

Healthy Eating Active Living New Hampshire

Strategic Plan

July 1, 2011 – June 30, 2014

Adopted: July 28, 2011

Mission

Our core mission is to work in collaboration with our partners to inspire, advance and support policies, systems and environmental changes to promote healthy people in healthy places throughout New Hampshire.

A growing body of evidence indicates that people are healthier when they live in vibrant communities with convenient, affordable and safe access to healthy foods and opportunities for physical activity. Healthy communities, including neighborhoods, schools, childcare centers, workplaces and healthcare settings, are essential to supporting healthy choices and behaviors, preventing obesity and improving population health.

Our work is therefore focused on building partnerships among funders, advocates, practitioners and community leaders to promote and support multi-field, equity-focused environmental and policy change efforts to achieve healthy communities and realize our vision.

Vision

All New Hampshire residents enjoy health and quality of life through healthy eating and active living.

Guiding Principles

The principles below reflect our beliefs about the role of HEAL in New Hampshire and guide the work we do.

- Healthy people and healthy places are best achieved through a focus on policy and environmental change activities.
- Multi-sector community coalitions are the primary vehicle for creating change.
- We recognize that each community is unique and embrace the diversity of the populations that live within them.
- Statewide change will be accelerated through leveraging multi-field partnerships interested in creating healthy, sustainable communities.
- We will build on our strengths as well as our lessons learned.
- The challenges we face were a long time in the making. We must be good stewards of our resources and build capacity to sustain our work for the long-term.

Background

Current Landscape

Three years of implementation have ensued since the *HEAL Action Plan for New Hampshire*, a blueprint for action, was released in 2008. The action plan includes a broad implementation strategy framework, along with recommended interventions for HEAL's target sectors to prevent obesity. Key implementation strategies have been executed, including the establishment of the HEAL Home, hiring of a HEAL Director, formation of committees, launching of a community grant program, engagement of multi-field partners, and statewide communication activities.

Externally, there was a national movement to focus obesity prevention strategies on changing policies and environments to support healthy behaviors in the places where people live, learn, work and play. The CDC, Robert Wood Johnson Foundation, National Convergence Partnership and other organizations released policy and environmental strategy documents in 2008 and 2009. We shifted our focus accordingly.

As we endeavored to implement the ambitious HEAL Action Plan strategy framework and shift to a policy and environmental change agenda, we recognized that a strain was being placed on available resources to carry out the work. A consultant was hired to conduct a capacity assessment and provide recommendations to modify HEAL's approach to better utilize available resources. This strategic plan reflects these recommendations as well as additional lessons learned during the first three years implementing the HEAL Campaign.

Critical Questions

Following are the key questions that the strategic planning team set out to answer at the beginning of the planning process:

1. What are our primary outcomes for the next three years?
2. What key strategies will we use to achieve these outcomes?
3. With whom should we partner to accelerate progress toward these outcomes?
4. What committee structure will be most effective to implementing our key strategies?
5. How will we ensure our long-term sustainability?

Strategic Planning Process

The HEAL Sustainability Committee served as the strategic planning team. An expert consultant was hired to facilitate the strategic planning process. The process began in November 2010 and concluded in July 2011.

Along with intuitive lessons learned during the first three years of implementation, resources and data used to create the strategic plan included:

- 2008 HEAL Action Plan;
- HEAL Sustainability Self-Assessment Tool – results of a 2009 survey of HEAL Action Plan development steering committee members;
- *HEALING ITSELF: Taking New Hampshire HEAL to the Next Level of Success* – a 2010 capacity assessment report completed by consultant Steven Miller, Harvard School of Public Health;
- Community grant program progress reports submitted by HEAL grantees;
- Coalition Member Surveys submitted by HEAL grantee community partners; and,
- Annual work plan reports submitted by the HEAL Home.

In effect, this strategic plan serves as the implementation plan for the 2008 HEAL Action Plan.

Direction for the Future

We see the following priorities as critical to the HEAL Campaign's work to advance an equitable policy and environmental change agenda over the next three years:

1. Expand the network of community coalitions doing HEAL-related work in New Hampshire. Special efforts must be made to engage coalitions in communities with the largest health disparities and greatest potential for change.

2. Build convergence among multi-field partners to advance HEAL on a statewide basis, with emphasis in the following areas: schools, land use, planning, transportation, community development and food systems.
3. Focus HEAL messaging on policy and environmental change. Provide community coalitions and partners with communication resources and networking opportunities to ensure unified HEAL messaging throughout the state.
4. Focus on work that can be done with existing revenues and infrastructure, while creating a long-term financial sustainability plan for the future.
5. Use evaluation results to make informed decisions and disseminate best practices throughout the HEAL network.

Strategic Goals and Objectives

Goal One: Increase the number and effectiveness of community coalitions to implement HEAL policy and environmental change strategies.

Objectives

- 1.1 By 2013, provide community coalition planning funding and support to 4 new community coalitions, at least 2 of which will be located in rural areas of the state.
- 1.2 By 2012, provide support to Round 1 Community Grant Program coalitions to sustain HEAL-related work after the grant period ends.
- 1.3 By 2014, provide at least 9 community coalitions across the state with ongoing access to training, technical assistance, best practices, tools and resources.

Goal Two: Advance a healthy eating and active living policy agenda through state level partnerships.

Objectives

- 2.1 By 2014, facilitate the adoption and implementation by the NH Board of Education minimum standards for healthy foods and beverages in schools.
- 2.2 By 2014, form partnerships and provide resources to facilitate the ability of communities to incorporate healthy eating and active living strategies into land use, planning, transportation, food systems and community development processes.

Goal Three: Deliver healthy eating and active living policy and environmental change messages to target audiences using the HEAL Communications Strategy 2011 document as a blueprint.

Objectives

- 3.1 By 2014, develop and implement a marketing campaign to communicate HEAL vision, mission and strategies.
- 3.2 By 2014, provide communication tools, resources and support to community coalitions and stakeholders.

Goal Four: Secure the necessary people, finances and organizational supports to achieve HEAL's strategic goals.

Objectives

- 4.1 By 2012, fully define the role of the Leadership Council in advancing the HEAL policy and environmental change agenda.
- 4.2 By 2014, reassess and revise the committee structure to function more effectively in relation to HEAL's strategic goals.
- 4.3 By 2014, implement a multi-year diversified revenue strategy that ensures financial stability.

Goal Five: Develop and implement an evaluation system to make informed decisions about future direction of HEAL.

Objectives

- 5.1 By 2012, develop and begin execution of an evaluation plan to determine the impact of HEAL strategic plan goals and objectives.
- 5.2 By 2014, disseminate evaluation findings to HEAL stakeholders and partners to share lessons learned and promote best practices.

Implementation Plan (see separate document)