



healthy mothers, healthy babies

Coalition of Palm Beach County, Inc.

2020-2025 Strategic Plan



Our Mission

The mission of Healthy Mothers, Healthy Babies is to improve birth outcomes and promote healthy families by providing access to care, education and support to those facing the physical, emotional, economic and social challenges of pregnancy and infant care.

Our History

In 1985, more than 900 pregnant women with little or no prenatal care walked in to Palm Beach County hospitals to deliver their babies. As a result, the county saw an increase in infant mortality, low birth-weight deliveries, premature births, medical complications and children born with disabilities. In response to this, Healthy Mothers, Healthy Babies Coalition of Palm Beach County (HMHB) was established in 1986 by Dr. Carl Brumback, Dr. Marsha J. Fishbane, and Dr. David W. Martin, along with a group of key stakeholders from both public and private sectors.

Our Values

Our team is dedicated to supporting the mission of Healthy Mothers, Healthy Babies by making a direct impact on those we serve. We are a values driven organization where our culture and racial equity commitment supports individual and organizational excellence. We work together as committed, passionate, accountable, transparent, collaborative and diverse individuals who hold the highest level of respect for those we serve as well as one another.

Our Strategic Plan

With the leadership of a Strategic Planning Council, key board members, staff and feedback from community stakeholders and clients at HMHB utilizing a feasibility study, the enclosed strategic plan focuses on three goals designed to support the growth of our organization over the next five years. Our plan outlines a strategy for research and data collection, community wide education, program growth and development, enhanced fund development efforts, as well as an enriched organizational structure and practices. It is our collective goal to improve maternal health in Palm Beach County and create a lasting impact on pregnant women, newborn babies and the families who raise them.

Our Challenges

In 2019, approximately 27% of pregnant women in Palm Beach County received little, late or no prenatal care. Of the 14,737 babies born in our community that same year, 10% were born prematurely at less than 37 weeks gestation and 9% with low birth weight at less than 2500 grams, or 5.5 pounds. Fifty-two percent of women who delivered utilized Medicaid as their insurance payment source, 23% were diagnosed as obese, 327 were teen mothers with 23% of those having delivered for a second time (Florida Charts, 2019).





Black women experience four times the rate of pregnancy-related mortality compared to white women, have 70% higher hospitalization rates for pregnancy related complications and are twice as likely to experience severe maternal morbidity (Edmunds, 2018). Yet, in Palm Beach County, this issue is not being significantly addressed.

Our Goals

Improve maternal health in Palm Beach County.

Increase revenue to ensure long-term sustainability.

Strengthen organizational excellence.

Our Solutions

Our solutions are in response to current trends, client interest, stakeholder feedback and the desire to remain a trusted source for mothers in our community. Maternal health during and immediately after pregnancy is strongly correlated with access to and quality of prenatal care, health education and nutrition. It is described as the health of women during pregnancy, childbirth and the postpartum period. The importance of caring for mothers during these critical times is a crucial factor in the health of their children and themselves.

HMHB is the leading social service organization for prenatal health in our community. As the prenatal entry agency for Children's Services Council of Palm Beach County and their Healthy Beginnings System of Care, our role is to improve birth outcomes by reducing low birth weight and premature deliveries as well as infant mortality by ensuring early and consistent access to prenatal care. Our organization reaches nearly 70% of women who deliver babies each year in Palm Beach County through prenatal outreach, screening and assessment, direct service programs, education classes and mentoring, a testament to our countywide reach and our targeted scope of work.

Our strategic plan goals will focus on increasing our overall client base in all programs, see a measurable increase in positive birth outcomes, identify and evaluate social determinants of health and racial disparities in birth outcomes and incorporate such into our educational and evidence-based programming and data tracking. It is our intention to build upon our role in legislative advocacy and position ourselves to remain a trusted source for the latest in maternal health policies and proposed bills affecting Palm Beach County families. We will engage more fathers in our work, strengthen postpartum opportunities for mothers, develop countywide work around maternal morbidity and mortality and develop programming for infants through age one.

Access to care, education and social support of pregnant and postpartum women have a direct affect on birth outcomes, maternal and infant mortality and maternal mental health. Our goal is to not only build capacity, but opportunity, for maternal health education and awareness and continue to be the safety net for pregnant women in Palm Beach County.

This five-year plan encompasses every aspect of growth in the areas of programming, fundraising and operations. The plan will serve as our road map to success, intended to be reassessed and modified when necessary in order to respond to the needs of our community. Our immediate next steps involve the development of operating plans, timelines, budgets and benchmarks to evaluate our achievements and ensure that our work remains in line with our mission, is client centered and creates significant improvements in the pre and postnatal health of mothers and babies throughout Palm Beach County.

We invite you to join us on this journey and become part of a plan that will support the future of our community.

Strategic Goal #1: Improve maternal health in Palm Beach County.

Measure of Success:	Our Vision:	Requires Engagement From:	
Increased client engagement, knowledge obtained, performance outcomes and birth outcomes resulting from enhanced programming.	HMHB wants to effectively show that our work in access to care, education and social support is having a direct impact on improved birth outcomes and maternal health in Palm Beach County for pre and postnatal women across all demographics.	<ul style="list-style-type: none"> • Chief Executive Officer • Chief Program Officer • Board Members • Senior Leadership Team • Select Staff • Community Partners & Clients 	
Objectives	Strategies	Resources Needed	Timeline
Increase the number of women who enter prenatal care in their first trimester.	<ul style="list-style-type: none"> • Increase the number of women who receive an initial outreach contact from 1200 in year one to 1500 by year five. • Increase the number of women who consent to participate in Healthy Start screenings from 83% in year one to 89% in year five. • Increase the number of women who receive an intake from 2200 in year one to 3100 by year five. 	<ul style="list-style-type: none"> • Outreach staff • Prenatal Screening staff • Community Liaison staff • Prenatal Care Coordination staff • Prenatal Provider Partners • Healthy Beginnings partners • Community partners • Community leaders 	Initial Contact: 2020-21: 5% increase 2022-23: 12% increase 2024-25: 25% increase Screening: 2020-21: 2% increase 2022-23: 2% increase 2024-25: 2% increase Intake: 2020-21: 10% increase 2022-23: 20% increase 2024-25: 41% increase
Increase the number of HMHB clients who deliver 37 weeks gestation or greater and who deliver babies weighing 5.5 pounds (2500 grams) or more.	<ul style="list-style-type: none"> • Increase the number of women enrolled in CenteringPregnancy® from 350 in year one to 410 by year five. • Develop reporting and case management structure to track HMHB client data from initial intake to birth outcome. 	<ul style="list-style-type: none"> • Centering medical partners • Prenatal Provider Partners • WebAuthor development • Updated process maps 	CenteringPregnancy: 2020-21: 3% increase 2022-23: 10% increase 2024-25: 17% increase Data: 2020-21 development 2021-22 completion

Objectives	Strategies	Resources Needed	Timeline
<p>Improve maternal health literacy countywide.</p>	<ul style="list-style-type: none"> • Research, evaluate and incorporate social determinants of health and racial disparities in birth outcomes in all education and programming efforts. • Develop research about how maternal morbidity and mortality correlate to social determinants of health and racial and ethnic disparities. • Improve workshop series content to include more education surrounding obesity, diabetes, preeclampsia/toxemia, nutrition, cardiovascular issues, cesarean sections, maternal morbidity/mortality, substance use/misuse, neonatal abstinence syndrome, preconception and interconception care and maternal mental health with emphasis on impact of black and brown women. • Develop quarterly speaker series for community stakeholders that addresses maternal health topics and offer CEUs for professional development credit. • Add education classes in Creole, as well as Circle of Moms peer support groups. • Work with Center for Child Counseling to better identify/address Adverse Childhood Experiences (ACEs) and their affect on pregnancy. 	<ul style="list-style-type: none"> • Clinical Director • Children’s Services Council • Florida Department of Health • Local funders • Graduate level interns • March of Dimes • Black Mamas Matter • Merck for Mothers • Florida Perinatal Quality Collaborative • University of North Carolina Center for Maternal and Infant Health • Center for Child Counseling Collaborative • University of North Carolina Center for Maternal and Infant Health • Center for Child Counseling • Community Voice 	<p>2020-21: Research 2021-22: Implement</p> <p>Workshop Attendance: 2020-21: 5% increase 2021-23: 7% increase 2023-25: 12% increase</p> <p>Workshop Impact: Consistent increase in knowledge over five year period.</p>
<p>Educate clients, health professionals, community stakeholders and staff about legislative priorities affecting maternal health.</p>	<ul style="list-style-type: none"> • Collaborate with March of Dimes and Black Mamas Matter to identify/address maternal health issues that affect Palm Beach County pregnant families. • Obtain ongoing legislative advocacy training. • Build relationships with local and state leaders/policymakers. • Educate the medical and business community on maternal health topics affecting local families. • Gather internal and external stakeholders and initiate Advocacy Taskforce to address governmental changes that affect HMHB families and their access to care. • Enhance board development and cultivate new members specializing in advocacy and maternal health. 	<ul style="list-style-type: none"> • Palm Beach County • Children’s Services Council • March of Dimes • Black Mamas Matter • Nonprofits First of PBC • PBC Board of County Commissioners • Palm Beach County Legislative Delegation • HMHB Board of Directors • Board Source • Healthy Beginnings partners • Prenatal medical providers • Community leaders • ACOG 	<p>Training and relationship building will be ongoing.</p> <p>Advocacy Taskforce operational in 2021.</p> <p>Board development and cultivation of new members will be ongoing.</p>

Objectives	Strategies	Resources Needed	Timeline
<p>Enhance current programming.</p>	<ul style="list-style-type: none"> Expand Caps & Cribs Teen Mom Mentor program to serve 100 teens by year five. Engage more volunteers to accommodate mentor program growth. Evaluate preconception and interconception care practices to determine how these topics can be more integrated into current programming. Increase support of families who have experienced pre and/or postnatal loss through specialized training for staff and grief support groups for clients. Expand Basics4Babies pantry to provide sustainable inventory of baby basics and streamlined distribution for families in need. 	<ul style="list-style-type: none"> Program Staff Mentors/Mentees PBC School District Program partners Graduate level interns Enhanced training in pre/postnatal loss Share Pregnancy & Infant Loss Support Florida Department of Health Sustainable funding Policy development Nonprofits First of PBC Increased warehouse space Pantry partner agencies Data Manager Pantry Coordinator Volunteers 	<p>Mentoring: 2020-21: 50 teens 2021-23: 75 teens 2023-25: 100 teens</p> <p>Support Groups: 2020: Implement 2021-23: 3% increase 2023-25: 5% increase</p> <p>Pantry: 2021 New warehouse space. 2021-25: Sustained inventory; increase in # of children served by 3% annually.</p>
<p>Implement new programs.</p>	<ul style="list-style-type: none"> Work with providers and partners to implement programming that addresses maternal morbidity and mortality based on research to include maternal safety and wellness practices with hospitals and maternal health providers. Research and implement programming that addresses “fourth trimester” topics during the postpartum period, inclusive of social, emotional, physical and economic support of mothers. Research and implement evidence-based programming that supports parents of children through age one and integrate into HMHB structure. Provide ongoing breastfeeding support to clients through the initiation of lactation counseling services. Research and implement evidence-based programming that engages fathers in pre and postnatal care and integrate into HMHB structure. Work with the Fetal Infant Mortality Review Team (FIMR) to support a community-based effort aimed at addressing factors and issues that affect maternal morbidity and mortality in order to enhance services and ultimately lower rates countywide. 	<ul style="list-style-type: none"> Graduate level interns Medical providers specializing in women and infant health Healthy Beginnings partners Breastfeeding Coalition Women Infants & Children (WIC) Florida Department of Health ACOG Fetal Infant Mortality Review Team (FIMR) Grant Making Foundations Florida Atlantic University Florida Institute for Health Innovation Health Care District of PBC Pediatric medical community Civic/Faith based groups Capacity building funding Unrestricted funding \$50K in seed funding per program launch (3) \$25K in funding to support educational program enhancement. 	<p>2020-21: Research</p> <p>2020-22: Maternal Morbidity & Mortality development</p> <p>2021: Fourth trimester education program development</p> <p>2021: Breastfeeding support services</p> <p>2021-23 Fatherhood program develop/ implement</p> <p>2022-24: Maternal Wellness & Safety program development</p> <p>2025: Program Evaluation</p>

Strategic Goal #2: Increase revenue to ensure long-term sustainability.

Measure of Success: Increased program and unrestricted revenue resulting in new and enhanced opportunities for clients.	Our Vision: In order to achieve a sustainable future for HMHB, we must do even more in our fundraising efforts. We recognize the need to increase overall giving through dedicated fundraising activities that enhance the donor experience and engage donors of every demographic in unique and meaningful ways.	Requires Engagement From: <ul style="list-style-type: none"> • Chief Executive Officer • Chief Financial Officer • Director of Advancement • Board Members • Advancement Committee • Moments Committee 	
Objectives	Strategies	Resources Needed	Timeline
Enhance donor communications.	<ul style="list-style-type: none"> • Enhance donor communications through strong and consistent messaging and include direct mail, email and face-to-face contacts. • Engage donors through survey efforts related to strategic planning goals, program enhancements and overall growth. • Develop monthly stewardship plan for segmented donor base. • Engage donors in more programmatic activities such as quarterly education events. • Enhance use of Donor Perfect for all donor contacts. 	<ul style="list-style-type: none"> • Marketing support • DonorPerfect training • Identification of HMHB “alumni” • Annual stewardship plan 	Ongoing throughout five year plan.
Increase special events revenue by 75%.	<ul style="list-style-type: none"> • Increase revenue from Moments event through increased corporate support and noteworthy speakers. • Research and implement crowd funding campaign. • Increase third party event opportunities. • Increase committee volunteers by 2% annually. • Plan 35th anniversary celebration (2021). 	<ul style="list-style-type: none"> • Speakers bureau • Corporate relationships • Give Gab platform for online giving • Volunteers • HMHB Board of Directors • Former HMHB Board Members, staff, donors • HMHB Staff • HMHB “alumni” • Media 	Moments 2020-21: 3% increase 2021-22: 7% increase 2023-25: 10% increase Crowd Funding: 2020-21: Implement 2021-22: 2% increase 2022-23: 4% increase 2024-25: 6% increase
Increase donor base by 45%	<ul style="list-style-type: none"> • Steward special events attendees to shift from event donors to recurring donors. • Implement structured annual appeal and increase revenue annually. • Partner with board members to identify and cultivate new donor prospects. 	<ul style="list-style-type: none"> • Annual stewardship plan • Monthly giving program • Marketing support • HMHB Board of Directors • HMHB Advancement Committee 	Donors: 2020: 5% increase 2021-22: 8% increase 2023-25: 12% increase Annual Appeal: 2020-21: 3% increase 2021-22: 5% increase 2022-23: 8% increase 2023-25: 10% increase

Objectives	Strategies	Resources Needed	Timeline
Increase major gifts by 50%	<ul style="list-style-type: none"> • Engage Board and Advancement Committee in donor prospecting efforts. • Increase individual major gifts by \$30K by year five. • Develop endowment through planned giving campaign. 	<ul style="list-style-type: none"> • Long term donors • Annual stewardship plan • DonorPerfect • Brokerage account • HMHB Finance Committee • Relationships with estate planning reps 	Major Gifts: 2020-21: 3% increase 2021-22: 5% increase 2022-23: 8% increase 2023-25: 10% annually
Increase grant support by 75%.	<ul style="list-style-type: none"> • Research new foundations and apply for a minimum of three new grants quarterly. • Increase program grant support by \$175K by year five. 	<ul style="list-style-type: none"> • Development staff • Foundation Directory • Online membership 	2020-21: \$10K increase 2021-23: \$20K increase 2024-25: \$25K increase

Strategic Goal #3: Strengthen organizational excellence.

<p>Measure of Success:</p> <p>The addition of board and staff members, upgraded systems to maintain growth and remain fiscally and operationally healthy.</p>	<p>Our Vision:</p> <p>In order to increase client referrals, build programs and enhance fundraising, we must continuously improve our role as trusted leaders in maternal health in Palm Beach County. HMHB will analyze its current operational practices and develop plans to enhance staff structure, policies and human resources. As we currently provide services both in office and in the field, we recognize the need to be more cost effective, reduce operational expenses and consider combining our north and south locations into one direct access point for client services.</p>	<p>Requires Engagement From:</p> <ul style="list-style-type: none"> • Chief Executive Officer • Chief Program Officer • Chief Financial Officer • Board Members • Senior Leadership Team • Staff • Donors • Community Partners and Clients 	
Objectives	Strategies	Resources Needed	Timeline
<p>Increase agency recognition.</p>	<ul style="list-style-type: none"> • Develop consistent public relations campaign to promote HMHB services and achievements. • Enhance social media exposure on all platforms by 10-20% annually with special emphasis on programming. • Create new logo design, brand build out and revision of mission statement in conjunction with 35th Anniversary celebration. • Increase GuideStar participant level and promote Charity Navigator rating. • Enhance accreditation status with Nonprofits First. • Acquire “Best Nonprofits to Work” recognition. 	<ul style="list-style-type: none"> • Public relations consultant • Graphic designer • Funding • Development team • Marketing dollars • HMHB Advancement Committee 	<p>Ongoing throughout five year plan.</p> <p>35th anniversary/ brand/ mission enhancement will take place in 2021.</p>
<p>Enhance organizational structure and practices.</p>	<ul style="list-style-type: none"> • Hire appropriate number of staff positions to achieve strategic outcomes and to address program growth. • Align staff resources and workloads for maximum effectiveness. • Cultivate five new board members. • Provide professional development opportunities for all staff and board members (leadership, programmatic, maternal and maternal mental health training) inclusive of Racial Equity Institute (REI). • Develop Diversity & Inclusion Committee • Enhance internal data system to merge all HMHB programs to effectively track program success and client activities. • Enhance organization’s human resource practices including staff evaluations, technology usage and revision of all agency policies. Special emphasis will be placed on risk management. • Develop safety plans for all agency locations. • Implement extended office hours for client convenience. 	<ul style="list-style-type: none"> • Additional staff in mentoring, fundraising, education and administrative support (Belle Glade) • Upgraded finance system • Upgraded human resources system • Capacity building funding • Board Source • Enhanced employee policies and procedures. • Texting app for client communication • HMHB Audit Committee 	<p>Staff hires based on program development/ implementation timelines.</p> <p>One new board member each year.</p> <p>Ongoing board development/training opportunities for staff.</p> <p>Data system and human resource enhancements by 2021.</p>
<p>Determine future location of HMHB.</p>	<ul style="list-style-type: none"> • Complete feasibility study on community need/interest of one main HMHB location (Belle Glade will remain as is). 	<ul style="list-style-type: none"> • Stakeholder feedback • Real estate research • Ad hoc office relocation committee • Funding 	<p>2020: Feasibility study</p> <p>2021: Greenacres office lease expiration (November)</p>

SWOT Analysis

STRENGTHS	WEAKNESSS
<ul style="list-style-type: none"> • Staff (dedication, diversity, compassion, empathy, teamwork) • Name recognition/reputation/longevity • Community/funder relationships • Relationship with Children’s Services Council • Integrity/trustworthy • Mission centered • Flexibility • Employee benefits • Professional development opportunities • Qualifications of staff (including languages spoken) • Clear vision/mission • Open communication • Focus on data collection • Family-oriented company culture 	<ul style="list-style-type: none"> • Lack of diverse funding/strong donor base • Lack of staff in program and fundraising • Compassion fatigue/employee health/mental health • Program capacity (not within HMHB, but within the system) • Better screening for mental health • Inability to track birth outcomes internally • Unstable inventory of diapers and baby food • Underutilization of staff training/education • Lack of proper training for new hires • Lack of communication between offices • Marketing to a broader community • Employee compensation/incentives • Direct service opportunities (agency programs not engaging/attractive enough to recruit new donors/clients)
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Advocacy work for maternal health policies • Expanding Circle of Moms/Centering curriculum • Virtual appointments/groups • Expanding services through age one • Filling the gap within maternal mental health • Create a program for dads • Take better advantage of social media • Adoption of other evidence-based programs • Reaching the insured/more educated population • Growth of donor base • Board growth/diversity • Brokerage account for donor gifts (stocks, etc.) • Professional development • Strengthened relationships • More extensive cultural competency training for staff 	<ul style="list-style-type: none"> • Loss of major funding • Employee fatigue • Immigration laws/legislative policies • Health care changes • Other providers trying to duplicate HMHB services • Staff safety/security • The need for more tangible assistance besides education • Office locations – leases ending within 1-2 years • Lack of donor base



healthy mothers, healthy babies

Coalition of Palm Beach County, Inc.

2020 - 2025 Strategic Plan



Healthy Mothers Healthy Babies Strategic Planning Advisory Council

Jennifer Armwood, Board Member
Marsha Fishbane, M.D., Board Member
Angelique Francois, Program Director
Michelle Gonzalez, Chief Executive Officer
Lisa Greenwood, Chief Program Officer
Nicole Hunt Jackson, Board Member
Ginny Prystawski, Board Member
Paula Simmonds, Chief Financial Officer
Lauren Whetstone, Board Member

Healthy Mothers Healthy Babies Board of Directors

Amber Bautz, Morgan Stanley
John Burigo, M.D., OB/GYN Specialists of the Palm Beaches
Don Chester, St. Mary's Medical Center
Tara Duhy, Lewis, Longman & Walker, P.A.
Neil Eisenband, CPA
Dale Finn, Health and Welfare Consultant
Marsha Fishbane, M.D., Co-Founder HMHB
Nicole Hunt Jackson, The Jackson Firm, LLC
Sandra Kaplan, Community Advocate
Katrina Long Robinson, City of Westlake
Ginny Prystawski, Wells Fargo
Lauren Whetstone, Greenberg Traurig, P.A.