



# STRATEGIC PLAN

**Full Term First Birthday  
Greater Akron  
2019-2021**

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DANIEL HORRIGAN, MAYOR



## **Full Term First Birthday Greater Akron 2019-2021 Strategic Plan**

### **OUR MISSION**

*Full Term First Birthday Greater Akron is a collective impact collaborative advocating for policies, educating our community and informing our Greater Akron citizens of programs that promote healthy full-term pregnancies and ensure every child celebrates a first birthday.*

### **OUR VISION**

*All Greater Akron moms will be empowered to deliver at full term so every baby has a fighting chance to celebrate a first birthday.*

### **OUR GUIDING PRINCIPLES**

- We will build and steward relationships of trust among ourselves, our organizations, our clients and others in the community, as a foundation for our work.*
- We will act collectively to secure resources and plan, deliver and assess services to maximize our impact on infant vitality and to ensure equitable access to services and community resources.*
- We will engage key stakeholders (including the mothers we serve) and community members to build their knowledge and support of infant vitality services.*
- We will maintain safe, sacred space and a process to advance our work that encourages honest dialogue about difficult topics.*
- We will address social determinants of health across sectors of our community.*
- We will address the unique challenges and needs of African American women and their families, to achieve improved and equitable birth outcomes.*
- We will use data and evidence-based promising and best practices to guide our work.*
- We will provide family-centric services to improve access to services and to respect family cultures.*

March 19, 2019



**Full Term First Birthday  
Greater Akron  
2019-2021 Strategic Plan  
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Strategic planning process facilitated and report prepared by  
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## Full Term First Birthday Greater Akron 2019-2021 Strategic Plan - Executive Summary

**Our vision is for all Greater Akron moms to be empowered to deliver at full term so every baby has a fighting chance to celebrate a first birthday.**

Between September 2018 and February 2019, 58 cross-sector service providers, including mothers, developed a three-year strategic plan for Full Term First Birthday Greater Akron (FTFB). This organization was established in November 2017 by Akron City Mayor Daniel Horrigan in response to a request by former Ohio Governor John Kasich to address the unacceptably high rate of infant mortality in Summit County and the significant disparity in birth outcomes between white and African American infants. Mrs. Tamiyka Rose, Health Equity Ambassador for the City of Akron, was appointed to provide leadership, coordination and support services to 19 organizations that signed a Memorandum of Agreement with the City of Akron to advance infant vitality and maternal health.

The FTFB strategic planning process resulted in a three-year set of strategic goals and objectives, along with a beginning framework of action steps that will be further refined and initiated by workgroups. The strategic plan reflects key salient themes that were ever-present and shaped by data, evidence-based best practices, field research, the expertise and experience of the planners, and the voices of mothers. These include:

- Social determinants of health—conditions that contribute to health and health equity must be addressed.
- Organizational culture and deployment of services must be culturally responsive.
- Services provided close to the family in neighborhoods and homes are needed.
- FTFB lends itself to a collective impact model where agencies share a common agenda, provide an integrated set of services and agree on performance measurements. A “backbone” organization(s) coordinates the activities and performs operational functions of the consortium.

The strategic goals developed by FTFB are below.

- 1.0** Provide evidence-based, family-centric services that reduce the rate of premature births to the national average by 2025 and eliminate sleep-related deaths, particularly among African American mothers and their babies.
- 2.0** Engage, educate and equip residents and stakeholders to support and promote healthy full-term pregnancies and safe sleep for babies.
- 3.0** Use qualitative and quantitative data to influence and impact policies and practices that will improve birth outcomes.
- 4.0** Address structural racism that interplays between race, equity and infant mortality by advancing consistent evidence and research-based cultural responsiveness and implicit bias curricula across all service sectors in the Greater Akron community.
- 5.0** Assess and build the collective impact capacity of Full Term First Birthday Greater Akron.

This strategic plan will be accomplished through active workgroups for each strategic goal and its supporting objectives. Developing the governance structure and process, as well as operational capacity of FTFB are key priorities for 2019 and 2020.



## **Full Term First Birthday Greater Akron 2019-2021 Strategic Plan Planning Participants**

Sara Avalos, Doula, Childbirth/Lactation Educator  
Stephen Bacak, MD, Akron Children's Hospital  
Donna Barrett, Summit County Public Health  
Sherry Blair, Akron Children's Hospital  
Montoya Boykin, Minority Behavioral Health Group  
Crystal Brooks-Fair, Summit County Job & Family Services  
Aimee Budnik, Community Action Pathways HUB  
Holly Carder, Summa Health  
Erica Chambers, Independent Consultant  
Carla Chapman, Akron Public Schools  
Yolanda Clay, Greenleaf Family Center  
Monique Cook, Summit County Job & Family Services  
Marie Curry, Community Legal Aid  
Jane Dancy, Minority Behavioral Health Group  
Ciara Dennis-Morgan, Minority Behavioral Health Group  
Christin Farmer, Birthing Beautiful Communities  
Michael Haas, Akron Fire Department  
LaToya Harris, Summit County Job & Family Services  
Cesley Hayes, Akron Children's Hospital  
Lakesh Hayes, Project Ujima  
Sue Hobson, Cleveland Clinic Akron General  
Christina Hodgkinson, Akron Metropolitan Housing Authority  
Scheretta Jefferies, Molina Healthcare  
Crystal Jones, Project Ujima  
Tanya Kahl, United Way of Summit County  
Tiffany Knox, Akron Metropolitan Housing Authority  
Adarsh Krishen, Planned Parenthood of Ohio  
Kimberly Kunkle, IWU/Stark State College  
Sierjie Lash, Akron Fire Department

Ericka Malone, Summa Health Equity Center  
Renee Markovich, Cleveland Clinic Akron General  
Denia Martin, Axxess Pointe  
Vernora McCarts, Community Action Pathway HUB  
Bambi Miller, Akron Metropolitan Housing Authority  
Matthew Mullen, Metro RTA  
Robin Naples, Akron Children's Hospital  
Pastor Eugene Norris II, Fame Fathers  
Tiffanie Riggs, Paramount Advantage  
Norma Rist, Norma J. Rist CEO Consulting, Inc.  
India Robertson, Birthing Beautiful Communities  
Tamiyka Rose, Mayor's Office, City of Akron  
Malinda Sampsell, City of Akron  
Jennifer Savitski MD, Cleveland Clinic Akron General  
Marlo Schmidt, Summa Health  
Valerie Shea, Metro RTA  
Shauna Shell, CareSource  
Shaleeta Smith, Summit County Public Health  
Latrice Snodgrass, Axxess Pointe  
Jill Spillman, Akron Metropolitan Housing Authority  
Kevin Strickland, Centene Corporation  
Megan Sutherland, Summit County Public Health  
Hattie Tracy, Child Guidance Family Solutions  
Heather Trnka, Akron Children's Hospital  
Brandee West, Community Action Pathway HUB  
Deniela Williams, Summit County Job & Family Services  
Nikki Woodley, Child Guidance Family Solutions  
Heather Wuensch, Akron Children's Hospital  
Donna Youngblood, Fame Fathers

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## Background

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Between the months of September 2018 and January 2019, 58 representatives of area health and human service agencies participated in a strategic planning process for Full Term First Birthday Greater Akron (FTFB), a collaborative established in November 2017 by City of Akron Mayor Daniel Horrigan and Mrs. Tamiyka Rose who was appointed by Mayor Horrigan to serve as the City’s Ambassador for Health Equity. Full Term First Birthday Akron is a collective impact collaborative comprised of cross-sector organizations that are stakeholders in the City’s quest to reduce infant mortality and pre-term births in Akron and Summit County. At its inception there were three over-arching strategies to support this purpose:

1. Address structural racism and the interplay between race, equity, infant mortality and pre-term births
2. Reduce premature births and infant mortality among African-American infants specifically and all infants generally by 50 percent by 2025.
3. Eliminate sleep-related infant deaths in Akron and Summit County.

Nineteen organizations signed a Memorandum of Understanding with the City of Akron that addressed their participation in the Full Term First Birthday Greater Akron collaborative – they are listed below.

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Akron Children’s Hospital	Metro Regional Transit Authority
Akron Community Development Association	Mount Calvary Baptist Church of Akron
Akron Urban League	NAACP
AxessPointe Community Health Center, Inc.	Planned Parenthood of Greater Ohio
Birthing Beautiful Communities	Project Ujima
Charisma Community Connection	Summa Health System
City of Akron	Summit County Public Health
Cleveland Clinic Akron General	The House of the Lord
Community Action Akron Summit	United Way of Summit County
Greenleaf Family Center	The University of Akron

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Funding was secured from the Ohio Department of Medicaid in 2017 to support six key Akron/Summit County infant vitality initiatives between January 1, 2018 and June 30, 2019. These initiatives have been the primary focus of the members of FTFB up to the point of the start of a strategic planning process.

1. **Ohio Equity Institute** – reduction of infant mortality initiative: lead agency: Summit County Public Health
2. **Centering Pregnancy Model** – Project Ujima/Summa Center for Health Equity/Minority Behavioral Health: prenatal visits with health care provider and Sisterhood of Support Circles with mental health providers
3. **Mt. Calvary Baptist Church** – awareness and education within diversity conversations
4. **Fame Fathers/Community Health Workers** – Charisma Community Connections
5. **AxessPointe Centering Program** w/March of Dimes
6. **Pathway’s Hub** – Centralized Care Coordination System – ASCA, Child Guidance

**Planning Process** - The planning process entailed several components:

- A planning team to guide the design of retreat agendas and make final decisions on planning-related topics
- National, state and local data review, summary and presentation
- Research, compilation and presentation of national best practices
- Pre-planning survey of invited planning participants
- Three half-day planning retreats involving 58 representatives of the first set of partners of the FTFB collaborative, as well as many more organizations whose services are needed to reduce infant deaths and eliminate premature births.

Extensive effort was made to assure broad-based, cross-sector representation among the planning members.

**Planning Assumptions** - The following planning assumptions were developed by participants and guided the strategic planning process:

1. Infant vitality is a shared priority for the City of Akron, Summit County and the State of Ohio.
2. We are building our capacity to initiate aligned services that have a collective impact.
3. Our efforts are intended to reinforce evidence-based local practices and address gaps in services.
4. A signed Memorandum of Understanding indicates organizational commitment (e.g. staff time, resources, services, funding) to the Full Term First Birthday Greater Akron collaborative.
5. Our geographic scope is Summit County with targeted “hot spots” in the City of Akron a priority.
6. African American mothers are a priority because infant mortality data and social determinants of health indicate a high need for services with this population

**Preplanning Survey** - A preplanning survey was initiated with participants of FTFB prior to the start of the strategic planning process. Themes or needs that were identified by 36 respondents are listed below and the complete pre-planning survey report can be found in Appendix A.

- Definition of role, structure and guiding principles of collaborative and individual partners, including City of Akron
- Agreement on 1-3 primary goals, strategies, actions, timeline, funding/resources, accountability (the plan)
- Shared data/metrics
- Need for implicit bias and cultural awareness training among service providers, particularly in large systems and across sectors
- Community/stakeholder awareness and support of infant vitality reality and initiatives by FTFB and its members

This report presents a summary of each of the planning components, along with both narrative and matrix summaries of the 2019-2021 strategic goals, objectives and action steps developed by FTFB planning participants.

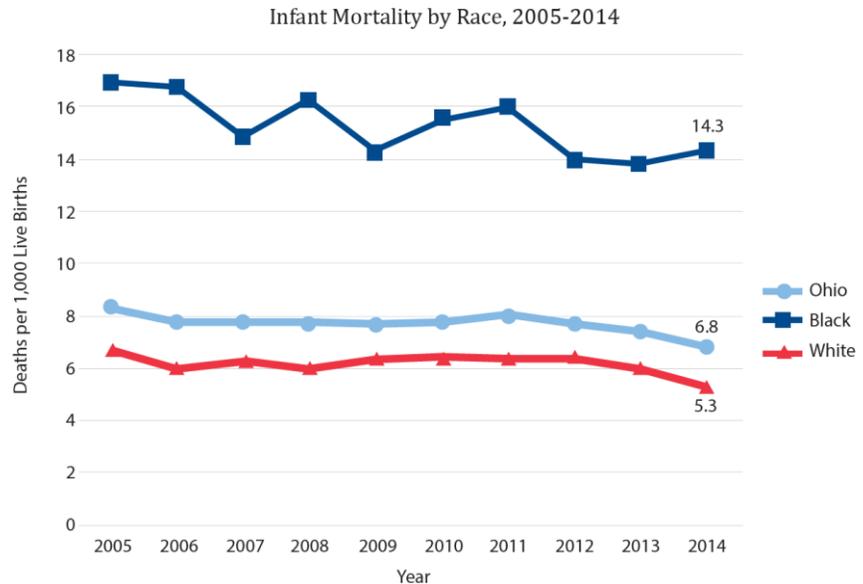
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## Local, State and National Context

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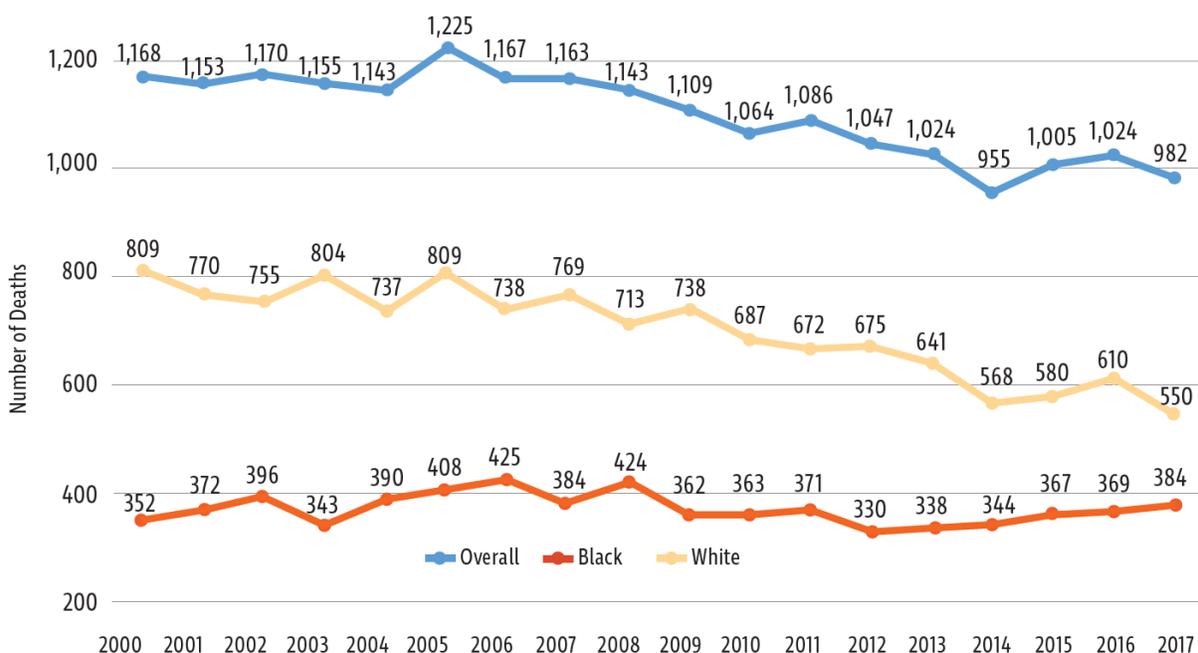
**The Data** - The Full Term First Birthday Greater Akron strategic planning process entailed a review of national, state and local data that was instrumental in guiding the development of the strategic plan. Summit County Department of Health was instrumental in the compilation of this data. A copy of the data reviewed to support strategic planning can be found in Appendix B.

The State of Ohio is intent on “helping every child get a healthy start and preventing infant mortality” and with good reason. In 2014, according to the Ohio Department of Health, the state had the 11<sup>th</sup> highest rate of infants dying in the United States (6.8 infant deaths per 1,000 live births), and the second highest rate in the country for non-Hispanic black women. In 2017, there were only seven states with higher overall infant mortality rates than Ohio (source: Health Policy Institute of Ohio).



In a new report released on December 6, 2018, by the Ohio Department of Health, it is apparent that evidence-based strategies to improve birth outcomes are having a positive impact. The number of Ohio infants who died before their first birthday declined to 982 in 2017 from 1,024 in 2016. However, the report, noted that **“at the same time, the disparity in birth outcomes continued in 2017, with black infants dying at three times the rate as white infants.”** The chart on the next page displays the trends in Ohio infant deaths by race between 2000-2017. While infant deaths for all babies and white babies have decreased in recent year, the number of infant deaths for black babies is increasing. The report notes that “the leading causes of infant death in Ohio continue to be prematurity-related conditions, congenital anomalies, obstetric conditions, external injury and Sudden Infant Death Syndrome.”

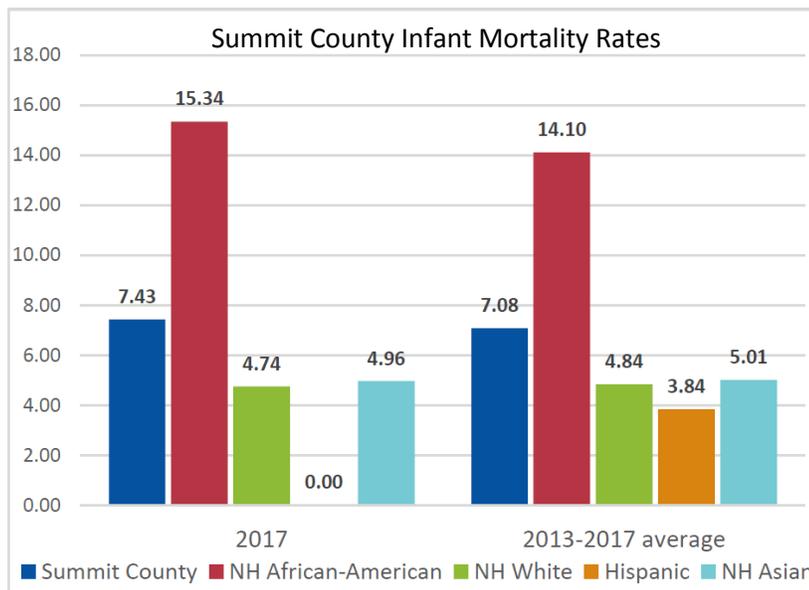
Figure 1: Trends in Ohio Infant Deaths, by Race (2000-2017)



In Summit County, the average infant mortality rate between 2013 and 2017 was 7.08 deaths per 1,000 deaths. In 2017, the infant mortality disparity between white and non-Hispanic black infants was disturbing, with the non-Hispanic black infant mortality rate 3.2 times higher than the non-Hispanic white rate.

**Social Determinants of Health** - There is significant national research that indicates that the unacceptable rate of mortality for black babies and poor health outcomes of black women has much to do with social determinants of health and their inequitable impact on women and babies of color. Social determinants of health are factors in an individual’s social, economic and physical environment that affect infant mortality.

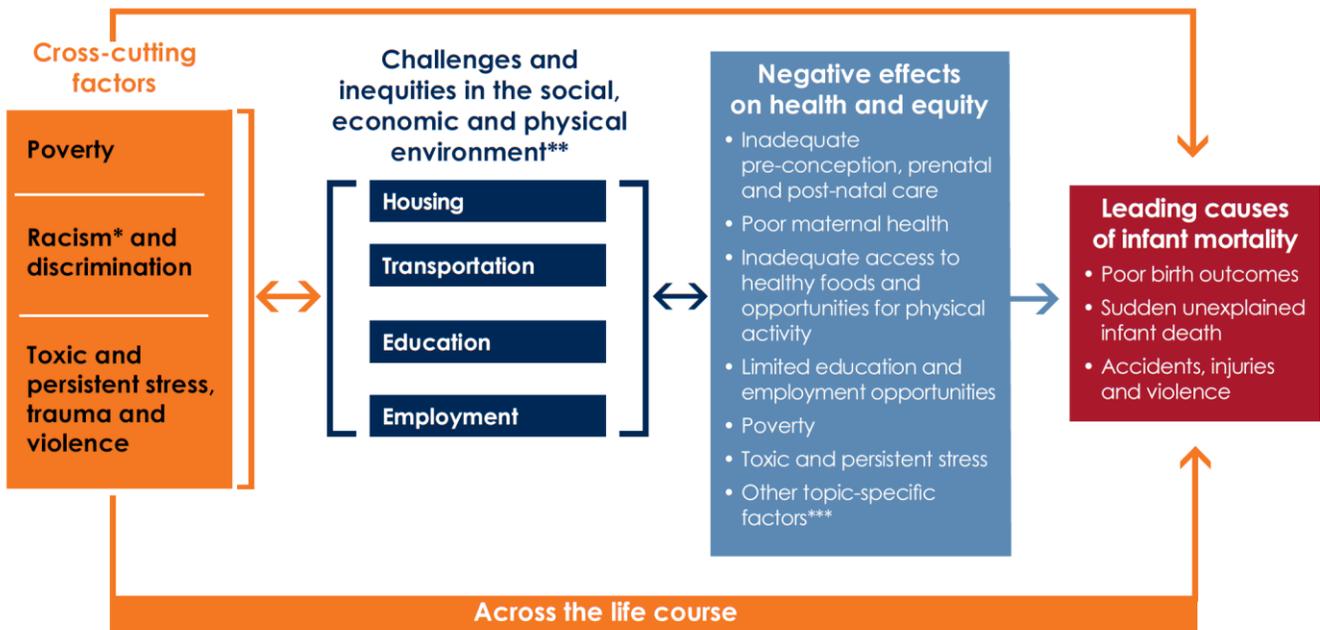
According to the Health Policy Institute of Ohio, “researchers estimate that of the modifiable factors that impact overall health, 20 percent are attributed to clinical care (e.g. healthcare quality and access) and 30 percent to health-related behaviors.” The remaining 50 percent are attributed to the community conditions such as housing, transportation, education and employment.



*“Recently there has been growing acceptance of what has largely been, for the medical establishment, a shocking idea. For black women in America, an inescapable atmosphere of societal and systemic racism can create a kind of toxic physiological stress, resulting in conditions that lead directly to higher rates of infant and maternal death.”*

**The New York Times Magazine, April 15, 2018**

Figure ES 1.2. Summary of relationships between social determinants of health and infant mortality



\* Structural, institutional, interpersonal and internalized racism  
 \*\* Topics specified for study by SB 332  
 \*\*\* See figures 4.1, 5.1, 6.1 and 7.1 in the full report for details

Key findings of the research conducted by the Health Policy Institute of Ohio and published in a report issued in December 2017 (A New Approach to Reduce Infant Mortality and Achieve Equity) are listed below:

1. Ohio’s infant mortality rate increased in 2015 and again in 2016, and remains higher than most states.
2. Ohio has troubling infant mortality disparities by race and geography.
3. Access to health care is necessary, but not sufficient. Improvements to factors beyond medical care are needed to achieve infant mortality reduction goals.
4. Community conditions for low-income, African-American and rural families in Ohio are particularly challenging.
5. State and local policymakers have many options to address the community conditions and inequities that contribute to infant mortality. These include:
  - a. Improving community conditions with housing and employment being top priorities.
  - b. Connecting the disconnected.
  - c. Ensuring all children have the opportunity to thrive.
  - d. Acknowledging and addressing the roles of racism, discrimination, violence and toxic stress.
  - e. Innovating, leveraging public-private partnerships and joining forces across sectors
  - f. Coordinating, collaborating, monitoring a
  - g. Balancing short-term fixes with longer-term change.

Source: Health Policy Institute of Ohio

**Promising/Best Practices** – Promising and Best Practices initiated in other communities working to address infant vitality were examined to identify dominant strategies, organizational structures and outcomes that could inform the Full Term First Birthday Greater Akron planning participants. Communities and/or initiatives that were examined are listed below.

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Association of Maternal & Child Health Programs:	Celebrate One – Columbus, Ohio
Innovation Station Compendium of Best Practices	Cradle Cincinnati Collective Impact
Baltimore B'More for Healthy Babies	First Year Cleveland
Best Babies Zone Initiative (Kellogg Foundation)	First Five Fresno, California
Birthing Beautiful Communities – Cleveland	Kansas Blue Ribbon Panel on Infant Mortality
Black Mothers Matter Alliance – Atlanta, Georgia	Best and Promising Practices
Bootheel Babies & Families – St. Louis	Missouri Foundation Collective Impact

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These initiatives had varied structural approaches to their work which included:

- Collective impact models with backbone organizations
- Collaborative partner consortiums
- Funding partners to sustain the work
- Targeted geographical zones
- Cross sector representation and strategies
- Community engagement/ownership

Shared key priorities or goals among the initiatives are:

- Elimination of sleep-related infant deaths
- Full term babies
- Reduction of racial disparities

There were several best practices among the initiatives that were identified:

- Social support/stress reduction—Support Circles
- Father engagement
- Public education and training in implicit bias and cultural responsiveness
- Meeting basic needs of mothers and families
- One Stop Shop or seamless service delivery model
- Preconception, prenatal and post-natal healthcare and education
- Safe sleep education and practices
- Smoking cessation programs
- Substance abuse treatment for pregnant/parenting women
- Home visitation interventions

A summary report of the promising/best practices research is in Appendix C. Strategic plans, reports and overviews of the promising/best practices are also included in this appendix.

Along with a review of best practices, the Full Term First Birthday Greater Akron strategic planning group examined state and national recommended services to improve birth outcomes. Below is a framework of strategies to improve birth outcomes and maternal health that are promoted by Summit County Public Health, the State of Ohio and the United States Department of Health (summary reports can be found in Appendix D).

<b>Strategy</b>
Use of progesterone to reduce preterm births
Birth intervals of 18 months or more
Reproductive health planning
Smoking reduction or cessation during pregnancy
CenteringPregnancy® group prenatal care model and screenings for diabetes and high blood pressure
Home visiting services
Prevention and early identification of birth defects
Promotion of safe sleep practices
Increased funding/services to parents within high-risk communities

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### **Mission, Vision and Guiding Principles**

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**The mission** of Full Term First Birthday Greater Akron, a collective impact collaborative, is to advocate for policies, educate our community and inform Greater Akron citizens of programs that promote healthy full-term pregnancies and ensure every child celebrates a first birthday.



**The vision** of Full Term First Birthday Greater Akron is for all Greater Akron moms to be empowered to deliver at full term so every baby has a fighting chance to celebrate a first birthday.

**Below are Full Term First Birthday Greater Akron’s guiding principles that provide a foundation for decision-making and relationships.**

1. We will build and steward relationships of trust among ourselves, our organizations, our clients and others in the community, as a foundation for our work.
2. We will act collectively to secure resources and plan, deliver and assess services to maximize our impact on infant vitality and to ensure equitable access to services and community resources.
3. We will engage key stakeholders (including the mothers we serve) and community members to build their knowledge and support of infant vitality services.
4. We will maintain safe, sacred space and a process to advance our work that encourages honest dialogue about difficult topics.
5. We will address social determinants of health across sectors of our community.
6. We will address the unique challenges and needs of African American women and their families, to achieve improved and equitable birth outcomes.
7. We will use data and evidence-based promising and best practices to guide our work.
8. We will provide family-centric services to improve access to services and to respect family cultures.

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## Role of Full Term First Birthday Greater Akron

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Full Term First Birthday Greater Akron was established by City of Akron Mayor Daniel Horrigan to address infant vitality by improving birth and maternal health outcomes, particularly for African-American mothers and their babies. Under the leadership of Mayor Horrigan, Health Equity Ambassador Mrs. Tamiyka Rose secured the formal (e.g. signed Memorandum of Agreement) participation of 19 health and human service organizations to begin to work towards this end. During the strategic planning process, many more organizations joined with the 19 original service organizations to address infant vitality. Over time, the planning group recognized that a collective impact model of operation offers form, process and focus to the complex factors that must be addressed to improve the environmental conditions and provide the services to mothers that will improve birth outcomes AND eliminate the disparities of birth outcomes by race.

A collective impact organization involves a core group of organizations that are committed to:

- Making a measurable impact on a specific problem.
- Making progress through cross-sector solutions.
- Making systemic change and greater alignment and connection between many organizations.
- Scaling effective work across organizations and identifying new innovative solutions.

The City of Akron and Summit County Public Health will provide some of the backbone

functions of the Full Term First Birthday Greater Akron collective impact collaborative. These functions include or will include:

- Convening cross-sector leaders to address social determinants of health and other issues impacting infant vitality
- Collecting, reporting and assessing data
- Initiating research that informs programs and services
- Coordinating training opportunities; sharing, recognizing and promoting best practices; and driving innovative strategies that reduce premature births and eliminate sleep-related deaths
- Coordinating and communication FTFB meetings and activities
- Acquiring funding and managing finances
- Coordinating, integrating and enhancing services that educate, empower and transform women
- Advocating for policies that enhance infant and maternal health
- Raising awareness of FTFB within the community
- Communicating with the members and stakeholders of FTFB



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## Full Term First Birthday Greater Akron Strategic Goals

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There were prominent themes that emerged throughout the Full Term First Birthday Greater Akron strategic planning process that shaped the development of the strategic goals. These included the following:

- The growing national body of research, combined with the voices of local mothers and the experience of service providers, that attests to the detrimental impact of social determinants of health on birth outcomes and maternal health, particularly for women of color and their babies. There is also emerging national and international research that points to the insidious role of racism, implicit bias and structural racism in shaping culturally unresponsive organizational cultures and practices.
- Evidence-based best practices that bring services to the neighborhood and into the homes of families.
- Evidence-based best practices that are culturally responsive.
- The importance of including mothers and their personal experiences in designing and delivering programs and services.
- The importance of father involvement in programs and services aimed at infant vitality and maternal health.
- The need for corporate and government policies that are parent, family and baby/child-friendly.

There are five 2019 -2021 strategic goals for the Full Term First Baby Birthday Greater Akron collective impact collaborative.

- 1.0** Provide evidence-based, family-centric services that reduce the rate of premature births to the national average by 2025 and eliminate sleep-related deaths, particularly among African American mothers and their babies.
- 2.0** Engage, educate and equip residents and stakeholders to support and promote healthy full-term pregnancies and safe sleep for babies.
- 3.0** Use qualitative and quantitative data to influence and impact policies and practices that will improve birth outcomes.
- 4.0** Address structural racism that interplays between race, equity and infant mortality by advancing consistent evidence and research-based cultural responsiveness and implicit bias curricula across all service sectors in the Greater Akron community.
- 5.0** Assess and build the collective impact capacity of Full Term First Birthday Greater Akron.

A one-page summary of Full Term First Birthday Greater Akron's mission, vision and strategic goals is provided at the end of this report.

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## Full Term First Birthday Greater Akron Strategic Goals and Objectives

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Objectives to support each strategic goal were developed by action teams of 10-15 individuals that were able to bring their passion, experience and expertise to the topic of their goal area. These objectives reflect evidence-based best practices, and they are in alignment with state and national strategies for improving birth outcomes. A matrix of the complete set of goals, objectives and action steps, along with key performance indicators, lead accountability and timeline can be found in Appendix E.

**1.0 Services:** Provide evidence-based, family-centric services that reduce the rate of premature births to the national average by 2025 and eliminate sleep-related deaths, particularly among African American mothers and their babies

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### Objectives:

- 1.1 Promote the appropriate use of progesterone to reduce the risk of pre-term birth
- 1.2 Promote the use of long-acting reversible contraception (LARC) to reduce unintended pregnancies
- 1.3 Promote birth spacing of 12-18-month intervals between pregnancies to improve birth outcomes
- 1.4 Expand the use of the Centering and supportive pregnancy care models within “hot spot” neighborhoods
- 1.5 Increase the number of women that breastfeed their babies
- 1.6 Increase engaging opportunities for fathers to be supportive/involved in the health and wellness of the mothers of their children and their children
- 1.7 Maintain the Home Visitation Program with community health workers & nurses

**2.0 Community Education, Outreach & Engagement:** Engage, educate and equip residents and stakeholders to support and promote healthy full-term pregnancies and safe sleep for babies

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### Objectives:

- 2.1 Initiate a community-wide information campaign, with consistent messages to promote preconception health and safety, vaccinations, family planning/birth spacing and early prenatal care
- 2.2 Continue to provide outreach and education to families (parents, siblings, grandparents) and daycare/home care providers on Safe Sleep practices through key messages and communication venues
- 2.3 Systematically educate and involve boots on the ground professionals (e.g. first responders, CSB, home visitors) on safe sleep education
- 2.4 Educate moms and dads to be their own advocates with providers when something doesn't feel right (understandable language, comfortable setting, culturally responsive, tied to implicit bias)
- 2.5 Identify K-8 school-based and community-based opportunities to incorporate preconception health and safe sleep education into the curriculum and school/after-school activities

**3.0 Maternal and Infant Health Policy and Advocacy:** Use qualitative and quantitative data to educate, influence and impact policies and practices that will improve birth outcomes

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**Objectives:**

- 3.1 Develop position statements for key policy issues identified by FTFB members
  - 3.2 Meet with key state and federal policymakers to advocate for policy changes pertaining to infant and maternal health
  - 3.3 Meet with employer CEOs to advocate for family friendly corporate policies and practices
  - 3.4 Identify and partner with other coalitions within Ohio that are engaged with advocacy efforts to reduce infant mortality
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**4.0 Structural Racism, Implicit Bias and Cultural Responsiveness:** Address structural racism that interplays between race, equity and infant mortality by advancing consistent evidence and research-based cultural responsiveness and implicit bias curriculum across all sectors in the Greater Akron community

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**Objectives:**

- 4.1 Convene a diverse assessment team of community experts to identify individual organizational needs and recommend strategies and resources to develop cultural responsiveness and effectively impact infant mortality
  - 4.2 Develop a recommended action plan and budget for the roll-out of system-wide structural racism, implicit bias and cultural responsiveness training, beginning with the agencies within the FTFB collaborative
  - 4.3 Build the capacity of FTFB partner organizations to initiate and maintain training programs and activities
  - 4.4 Identify measurable outcomes and quality improvement strategies as a part of FTFB's ongoing training and education
  - 4.5 Build a culture of leadership that cultivates relationship-building among organizations and providers, and between those who serve and those being served
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**5.0 Collective Impact Capacity:** Assess and build the collective impact capacity of Full Term First Birthday Greater Akron

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**Objectives:**

- 5.1 Establish a data workgroup to recommend and coordinate a process for FTFB members to report, access and analyze data on premature births and sleep-related deaths (medical, undetermined)
  - 5.2 Conduct an assessment of maternal infant vitality services being provided in Summit County to determine overlap and gaps in services, and to add/enhance/align needed services
  - 5.3 Define a shared governance structure for FTFB (leadership, members, mothers, linkages with other coalitions)
  - 5.4 Develop and initiate a three-year shared fund development plan for FTFB
  - 5.5 Brand and raise awareness and support of FTFB
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## Next Steps and Conclusion

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The strategic planning process accomplished more than a strategic plan. Relationships were developed. Trust among planning participants and service providers increased. A shared vision was crafted. Voluntary organizational accountability for accomplishing objectives and action steps emerged. The organizations shifted from a collaborative group of organizations to a larger, broader, cross-sector collective impact organization. And of course, a road map for the future was constructed. Still, as with any systemic change or collective impact initiative, it will take time, talent, will, resources and leadership to fulfill the strategic goals and objectives of Full Term First Birthday Greater Akron. Immediate next steps include:

- Rewriting the City of Akron/Full Term First Birthday Greater Akron Memorandum of Agreement to be signed by existing and additional new partners to more accurately reflect their leadership expectations and contributions to the initiative.
- Determining the composition of a Full Term First Birthday Greater Akron leadership team, and defining the process for decision-making among the larger body of organizational and community participants.
- Preparing a projected three-year budget and fund development plan to enact the strategic plan.
- Engaging Akron Mayor Daniel Horrigan and Summit County Public Health Commissioner Donna Skoda to raise awareness of the urgency to address infant vitality and maternal health, and secure commitments from key employers, partnering organizations and funders to provide cash and in-kind goods and services to support the work of FTFB.
- Building the capacity of City of Akron and Summit County Public Health – the two backbone organizations of Full Term First Birthday Greater Akron – to support the operational functions of the collective impact collaborative.

These are essential next steps. In the end, the hard work, positive intent and true leadership of the Full Term First Birthday organizational representatives, members of the workgroups and key stakeholders in the community, not the least of which are mothers, will ultimately determine the pace and extent of FTFB's success in fulfilling its strategic goals. There is more than enough data to justify the work of Full Term First Birthday Greater Akron. There are nearly 60 (and likely more) health and human service providers that dedicated close to three full days of work on this strategic plan and whose passion, commitment and talent is evident and inspirational. Together, Full Term First Birthday Greater Akron and the Greater Akron community will work to complete this strategic plan to eliminate sleep-related infant deaths, increase the rate of healthy full-term pregnancies, eliminate the disparities in birth outcomes by race, and empower Greater Akron moms to deliver at full term so every baby has a fighting chance to celebrate its first birthday.

**Full Term First Birthday Greater Akron Collective Impact Collaborative  
2019-2021 Strategic Goals & Objectives**



**OUR MISSION**

*Full Term First Birthday Greater Akron is a collective impact collaborative advocating for policies, educating our community and informing our Greater Akron citizens of programs that promote healthy full-term pregnancies and ensure every child celebrates a first birthday.*

**OUR VISION**

*All Greater Akron moms will be empowered to deliver at full term so every baby has a fighting chance to celebrate a first birthday.*

**Goal 1** - Provide evidence-based, family-centric services that reduce the rate of premature births to the national average by 2025 and eliminate sleep-related deaths, particularly among African American mothers and their babies

- Promote appropriate use of Progesterone
- Promote use of long-acting reversible contraception
- Promote birth spacing
- Expand use of Centering and supportive pregnancy care models
- Promote breastfeeding
- Engage fathers
- Maintain Home Visitation Program

**Goal 2** - Engage, educate & equip residents and stakeholders to support and promote healthy full-term pregnancies and safe sleep for babies

- Initiate community information campaign
- Continue to educate families about safe sleep practices
- Engage boots-on-the-ground professionals
- Educate parents to advocate for themselves
- Provide school and community-based programs on preconception health and safe sleep education

**Goal 3** - Influence and impact policies and practices that will improve birth outcomes

- Develop key policy position statements
- Advocate with state and federal policymakers
- Advocate with employer CEOs for family-friendly corporate policies and practices
- Partner with other health equity coalitions in Ohio

**Goal 4** - Address structural racism by advancing consistent evidence and research-based cultural responsiveness and implicit bias curricula across all service sectors in the Greater Akron community

- Convene diverse team to assess needs, review and recommend strategies and resources to develop cultural responsiveness
- Develop and roll-out action plan and budget
- Build FTFB partner org. capacity to initiate and maintain training programs and activities
- Identify measurable outcomes and improvement strategies
- Build relationships of trust

**Goal 5** - Assess and build the collective impact capacity of Full Term First Birthday G. Akron

- Initiate process for accessing, analyzing and reporting data
- Conduct an assessment of maternal & infant vitality services being provided to assess gaps and determine areas to be strengthened or enhanced
- Define a governance structure for FTFB
- Create a fund development plan
- Rewrite MOA and secure new and renewed commitments
- Deploy action teams
- Brand and raise awareness and support of FTFB

**Measurements:**

- Infant mortality rate in Greater Akron hot spots
- Annual number of infant sleep related deaths
- Number and cause of premature births