

**2020 – 2022 Family SHADE Strategic Plan**  
**Approved by Advisory Board on December 4, 2019**

**1. Complete the formation of the Sustainability, Outreach and Membership Committees.**

<b>Actions</b>	<b>Who</b>	<b>Deliverables</b>	<b>When</b>
a. Recruit committee members from member organizations and beyond to secure the skills and talents necessary to accomplish the committee functions	Advisory Board	Committee memberships sufficient to fulfill committees' roles and responsibilities	Ongoing
b. Identify committee priorities	All committees	List of committee priorities	Jan/Feb 2020
c. Establish a schedule for committee meetings	All committees	Committee meeting schedules	Jan/Feb 2020
d. Provide Advisory Board updates on the status of committees' work	All committees	Report for the Advisory Board	Quarterly meetings and interim conference calls

*Measure of Success: Working committees are established.*

**2. Revise the Family SHADE Program By-Laws for the purposes of clarifying governance and committee roles that are consistent with the values and mission of the organization.**

<b>Actions</b>	<b>Who</b>	<b>Deliverables</b>	<b>When</b>
a. Create By-Laws Task Force	Advisory Board	By-Laws Task Force formed	Feb 2020
b. Using results of 2018 Advisory Board Retreat, update roles/responsibilities of Advisory Board and Committees	By-Laws Task Force	Roles/responsibilities of Advisory Board and Committees defined and approved by Advisory Board	March 2020
c. Update membership criteria, application process and benefits of membership for Advisory Board approval	Membership Committee & By-Laws Task Force	Membership criteria Application process Benefits of Membership	March 2020
d. Create a draft of revised By-Laws	By-Laws Task Force	Revised By-Laws draft sent to Advisory Board	March 2020
e. Revised By-Laws approved by Advisory Board	Advisory Board	Final By-Laws document	April 2020

*Measure of Success: By-Laws are consistent with the current values, mission and operations of Family SHADE.*

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**3. Secure ongoing funding for Family SHADE to ensure its sustainability.**

<b>Actions</b>	<b>Who</b>	<b>Deliverables</b>	<b>When</b>
a. Assess current funding requirements to sustain Family SHADE infrastructure and services	Staff, Advisory Board	Current funding report	Feb-March 2020
b. Contact Title V funded agencies in other states to explore their funding sources and Title V status over time <ul style="list-style-type: none"> <li>• Develop questionnaire for agency calls</li> <li>• Callers complete questionnaires</li> </ul>	Sustainability Committee, Advisory Board, Staff	Completed questionnaires	Jan 2020
c. Review questionnaires to identify sustainability themes among the agencies and lessons learned	Sustainability Committee, Advisory Board	List of themes among agencies regarding funding and sustainability	Jan 2020
d. Prepare for meeting with DPH to discuss a Family SHADE sustainability strategy based on lessons learned from similar programs in other states <ul style="list-style-type: none"> <li>• Develop presentation and speaking points</li> <li>• Develop list of questions for DPH</li> </ul>	Advisory Board	DPH presentation, speaking points and questions	Feb 2020
e. Meet with DPH to discuss Family SHADE sustainability strategy	Advisory Board, Staff	Summary of DPH meeting	March 2020
f. Identify grant funded opportunities <ul style="list-style-type: none"> <li>• Delaware MCHB/Title V – apply for with advisory board input</li> <li>• Additional grants under Title V/HRSA</li> <li>• Foundations and other grant sources</li> </ul>	Staff Sustainability Committee	Submission of RFP List of additional funding to pursue	Ongoing
g. Identify possible partners for collaboration and/or resource leveraging of grant opportunities	Sustainability Committee, Advisory Board	List of possible partners for resource leveraging	Ongoing
h. Develop a Sustainability Plan	Sustainability Committee	Draft Sustainability Plan	March 2020
i. Sustainability Plan approved	Advisory Board,	Final Sustainability Plan	June 2020

***Measure of Success: Family SHADE secures funding to sustain its operations into the future.***

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**4. Document alignment of Family SHADE member organizations’ with the Delaware Division of Public Health’s Title V Priorities.**

<b>Actions</b>	<b>Who</b>	<b>Deliverables</b>	<b>When</b>
a. Educate member organizations and families on new (2021-2025) Title V priorities	Staff Outreach Committee Advisory Board	Sharing priorities through member workshops, networking meetings and orientation to Family SHADE	June-Dec 2020
b. Create a data collection process to identify the programs/activities member agencies are implementing that align with Title V priorities	Membership Committee	Written procedures for collecting data on alignment with Title V priorities	June - Dec 2020
c. Collect data from member agencies to identify their programs/activities aligning with Title V priorities	Membership Committee Staff	Data for DPH updates	June-Dec 2020

*Measure of Success: Member agencies know the Title V priorities and address them through mission related programs/activities.*

**5. Develop and maintain a vibrant, inclusive membership that supports Family SHADE’s mission and benefits from Family SHADE services.**

<b>Actions</b>	<b>Who</b>	<b>Deliverables</b>	<b>When</b>
a. Review and update membership categories (agency/family), membership criteria, application process and benefits of membership	Membership Committee	Membership categories Membership criteria Application process Benefits of Membership	March 2020
b. Conduct member and family surveys to: <ul style="list-style-type: none"> <li>• determine how Family SHADE benefits them</li> <li>• identify education, resource and program needs</li> <li>• assess levels of engagement</li> </ul>	Membership Committee	Aggregated survey results	May 2020
c. Develop a plan for expanding community outreach in Sussex and Kent Counties, including the Hispanic community	Outreach Committee	Kent/Sussex Outreach Plan	Jan 2020
d. Develop a Family SHADE marketing plan for the community, agencies and policy makers <ul style="list-style-type: none"> <li>• Develop a tagline for marketing</li> <li>• Advisory Board participates in marketing</li> </ul>	Outreach Committee, Advisory Board	Marketing Plan Updated marketing materials Marketing Plan approved by Advisory Board	Jan 2020

*Measure of Success: Membership grows, especially in Kent and Sussex counties, and members engage at levels that benefit them.*

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- 6. Develop and implement a system for the Family SHADE Membership to collect/exchange information with Family SHADE staff regarding gaps in services, challenges, needs and other issues for the purposes of: coordinating the exchange of this information with one another, the Division of Public Health Maternal Child Health Bureau, policymakers, and other related entities.**

<b>Actions</b>	<b>Who</b>	<b>Deliverables</b>	<b>When</b>
a. Identify challenges, needs and gaps in services via surveys of Family SHADE member agencies and families	Advisory Board	Report to the Advisory Board on the gaps in services and family/agency challenges	May 2020
b. Identify high priority gaps in services and family/agency challenges to be addressed	Advisory Board	List of high priority service gaps and challenges to pursue with policy makers and community agencies	May 2020
c. Identify policy makers and community agencies to contact regarding high priority gaps in services and family/agency challenges	Outreach Committee	List of critical policy makers and community agencies for Advisory Board review/input	June 2020
d. Develop letter and speaking points for advocating with policy makers, families and community agencies regarding the high priority gaps in services and challenges faced by families of children with special healthcare needs	Advisory Board, Partners, Staff	Letter and talking points on gaps in services and challenges	July 2020
e. Meet face-to-face with 1-2 policy makers and/or community partners to advocate for reduction of priority service gaps and challenges	Advisory Board and Members	Report on meetings with policy makers and/or community partners	Sept./Oct. 2020

***Measure of Success: Reduction in gaps in services and family/agency challenges.***