. These include gifts of equity, life insurance, real estate, personal property, or cash.

Responsible Team Members:

Development Director (once hired), Director of Finance (once hired), Executive Director, Public Relations Committee, Board of Directors, Development Associate & Special Projects Associate

Ensure the financial health and growth of HMHBGA

Objective E Enhance HMHBGA operational infrastructure

| Activities | Outcomes FY21 | Outcomes FY22 | Outcomes FY23 |
|---|---|---|---|
| 1) Identify necessary resources to relocate HMHBGA offices to best meet needs of clients and staff. | 1) Complete search process to identify new location, complete move, buildout and furniture and budget requirements. | Activity completed in FY21 | Activity completed in FY21 |
| 2) Identify necessary resources to conduct review of technological needs and implement solutions. | 2) Conduct a technology needs assessment and market analysis. | 2) Secure resources to implement solutions based on technology needs assessment. | 3) Assess return on investment for newly adopted technology and/or processes. |
| 3) Leverage key partnerships that ensure HMHBGA legal compliance. | 3) Continue to engage ProBono Partnership and our insurance broker for legal needs and to reduce liability and risk for the organization. | 3) Continue to engage ProBono Partnership and our insurance broker for legal needs and to reduce liability and risk for the organization. | 3) Continue to engage ProBono Partnership and our insurance broker for legal needs and to reduce liability and risk for the organization. |

Responsible Team Members:

Development Director (once hired), Director of Finance (once hired), Executive Director, Public Relations Committee, Board of Directors, Development Associate & Special Projects Associate

Ensure the financial health and growth of HMHBGA

Objective E cont'd

Enhance HMHBGA operational infrastructure

Activities

4) Leverage key partnerships that enhance HMHBGA's business and operational acument.

Outcomes FY21

4) Continue to engage the Business Brain Trust, civic organizations (e.g. Rotary, Chambers of Commerce) and leadership development programs (e.g. LEAD Atlanta) to ensure HMHBGA has access to business solutions and creative guidance.

Outcomes FY22

4) Continue to engage the Business Brain Trust, civic organizations (e.g. Rotary, Chambers of Commerce) and leadership development programs (e.g. LEAD Atlanta) to ensure HMHBGA has access to business solutions and creative guidance.

Outcomes FY23

4) Continue to engage the Business Brain Trust, civic organizations (e.g. Rotary, Chambers of Commerce) and leadership development programs (e.g. LEAD Atlanta) to ensure HMHBGA has access to business solutions and creative guidance.

ProBono Partnership

HMHBGA is a proud client of ProBono Partnership. They aptly handle all legal needs for our organization via their volunteer attorney program.

Learn more at:
<https://www.pbpatl.org/>

Business Brain Trust

HMHBGA convenes a group of business leaders each quarter to help us tackle marketing and business questions related to enacting our mission.

LEAD Atlanta

In 2019 - 2020, a LEAD Cohort assisted us with our marketing and launch plan for Pickles & Ice Cream!

Learn more at:
<https://www.leadershipatlanta.org/>

Responsible Team Members:

Development Director (once hired), Director of Finance (once hired), Executive Director, Public Relations Committee, Board of Directors, Development Associate & Special Projects Associate

Strategic Goal 4: Impactful Educational Programs

Implement evidence-based strategies to improve maternal and infant health outcomes and build the capacity of maternal and child health professionals. Consistently evaluate outcomes and impact of all program efforts with a specific lens toward impact on underserved, rural, and racially diverse populations.

Objective A

Grow reach and impact of perinatal education program and platforms in Georgia

| Activities | Outcomes FY21 | Outcomes FY22 | Outcomes FY23 |
|--|--|--|--|
| 1) Train childbirth educators in HMHBGA curriculum | 1) Perinatal education program is active in 3 out of 6 Perinatal Regions AND 20 educators trained in the curriculum | 1) Perinatal education program is active in 5 out of 6 Perinatal Regions AND 30 educators trained in the curriculum | 1) Perinatal education program is active in 6 out of 6 Perinatal Regions AND 50 educators trained in the curriculum |
| 2) Evaluate impact and opportunities for improvement | 2) See a significant increase in knowledge gained from pre- and post-tests in educational classes - 5% per topic | 2) See a significant increase in knowledge gained from pre- and post-tests in educational classes - 5% per topic | 2) See a significant increase in knowledge gained from pre- and post-tests in educational classes - 5% per topic |
| 3) Grow audience of P&I and increase viewership and engagement | 3) 1,000 unique users to the site within the year AND 30 providers and/or perinatal support professionals engage with the tools provided | 3) 1,500 unique users to the site within the year AND 50 providers and/or perinatal support professionals engage with the tools provided | 3) 2,000 unique users to the site within the year AND 50 providers and/or perinatal support professionals engage with the tools provided |

Responsible Team Members:

Director of Programs, Educational Program Associates & Communications Coordinator

Strategic Goal 4: Impactful Educational Programs

Implement evidence-based strategies to improve maternal and infant health outcomes and build the capacity of maternal and child health professionals. Consistently evaluate outcomes and impact of all program efforts with a specific lens toward impact on underserved, rural, and racially diverse populations.

Objective B

Strengthen workforce development of Georgia's MCH and perinatal support professionals

| Activities | Outcomes FY21 | Outcomes FY22 | Outcomes FY23 |
|---|---|---|---|
| 1) Organize Annual Meeting to provide CEU opportunities for MCH professionals | 1) At least 200 providers and/or public health professionals in attendance. | 1) At least 225 providers and/or public health professionals in attendance. | 1) At least 250 providers and/or public health professionals in attendance. |
| 2) Collaborate with partners to provide web-based continuing education opportunities | 2) See an increase of 10% YOY for webinar attendance | 2) See an increase of 10% YOY for webinar attendance | 2) See an increase of 5% YOY for webinar attendance |
| 3) Increase the number of certified doulas serving metro-Atlanta and rural Georgia families | 3) Between 10-20 doulas are trained and certified by the end of the year | 3) Between 10-20 doulas are trained and certified by the end of the year | 3) Between 10-20 doulas are trained and certified by the end of the year |
| 4) Develop Perinatal Community Health Worker Curriculum & Certification for Georgia | 4) Complete creation of curriculum and certification program | 4) Program is launched and at least 15 PCHW's are certified and employed | 4) Another 15 PCHW's are trained, certified and employed |

Responsible Team Members:

Director of Programs, Educational Program Associates, Satellite Staff & Communications Coordinator

Strategic Goal 4: Impactful Educational Programs

Implement evidence-based strategies to improve maternal and infant health outcomes and build the capacity of maternal and child health professionals. Consistently evaluate outcomes and impact of all program efforts with a specific lens toward impact on underserved, rural, and racially diverse populations.

Objective C Expand access to perinatal education and support in rural counties

| Activities | Outcomes FY21 | Outcomes FY22 | Outcomes FY23 |
|--|--|--|--|
| 1) Open 3 rural satellite offices in Wilcox, Randolph, and Meriwether Counties (serving primary & contiguous counties) | 1) Offices opened and operating perinatal education, case management & BPSP programs at the local level. | 1) Comprehensive program evaluation completed to assess potential for 4th-6th offices. | 1) Ensure funding for current offices is sustained and new funding is identified for new offices per FY22. |
| 2) Provide case management services for pregnant and postpartum women | 2) At least 50 women enrolled into case management services per satellite. | 2) At least 75 women enrolled into case management services per satellite. | 2) At least 100 women enrolled into case management services per satellite. |
| 3) Provide resources for pregnant and postpartum women through “baby store” in each satellite office | 3) Utilization of baby store is over 80% for clients in program | 3) Utilization of baby store is over 80% for clients in program | 3) Utilization of baby store is over 80% for clients in program |

HMHBGA was allocated funds by the Georgia General Assembly to achieve Objective C and Objective E. These outcomes are dependent on this funding remaining in the State Budget.

Responsible Team Members:

Director of Programs & Satellite Staff

Strategic Goal 4: Impactful Educational Programs

Implement evidence-based strategies to improve maternal and infant health outcomes and build the capacity of maternal and child health professionals. Consistently evaluate outcomes and impact of all program efforts with a specific lens toward impact on underserved, rural, and racially diverse populations.

Objective D Support community-based maternal and infant health education initiatives and support for communities

| Activities | Outcomes FY21 | Outcomes FY22 | Outcomes FY23 |
|--|---|---|---|
| 1) Host community-based educational fairs and summits that meaningfully engage families and provide actionable tools to address disparities. | 1) See a 10% increase in attendance for summits and fairs YOY from target populations | 1) See a 10% increase in attendance for summits and fairs YOY from target populations | 1) See a 10% increase in attendance for summits and fairs YOY from target populations |
| 2) Provide resources and referrals to women seeking doula services | 2) 50 referrals made for doula services | 2) 75 referrals made for doula services | 2) 75 referrals made for doula services |

Objective E Support maternal mental health throughout the state of Georgia

| Activities | Outcomes FY21 | Outcomes FY22 | Outcomes FY23 |
|--|---|--|--|
| 1) MMH Peer Specialist provides resources and works to create community-based support groups | 1) At least 1 MMH peer support group established in each perinatal region | 1) At least 3 MMH peer support groups established in each perinatal region | 1) At least 5 MMH peer support groups established in each perinatal region |

Responsible Team Members:

Director of Programs, Educational Program Associates & Maternal Mental Health Peer Specialist

Identify and advocate for policy changes to improve maternal and infant health and monitor outcomes.

Objective A

Develop and implement actionable and impactful advocacy agenda for each Georgia state legislative session.

| Activities | Outcomes FY21 | Outcomes FY22 | Outcomes FY23 |
|--|---|---|---|
| 1) Convene stakeholders & engage members for input | 1) Stakeholder convening conducted with at least 20 representative partners and Board-approves agenda by Annual Meeting. | 1) Stakeholder convening conducted with at least 20 representative partners and Board-approves agenda by Annual Meeting. | 1) Stakeholder convening conducted with at least 20 representative partners and Board-approves agenda by Annual Meeting. |
| 2) Current policy landscape assessed and advocacy priorities are based on data. | 2) Legislative priorities are based on relevant data to address disparities related to families covered by Medicaid, families living in rural communities, and birthing persons and infants of color. | 2) Legislative priorities are based on relevant data to address disparities related to families covered by Medicaid, families living in rural communities, and birthing persons and infants of color. | 2) Legislative priorities are based on relevant data to address disparities related to families covered by Medicaid, families living in rural communities, and birthing persons and infants of color. |
| 3) Lobby at the Capitol during the legislative session and provide relevant research and collateral materials. | 3) 100% of legislators are invited to attend Legislative Breakfast AND at least 30% of legislators display HMHBGA rack cards in their offices. | 3) 100% of legislators are invited to attend Legislative Breakfast AND at least 50% of legislators display HMHBGA rack cards in their offices. | 3) 100% of legislators are invited to attend Legislative Breakfast AND at least 50% of legislators display HMHBGA rack cards in their offices. |

Responsible Team Members:

Research and Policy Analyst, Contract Lobbyist, Advocacy Committee & Executive Director

Identify and advocate for policy changes to improve maternal and infant health and monitor outcomes.

Objective B Conduct research and produce policy analysis pertaining to priority maternal & infant health topics

| Activities | Outcomes FY21 | Outcomes FY22 | Outcomes FY23 |
|---|--|--|--|
| 1) Conduct community-based research and assessment to generate relevant content for reports & dissemination. | 1) Conduct 1-2 research projects | 1) Conduct 1-2 research projects | 1) Conduct 1-2 research projects |
| 2) Publish the <i>State of the State of Maternal & Infant Health in Georgia</i> report on a biennial basis. | [Next report published in FY22] | 2) Report published in Fall/Winter of 2021 | [Next report published in Fall/Winter of 2023 (FY24)] |
| 3) Engage other organizations to collaborate on research reports and policy briefs | 3) Collaborate with at least two partner organizations to complete at least one research project | 3) Collaborate with at least two partner organizations to complete at least one research project | 3) Collaborate with at least two partner organizations to complete at least one research project |
| 4) Work with non-profit hospitals to prioritize MCH outcomes in Community Needs Health Needs Assessment | [Next IRS-manded assesment is in 2022-23] | 4) Begin CHNA engagement with all non-profit hospitals to prepare for FY23 | 4) Increase percentage of non-profit hospitals (with L&D units) that include MCH outcomes in Community Health Needs Assessment to 75% of total |

Responsible Team Members:

Research and Policy Analyst, Contract Lobbyist, Advocacy Committee & Executive Director

Identify and advocate for policy changes to improve maternal and infant health and monitor outcomes.

Objective C

Convene stakeholders into working groups to address maternal & infant health outcomes and disparities in Georgia

| Activities | Outcomes FY21 | Outcomes FY22 | Outcomes FY23 |
|---|--|--|--|
| 1) Ensure appropriate representation of working group membership | 1) Ensure each working group is representative in terms of race/ethnicity, region, profession and organization. | 1) Ensure each working group is representative in terms of race/ethnicity, region, profession and organization. | 1) Ensure each working group is representative in terms of race/ethnicity, region, profession and organization. |
| 2) Ensure working group members are meaningfully engaged in the work | 2) Maintain percent of working group attendees reporting intention to act on a recommendation or incorporate data into their work at 75% | 2) Maintain percent of working group attendees reporting intention to act on a recommendation or incorporate data into their work at 75% | 2) Maintain percent of working group attendees reporting intention to act on a recommendation or incorporate data into their work at 75% |
| 3) Ensure individual working group members act on the recommendations of the group as a whole | 3) Maintain percent of working group attendees who adopt group recommendations in their work at 75% | 3) Maintain percent of working group attendees who adopt group recommendations in their work at 75% | 3) Maintain percent of working group attendees who adopt group recommendations in their work at 75% |
| 3) Engage pregnant and postpartum families in working group activities | 4) Share working group activities and gain input on barriers from at least 20 community members. | 4) Share working group activities and gain input on barriers from at least 25 community members. | 4) Share working group activities and gain input on barriers from at least 30 community members. |

Responsible Team Members:

Research and Policy Analyst, Contract Lobbyist, Advocacy Committee & Executive Director

Identify and advocate for policy changes to improve maternal and infant health and monitor outcomes.

Objective D Actively engage general public, HMHBGA members, and stakeholders in HMHBGA advocacy work statewide

| Activities | Outcomes FY21 | Outcomes FY22 | Outcomes FY23 |
|--|---|---|---|
| 1) Host successful Legislative Breakfast during each legislative session | 1) Increase number of attendees, especially legislators attending Legislative Breakfast by 10% YOY AND at least 10 community partners sponsor the event | 1) Increase number of attendees, especially legislators attending Legislative Breakfast by 10% YOY AND at least 10 community partners sponsor the event | 1) Increase number of attendees, especially legislators attending Legislative Breakfast by 10% YOY AND at least 10 community partners sponsor the event |
| 2) Provide additional advocacy training and engagement to community members where possible (i.e. events, online orientation, etc.) | 2) Increase number of community members actively advocating for maternal & infant health by 10% YOY | 2) Increase number of community members actively advocating for maternal & infant health by 10% YOY | 2) Increase number of community members actively advocating for maternal & infant health by 10% YOY |
| 3) Release one <i>Keeping Current @ the Capitol</i> bulletin per week during legislative session | 3) Grow <i>Keeping Current</i> subscribers to 200 and a click rate at 30%. | 3) Grow <i>Keeping Current</i> subscribers to 225 and a click rate at 30%. | 3) Grow <i>Keeping Current</i> subscribers to 250 and a click rate at 30%. |
| 4) Host legislative webinars at the beginning and end of session every year. | 4) Grow legislative webinar engagement to 20 participants. | 4) Grow legislative webinar engagement to 30 participants. | 4) Grow legislative webinar engagement to 50 participants. |

Responsible Team Members:

Research and Policy Analyst, Contract Lobbyist, Advocacy Committee & Executive Director

Grow and maintain HMHBGA’s role as a partner for referral access and call center service provision for maternal and infant health related needs in Georgia

Objective A **Provide excellent customer service via all open lines of business in the call center**

| Activities | Outcomes FY21 | Outcomes FY22 | Outcomes FY23 |
|--|---|---|---|
| 1) Staff attend internal and external training opportunities provided by key partners on wide range of MCH, HIPPA, safety, customer engagement and other relevant topics | 1) 100% of call center staff conduct a minimum of 40 hours of continuing education each via training. | 1) 100% of call center staff conduct a minimum of 40 hours of continuing education each via training. | 1) 100% of call center staff conduct a minimum of 40 hours of continuing education each via training. |
| 2) Monthly call reviews conducted with all team members for quality improvement | 2) Monthly call reviews conducted with call center manager and 100% of team members across all lines. | 2) Monthly call reviews conducted with call center manager and 100% of team members across all lines. | 2) Monthly call reviews conducted with call center manager and 100% of team members across all lines. |
| 3) Conduct follow-up surveys with clients and review client feedback to address negative reviews. | 3) Conduct a follow-up survey with a minimum of 20% of clients who consent to be contacted | 3) Conduct a follow-up survey with a minimum of 20% of clients who consent to be contacted | 3) Conduct a follow-up survey with a minimum of 20% of clients who consent to be contacted |

Responsible Team Members:

Call Center Manager, Team Lead, Call Center Staff & Executive Director

Strategic Goal 6: Empowering Referral Services

Grow and maintain HMHBGA's role as a partner for referral access and call center service provision for maternal and infant health related needs in Georgia

Objective A (cont'd)

Provide excellent customer service via all open lines of business in the call center

Activities

4) Maintain quality assurance, ensure integrity of data in monthly reports and surveys.

Outcomes FY21

4) Maintain a 90% caller satisfaction rate or above

Outcomes FY22

4) Maintain a 90% caller satisfaction rate or above

Outcomes FY23

4) Maintain a 90% caller satisfaction rate or above

Objective B

Expand HMHBGA's role as an expert in referral and call center management

Activities

1) Staff give presentations at workshops, webinars, community events and conferences

2) Key staff provide consultations to other organizations to help improve I&R services

Outcomes FY21

1) Key staff members present at, at least one workshop, conference, or community event and receive feedback from attendees.

2) Attend minimum of two calibration or review sessions for external partners as a subject matter expert.

Outcomes FY22

1) Key staff members present at, at least one workshop, conference, or community event and receive feedback from attendees.

2) Attend minimum of two calibration or review sessions for external partners as a subject matter expert.

Outcomes FY23

1) Key staff members present at, at least one workshop, conference, or community event and receive feedback from attendees.

2) Attend minimum of two calibration or review sessions for external partners as a subject matter expert.

Responsible Team Members:

Call Center Manager, Team Lead, Call Center Staff & Executive Director

Grow and maintain HMHBGA’s role as a partner for referral access and call center service provision for maternal and infant health related needs in Georgia

Objective B (cont'd)

Expand HMHBGA’s role as an expert in referral and call center management

Activities

3) Review and consider potential partnerships and RFPs from agencies that would advance the mission of HMHBGA

Outcomes FY21

3) Review and consider all RFP opportunities relevant to our mission.

Outcomes FY22

3) Review and consider all RFP opportunities relevant to our mission.

Outcomes FY23

3) Review and consider all RFP opportunities relevant to our mission.

Objective C

Work internally and with Call Center contract partners to evaluate and improve client engagement and service outcomes

1) Call Center manager and staff conduct monthly data reviews and provide ongoing feedback to partners on suggested protocols amendments.

1) Review quarterly and annual reports, generate themes and share outcomes and suggested changes and quality improvement measures with contract partners

1) Review quarterly and annual reports, generate themes and share outcomes and suggested changes and quality improvement measures with contract partners

1) Review quarterly and annual reports, generate themes and share outcomes and suggested changes and quality improvement measures with contract partners

Responsible Team Members:

Call Center Manager, Team Lead, Call Center Staff & Executive Director

Grow and maintain HMHBGA’s role as a partner for referral access and call center service provision for maternal and infant health related needs in Georgia

Objective D **Assure up to date technology, compliance, and policies that are in place to support Call Center**

| Activities | Outcomes FY21 | Outcomes FY22 | Outcomes FY23 |
|--|---|---|---|
| 1. Conduct annual review of technology capacity and needs with IT consultants. | 1. Technology review completed and needed changes implemented (Call Center database, phone vendor, and IT support Vendor) | 1. Technology review completed and needed changes implemented (Call Center database, phone vendor, and IT support Vendor) | 1. Technology review completed and needed changes implemented (Call Center database, phone vendor, and IT support Vendor) |

Objective E **Grow database and maintain quality and accurate information to improve client engagement and service outcomes**

| Activities | Outcomes FY21 | Outcomes FY22 | Outcomes FY23 |
|--|---|---|---|
| 1. Evaluate database entries for accuracy every six months | 1. Ensure database is updated with correct provier and referral information | 1. Ensure database is updated with correct provier and referral information | 1. Ensure database is updated with correct provier and referral information |
| 2. Grow and maintain database of resources and referrals each year | 2. Grow database by 3% YOY (active entries) | 2. Grow database by 3% YOY (active entries) | 2. Grow database by 3% YOY (active entries) |

Responsible Team Members:

Call Center Manager, Team Lead, Call Center Staff & Executive Director

Strategic Goal 6: Empowering Referral Services

Grow and maintain HMHBGA’s role as a partner for referral access and call center service provision for maternal and infant health related needs in Georgia

Objective E (cont'd)

Grow database and maintain quality and accurate information to improve client engagement and service outcomes

| Activities | Outcomes FY21 | Outcomes FY22 | Outcomes FY23 |
|--|---|---|---|
| 3. Share online portal (public database) with partners to increase utilization | 3. Utilization of online portal grows by 5% YOY (unique visits) | 3. Utilization of online portal grows by 5% YOY (unique visits) | 3. Utilization of online portal grows by 5% YOY (unique visits) |

Georgia Family Healthline

Statewide information and referral line for clients to receive appropriate referrals for providers and resources that are covered under Medicaid (SSI, Amerigroup, WellCare, Peach State, and CareSource) and PeachCare.

Children 1st Screening Line

Centralized intake line for the parents of high-risk infants using electronic birth certificates to enroll in The Children 1st Program on behalf of the Georgia Department of Public Health.

Prevent Child Abuse Georgia

Provides families with the necessary resources to help prevent child abuse and neglect. Option 6 on the DFCS central intake menu. Helpline operated on behalf of Prevent Child Abuse Georgia at Georgia State University.

Help Me Grow

Centralized intake line to connect families to public health programs, Georgia Family Healthline, and community- based programs. Began operation in 2019 on behalf of the Georgia Department of Public Health.

Coming Soon! The Georgia Perinatal Psychiatry Access Program Line will provide psychiatric consults to providers serving mothers with perinatal mood and anxiety disorders in Georgia. This line was made possible by HMHBGA's advocacy in the 2019 legislative session. Contract Partner: Georgia Department of Public Health. Dependent on State Budget allocations.

Responsible Team Members:

Call Center Manager, Team Lead, Call Center Staff & Executive Director

Make HMHBGA a household name throughout the State of Georgia as a leading voice for maternal and infant health.

Objective A Increase client awareness of HMHBGA programs and services.

| Activities | Outcomes FY21 | Outcomes FY22 | Outcomes FY23 |
|--|---|---|--|
| 1. Consistently create content and increase engagement via social media platforms | 1. Social traffic to websites increase by 10% YOY | 1. Social traffic to websites increase by 15% YOY | 1. Social traffic to websites increase by 20% YOY |
| 2. Consistently create content and increase engagement specific to the Pickles & Ice Cream platforms | 2. Pickles & Ice Cream site visits are longer than one minute on average, and visits increase by 10% YOY. | 2. Pickles & Ice Cream site visits are longer than 1.5 minutes on average, and visits increase by 15% YOY | 2. Pickles & Ice Cream site visits are longer than 1.5 minutes on average, and visits increase by 20% YOY. |
| 3. Increase Business to Business (B2B) partnerships (e.g. marketing firms, employee resource groups, etc.) | 3. At least one B2B partnership is formed. | 3. At least one additional B2B partnership is formed. | 3. At least one additional B2B partnership is formed. |
| 4. Attend community events in an effort to sustain multicultural community engagement. | 4. 20+ community events have been attended by staff, board and/or volunteers. | 4. 20+ community events have been attended by staff, board and/or volunteers. | 4. 20+ community events have been attended by staff, board and/or volunteers. |

Unless otherwise noted, this section should reflect outcomes across all programs and services.

Responsible Team Members:

Communications Coordinator, Development Director (once hired), Development Associate, Public Relations Committee, Executive Director & Call Center Team

Make HMHBGA a household name throughout the State of Georgia as a leading voice for maternal and infant health.

Objective A (cont'd) Increase client awareness of HMHBGA programs and services.

| Activities | Outcomes FY21 | Outcomes FY22 | Outcomes FY23 |
|--|--|---|---|
| 5. Create marketing campaigns (and supporting collateral) that utilizes various advertising methods based on target audience data. | 5. Marketing ROI is realized by a 5% increase YOY in multicultural audiences being served, and in educational program participation. | 5. Marketing ROI is realized by a 10% increase YOY in multicultural audiences being served, and in educational program participation. | 5. Marketing ROI is realized by a 15% increase YOY in multicultural audiences being served, and in educational program participation. |

Objective B Increase provider/ state agency awareness and utilization of HMHBGA programs and services.

| Activities | Outcomes FY21 | Outcomes FY22 | Outcomes FY23 |
|---|--|--|--|
| 1. Sustain Rack Card Project efforts by maintaining existing partnerships. | 1. At least 75% of existing partners continue to request and receive Rack Cards. | 1. At least 75% of existing partners continue to request and receive Rack Cards. | 1. At least 75% of existing partners continue to request and receive Rack Cards. |
| 2) Collaborate with partners to provide web-based continuing education opportunities. | 2) See an increase of 10% YOY for webinar attendance | 2) See an increase of 10% YOY for webinar attendance | 2) See an increase of 10% YOY for webinar attendance |

Responsible Team Members:

Communications Coordinator, Development Director (once hired), Development Associate, Public Relations Committee, Executive Director & Call Center Team

Make HMHBGA a household name throughout the State of Georgia as a leading voice for maternal and infant health.

Objective B (cont'd)

Increase provider/ state agency awareness and utilization of HMHBGA programs and services.

| Activities | Outcomes FY21 | Outcomes FY22 | Outcomes FY23 |
|--|--|---|---|
| 3. Successfully engage providers and hospitals to utilize Pickles & Ice Cream videos and materials | 3. Pickles & Ice Cream toolkits, referral guides and/or waiting room presentations are utilized by at least 5 clinics or healthcare systems. | 3. Pickles & Ice Cream toolkits, referral guides and/or waiting room presentations are utilized by an additional 5 clinics or healthcare systems. | 3. Pickles & Ice Cream toolkits, referral guides and/or waiting room presentations are utilized by an additional 5 clinics or healthcare systems. |
| 4. Ensure provider and public health professionals attend the Annual Meeting & Conference | 4. At least 200 providers and/or public health professionals in attendance. | 4. At least 225 providers and/or public health professionals in attendance. | 4. At least 250 providers and/or public health professionals in attendance. |

Objective C

Increase funder awareness of HMHBGA programs and services.

| | | | |
|--|---|---|---|
| 1) Design and disseminate Annual Report yearly within 3 mo's of fiscal year end. | 1) All donors receive a copy of the Annual Report within 30 days of publication | 1) All donors receive a copy of the Annual Report within 30 days of publication | 1) All donors receive a copy of the Annual Report within 30 days of publication |
|--|---|---|---|

Responsible Team Members:

Communications Coordinator, Development Director (once hired), Development Associate, Public Relations Committee, Executive Director & Call Center Team

Make HMHBGA a household name throughout the State of Georgia as a leading voice for maternal and infant health.

Objective C (cont'd) Increase funder awareness of HMHBGA programs and services.

| Activities | Outcomes FY21 | Outcomes FY22 | Outcomes FY23 |
|---|--|--|--|
| 2) Implement successful peer-to-peer fundraising campaigns. | 2) Meet or exceed “Birthing Campaign” and GivingTuesday/End of Year Campaign goals | 2) Meet or exceed “Birthing Campaign” and GivingTuesday/End of Year Campaign goals | 2) Meet or exceed “Birthing Campaign” and GivingTuesday/End of Year Campaign goals |
| 3) Implement successful branding of HMHBGA events as high return on investment | 3) Receive adequate funding for each annual HMHBGA event (1 presenting, 1 platinum, multiple gold, silver, etc.) | 3) Receive adequate funding for each annual HMHBGA event (1 presenting, 1 platinum, multiple gold, silver, etc.) | 3) Receive adequate funding for each annual HMHBGA event (1 presenting, 1 platinum, multiple gold, silver, etc.) |
| 4) Engage current and potential funders through Call Center Tours & Open Houses | 4) Host Call Center Tours & a 2021 Open House for our new office location - seek to engage at least 75 participants through both. | 4) Host Call Center Tours - seek to engage at least 50 participants. | 4) Host Call Center Tours - seek to engage at least 50 participants. |
| 5) Create, show and share meaningful stories of how funders impact HMHBGA’s mission | 5) For each project, media (video, blog, news feature, etc.) is created to illustrate impact featuring the voices of program participants. | 5) For each project, media (video, blog, news feature, etc.) is created to illustrate impact featuring the voices of program participants. | 5) For each project, media (video, blog, news feature, etc.) is created to illustrate impact featuring the voices of program participants. |

Responsible Team Members:

Communications Coordinator, Development Director (once hired), Development Associate, Public Relations Committee, Executive Director & Call Center Team

Make HMHBGA a household name throughout the State of Georgia as a leading voice for maternal and infant health.

Objective D Increase policy maker and legislator awareness of HMHBGA programs and services.

| Activities | Outcomes FY21 | Outcomes FY22 | Outcomes FY23 |
|--|---|---|---|
| 1) Increase elected official participation at other HMHBGA key events. | 1) At least 25 unique legislators participate across all HMHBGA events for the year. | 1) At least 30 unique legislators participate across all HMHBGA events for the year. | 1) At least 35 unique legislators participate across all HMHBGA events for the year. |
| 2) Policy makers and legislators are actively utilizing the <i>Keeping Current @ The Capitol</i> weekly bulletin during the legislative session. | 2) 10% of members of the Georgia General Assembly read the <i>Keeping Current @ The Capitol</i> weekly bulletin during legislative session. | 2) 15% of members of the Georgia General Assembly read the <i>Keeping Current @ The Capitol</i> weekly bulletin during legislative session. | 2) 20% of members of the Georgia General Assembly read the <i>Keeping Current @ The Capitol</i> weekly bulletin during legislative session. |
| 3) Policy makers and legislators engage with HMHBGA and share HMHBGA content on social media channels. | 3) At least 10 unique legislators engage with HMHBGA / share HMHBGA content on social media channels. | 3) At least 15 unique legislators engage with HMHBGA / share HMHBGA content on social media channels. | 3) At least 15 unique legislators engage with HMHBGA / share HMHBGA content on social media channels. |

Responsible Team Members:

Communications Coordinator, Development Director (once hired), Development Associate, Public Relations Committee, Executive Director & Call Center Team



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Georgia through advocacy, education and
access to vital resources since 1974.

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