

PLANNED PARENTHOOD ASSOCIATION OF UTAH

Strategic Roadmap 2016-2018

On July 12, 2016, the Board and executive leadership of the Planned Parenthood of Utah met to examine its role in the community, its future, and its aspirations to advance the mission of the organization. This report outlines the results of the meeting and charts a course for action.

Fundamentals of Planned Parenthood Association of Utah

Planned Parenthood Association of Utah shares the vision of an equitable world articulated by the Planned Parenthood Federation of America: where sexual and reproductive rights are basic human rights, where access to health care doesn't depend on who you are and where you live, and where every person has the opportunity to choose their own path to a healthy and meaningful life.

Our mission is to empower Utahns of all ages to make informed choices about their sexual health, to ensure access to affordable, quality health care and education, and protect their right to do so.

Our work is based on these core **values**:

- We believe in the right of every individual to make their own choices about their reproductive and sexual lives. Our commitment to reproductive justice is at the core of everything we do. This means we advocate fiercely for the rights of all people to choose when and whether to have children, to have access to the educational and health care services that they need to make informed decisions and for the well being of their families.
- We want every child to grow up in a safe environment, free from oppression and with access to the care they need to thrive. This means we work in collaboration with other groups who fight for social justice and equity.
- We believe that people have an innate ability to make the best decisions for themselves and their families. This sense of agency, deeply ingrained in our Utah culture, means that we do not judge any decision made by our clients, but that we stand with them and all Utahns as they make their most personal decisions.

- We believe that access to health care is a human right. This means that we work hard to provide the highest quality health care services and education to our clients, and to work alongside others whose efforts increase access to health care and education.
- Our work empowers women and girls. We provide a safe, nonjudgmental space where women and girls from all backgrounds can learn about and assert their right to a safe, healthy and responsible sexual life.
- We are building on a long history as an American institution. Ideas about sexuality and sexual identity are changing. We strive to be inclusive of all those who seek our services, regardless of their sexual identity. We trust that those who come to us for services will help us understand these changes so that we can continue to serve all with dignity.
- We know well that some view our organization with skepticism and that others are deeply opposed to our mission. We are accountable to everyone and welcome scrutiny. We conduct our work with the highest ethical values. We are stewards of our donor's support and guardians of our client's health. Our Board of Directors governs our agency with care and oversight.

We are building on over 40 years of dedicated service to individuals and families in Utah, and are part of a national movement that is more than 100 years old. While much has changed in those years, we have a firm foundation and clear **competitive advantages**:

- People of all ages and genders trust us to provide confidential, nonjudgmental, high quality, accessible and accurate sexual education and reproductive health services. No organization has our history of being on the front lines of reproductive rights and reproductive health.
- We are client centered. When you come through our door, or the door of any Planned Parenthood in the nation, you will be treated with compassion, dignity, respect, and care. Our hours of service, fees, and location are designed to meet the needs of the people we serve.
- We are experts. We provide the highest quality of reproductive health care services and offer the latest and most comprehensive forms of care. We provide accurate information that embraces the importance and value of healthy sexuality.

The **external environment** in which we operate impacts this strategic framework.

- While we are a local organization, the national political landscape – from elections to Supreme Court nominations – greatly influences our work. PPAU must remain vigilant and nimble in response to changes resulting from a change in administration, including changes to federal laws like the Affordable Care Act.

- The Utah Legislature can be counted on to continue to assail a woman's right to choose an abortion and to demonize both this right and our agency. We need to be cognizant of the risk and benefit, and the cost, of pursuing legal action against the state of Utah.
- Utah is seeing unprecedented population growth, especially in the Latino population. We will see more people moving to the southern and western edges of Salt Lake County, and continued growth in southern Utah. We need to plan for this growth if we are to continue to meet our core value of accessibility.
- The way people choose to have sex, and with whom to have sex, is changing. Technology enables a 'hookup culture'. The increasing rate of sexually transmitted disease requires a response.
- Gender identity (and gender identity politics) makes our work even more dynamic and valuable.
- Utah is a conservative state. Access to nonjudgmental, factual, sex education is rare and the consequences real. Even within this landscape, there is an increased awareness of consent and sexual violence. We have an important role to play in encouraging everyone in Utah, including those from religious communities, to talk about healthy sexuality, consent, and sexual health.
- On one hand people take us for granted, and on the other, they don't understand who we are and what we do. We can do a better job of communicating our values to the broader community.
- The United States and Utah are experiencing great economic disparity. It is critical that we keep our services accessible and affordable to all who need them. We should explore how inequity impacts the total health of our clients.
- There are threats to the health and wellbeing of our organization and our clients. From cyber attacks to the Zika virus, we must always be alert, evolving and proactive.
- Our national organization, Planned Parenthood Federation of America, has set an ambitious course to change the national perception of the organization and keep it relevant to a far more diverse generation. While we are independent, their three-pronged vision of health equity, culture change, and building a powerful movement are important to embrace.

We are facing **internal** changes as well which must be addressed strategically.

- The workforce has changed and we are experiencing more fluidity in our workforce. Keeping people up to date with the latest advances in reproductive health and training employees to provide the compassionate, quality care we are known for is difficult with high turnover.

- We have a strong fundraising financial basis on which to build. Our individual donor base is growing, and increasingly diverse. We cannot rely on grants from the government or private foundations. We need to continue to build and strengthen on our payer and patient mix.
- The Board of Directors would like more ongoing education about its role and issues facing the agency. Our Board is a valuable resource for proud advocacy and communication.
- We must be mindful that our current board and executive leadership team are more reflective of the founders of Planned Parenthood than our current and future clients and employees. Our Board needs to include members of the communities we serve.
- In anticipation of a change in executive leadership, we have a succession plan in place.
- We are constantly auditing and monitoring the security and physical safety of our buildings. While we have worked hard to create a more secure environment, we cannot be complacent. Communication is key to our staff feeling secure, and funding is critical to our ability to provide that security.
- Space is an issue for both our administrative office and health care centers. We need to consider strategically expanding “bricks and mortar” to meet our business objectives.
- Technology, especially tele-visits, may allow us to expand several types of visits to rural areas of the state in a cost effective manner. We should also make sure that our on-line appointment functionality and a portal for self-management of health care are robust.
- Young people will greatly impact the future of the agency and our role in advocating for abortion rights. Our public affairs and education departments regularly and robustly engage with teens and young adults aged 15-24, and it remains a high priority.
- We also need to ensure that the diversity of staff continues to reflect the diversity of the community they serve, including Latinos, Pacific Islanders and members of faith communities. We need to do the hard work of making sure organizational leadership (both staff and board) reflects this diversity in an authentic way.
- Two populations in particular – refugees and the LGBTQ community – need to feel welcome at our clinics through our ongoing work to expand our cultural competency.
- Our business model is changing as more patients have health insurance. We need to make sure that both men and women know they can access our services *and* use their insurance. This helps strengthen our financial position and diversifies our revenue, growing the ‘bucket of money’ that allows us to take calculated risks in new or expanded facilities and services, legal battles, and staff training.

- We can increase our collaboration with organizations that are natural partners, including the ACLU, local health departments, the YWCA, LDS cultural groups like Young Women and Relief Societies.

Planned Parenthood Association of Utah's Two-Year Strategic Roadmap

Our overarching strategy is to assign specific objectives to staff, and board when appropriate, related to issues identified as most critical to the immediate future of the agency. Senior management and representatives from the board will meet on a quarterly basis to report on outcomes and facilitate a year-end report to the entire board. Our primary goals for the next two years are:

1. Support healthcare services and systems that promote and advance equity within the political and social context unique to Utah.
2. Expand access to our healthcare, education, and advocacy.
3. Ignite and maintain youth-centered movement and culture change in Utah.

Goal 1: Support healthcare service delivery and systems that promote and advance equity within the political and social context unique to Utah.

Strategy 1a: Improve the clarity of the PPAU's mission to potential clients and the public.

- Rewrite PPAU's mission statement during the Board Retreat November 12, 2016.

Strategy 1b: Deepen partnerships with community organizations to expand access to relevant education, affirming health care, and fearless advocacy for reproductive rights that will build and expand the reach of services to reduce sexual and reproductive health disparities.

- Leverage existing relationships with education, health care, and advocacy partners to increase awareness of health services we provide.
- Review patient satisfaction and education evaluation data to determine where we can improve our services for communities most heavily impacted.
- Utilize employee engagement tools available through PPFA to drive equity and inclusion in the workplace including the Mind Sciences Training that will empower staff to provide care that is respectful and affirming.

Strategy 1c: Increase awareness of Planned Parenthood’s work among key stakeholders by incorporating clear language about sex, health, abortion, equity, justice, and diversity in our internal and external communication.

- In collaboration with the Board Public Relations Committee staff will draft and implement a 12-month communication plan each calendar year.
- Expand our outreach to Utahns unfamiliar with Planned Parenthood, with a targeted emphasis on faith communities.

Strategy 1d: Shift the attitudes of people to support access to safe, legal, and accessible abortion.

- Reduce stigma attached to abortion by enhancing and expanding abortion storytelling initiative.
- Advance laws and policies that support access to safe and legal abortion in Utah.
- Engage PPAU staff in conversations to address internal abortion stigma.

Strategy 1e: Reach out to and include more men and boys to increase awareness and support of reproductive rights.

- Expand our outreach and engagement of men and boys in our work.

Goal 2: Expand access to Planned Parenthood healthcare, education, and advocacy.

Strategy 2a: Improve PPAU’s competence to meet the needs of an increasingly diverse client base.

- Work to recruit diverse staff reflective of our patient base and increase staff competencies in serving a diverse client base, including but not limited to communities of color, refugee, and LGBTQ+ communities.

Strategy2b: Increase staff engagement, retention, security, and internal communication.

- Further utilize the Planned Parenthood Experience (PPX) framework to drive agency culture and increase employee engagement, retention, and communication.
 - PPAU will conduct an annual employee engagement survey to center our work on agency culture and employee experience, and by extension patient experience.
- Engage staff in our mission in the community and the implementation of our 2016-2018 Strategic Plan.
- Improve agency hiring and recruitment practices, training, and support to attract and keep the right talent.
- Continue our work to maintain security for PPAU staff and develop a security report for staff and board.

Strategy 2c: Increase PPAU's focus on justice and health equity.

- Education staff will invest in education programming to improve lifelong health outcomes and reduce health disparities.
- Renewed focus on cross movement partnerships and being strong allies for sister agencies fighting for reproductive justice in Utah.
- Planned Parenthood Action Council staff will work to elect more pro-reproductive justice policy makers each election cycle.
- Public affairs staff will identify proactive bills to run during the 2017 and 2018 legislative session in collaboration with education staff and allies working on equity and access to health and education in Utah.
- Education and public affairs staff will work to expand power-sharing with community partners, in particular equity and justice groups.
- PPAU will engage in research to expand access to quality health care and improve lifelong health outcomes for Utahns.

Strategy 2d: Expand impact and foster innovation with Planned Parenthood's digital tools to increase access to healthcare, education and advocacy.

- Agency will maintain and advance digital apps, texting tools, and online tactics to expand access to healthcare and information.

- Expand our use of tele-health technology to extend healthcare access to patients throughout Utah.
- Increase uptake of Planned Parenthood and allied social media sites and online tactics by youth.

Strategy 2e: Continue to adapt to the changing healthcare landscape and business model.

- Strengthen our financial position and diversify revenue to allow PPAU to expand facilities and grow our capacity.
- PPAU will continue to diversify our payer and patient mix.
- Ensure all systems and staffing meets the needs of the changing healthcare environment.

Goal 3: Ignite a youth-centered movement and culture change in Utah.

Strategy 3a: Ensure quality sex education for young people – particularly young people from marginalized communities – online and in-person.

- All departments will work together to engage with marginalized communities, and expand opportunities for youth and others to access relevant and high quality health care and education.
- Education staff will develop and implement a Professional Training Institute as a train-the-trainer program for teachers and lay people teaching sex education in Utah.

Strategy 3b: Increase youth engagement and leadership in the reproductive justice movement.

- Focus on engaging and informing teens and young adults (15-24) in the movement, and to establish lifelong engagement with Planned Parenthood and the field of public health and reproductive justice.
- Continue to expand on the national Generation Action initiative (targeting activists' age 18-26 years) and develop our next generation of leaders.
- Establish Planned Parenthood as an ally in the reproductive justice and freedom movement in Utah.