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# Maternity Care Coalition Strategic Plan

*For board approval on January 23, 2018*



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## Overview

Maternity Care Coalition (“MCC”) routinely engages in strategic planning to set its course for the next three to five years. MCC entered this strategic planning process in the middle of 2017, as it prepared to announce the retirement of its long-time leader, JoAnne Fischer. The 2017 planning process aimed to set a clear direction to guide the organization during the executive leadership transition period and to best leverage its merger with Child, Home and Community.

The planning process highlighted these findings:

- Widespread recognition of MCC’s outstanding knowledge, expertise, care, and quality of service
- Affirmation of MCC’s exclusive focus on pregnant women and families of children 0-3 as a strength
- Appreciation for MCC’s advocacy efforts and desire for MCC to do more in that area
- Uncertain and difficult political climate for MCC’s clients and the organization’s advocacy agenda
- General uncertainty regarding MCC’s government funding, with some optimism regarding funding in the areas of early childhood education and the opioid epidemic
- Enormous need in the Greater Philadelphia five-county area for MCC’s services: Market penetration of MCC and other providers low compared to level of need<sup>1</sup>
- Family needs continue to be complex, with high need for good employment opportunities, housing, language access, and behavioral health services
- Affirmation of the importance of services and advocacy that consider the unique needs and roles of *all* families and family members, including but not limited to fathers, grandparents and other relatives, parents and children with disabilities, LGBTQ families, immigrant and multi-lingual families

These findings highlighted MCC’s growing standing as a leader in the field of 0-3, enabling MCC to increase its own impact, and partner with others to enhance collective impact.

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<sup>1</sup> MCC currently operates in Philadelphia, Bucks, Montgomery and Delaware counties.

## Maternity Care Coalition's Foundations

### Vision

*This describes the world that MCC is striving to create*

**Maternity Care Coalition envisions an equitable future where all families are healthy and connected, and all children thrive and are ready to learn:**

- Each child is welcomed
- Each person is nurtured and achieves one's full potential
- Parents and caregivers are empowered to care for themselves and their children
- Communities understand and act upon the imperative to provide systematic support

### Mission

*This describes MCC's role in contributing to its vision*

**MCC's mission is to improve the health and well-being of pregnant women and parenting families, and enhance school readiness for children 0-3.**

- We achieve this through direct service, advocacy and research, in collaboration with individuals, families, providers, and communities

### Core Values

**Achievement:** We believe that individual growth is directly related to the success of the organization. Therefore, we are committed to fostering an environment where our staff has the resources and support to do the best in their jobs while strengthening and encouraging families.

**Integrity:** At MCC we are honest and trustworthy. We are true to our values and conduct ourselves according to our professional ethics. Our principles guide our work and interactions with others.

**Inclusion:** We respect and value the diversity of individuals, families and communities. We are committed to exploring, learning from and including different beliefs, ideas and experiences in our organization's interactions and practices.

**Empowerment:** MCC supports individuals in recognizing their strengths and choices and in making decisions. We nurture respectful relationships, inspire confidence and encourage voices to be heard. We provide tools so that people can successfully accomplish goals.

**Innovation:** We are creative and forward thinking. We welcome curiosity and the exploration of new approaches to achieving organizational goals as we advance our mission.

## Strategic Plan

### Guiding Principles

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MCC prioritized two guiding principles to drive this strategic plan:

- Positioning MCC as an innovative national leader, providing lasting multi-generational solutions for the needs of pregnant women, families and children ages 0-3
- Advancing social equity and addressing disparities for women, children and families

MCC will position itself as a national leader through exemplary direct service in Southeastern PA that can be a model for other locales; by informing national policy and advocacy efforts; initiating and contributing to significant research; and building the body of knowledge related to maternal and child health, and early learning. All MCC's work, whether direct service, advocacy, research or capacity-building, builds on its competencies<sup>2</sup>, and will support the larger vision of empowerment and equity for all women, children and families.

### Strategic Priorities

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In support of the guiding principles, MCC will focus on three strategic priorities:

**1. Excellence in Design, Delivery and Impact of Programs:**

- a. Strengthen and develop programs that anticipate and address community needs
  - i. Implement best and innovative practices, and evidence-based approaches
  - ii. Integrate program data, client feedback and staff input
  - iii. Enhance programs with behavioral health; early learning and school readiness
  - iv. Leverage merger of CHC, through adaptation of MCC and CHC programs and expertise in collective geographies
  - v. Increase advocacy influence for the 0-3 population
- b. Engage in partnerships
  - i. Recognize existing community assets and link with relevant community organizations
  - ii. Explore innovative ways of providing and scaling direct service work
  - iii. Strengthen advocacy efforts that advance social equity for pregnant women, families and children ages 0-3

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<sup>2</sup> Please see Appendix A for the competency diagram created as part of the strategic planning process.

## **2. Sustainability Through Diversification of Revenue**

- a. Enhance brand visibility and awareness among donors, partners, clients, staff and community
  - i. Promote MCC's program, research and advocacy impact through targeted outreach
  - ii. Position MCC as a thought leader advocating for pregnant women and families with children 0-3
  - iii. Enhance external visibility around program data and outcomes
- b. Develop a comprehensive, innovative donor strategy that anticipates changing demographics and leverages board and staff stewardship
  - i. Reach and cultivate new donors through creative and innovative ways of engagement
  - ii. Grow major donor base
- c. Explore additional revenue opportunities in the academic, healthcare and corporate sectors

## **3. Capacity Building for Organizational Effectiveness and Leadership**

- a. Enhance organizational culture and effectiveness
  - i. Advance diversity, inclusion, and equity in the organization
  - ii. Strengthen internal communication, collaboration and engagement
  - iii. Equip staff with skills, systems and knowledge to design, manage and deliver programs reflecting best and innovative practices
  - iv. Enhance professional development, and career development opportunities
  - v. Improve compensation and benefits for all staff
  - vi. Formalize volunteer opportunities and build a pipeline of engaged leaders
- b. Continue to develop the board to reflect best practices in governance and engagement
  - i. Heighten board governance and oversight through period of transition
  - ii. Expand board's role in advocacy
  - iii. Enhance recruitment, engagement and involvement of board members and committee members
- c. Establish and develop successful leaders within an effective leadership system throughout the organization
  - i. Complete CEO search and successfully integrate the new CEO
  - ii. Ensure success of the leadership system through a supportive organizational structure and effective talent management policies and practices

- iii. Promote leadership development and succession planning through all levels of the organization

## Growth Aspirations and Criteria

### Growth Aspirations

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MCC will grow deliberately and strategically over the next three to five years:

- In the next two years, MCC will be strengthening the organization internally, navigating a successful executive director leadership transition, and strategically pursuing select opportunities that are most compelling
- In years three and beyond, MCC will be well-positioned to focus on growth

MCC recognizes the balance of focusing internally on leadership and organizational health, and leveraging compelling opportunities that will position the organization as a leader and secure funds for organizational health.

### Questions and Criteria for Evaluating Opportunities

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The SPC identified a set of criteria and questions for evaluating opportunities as they come up in the context of the overall growth aspirations:

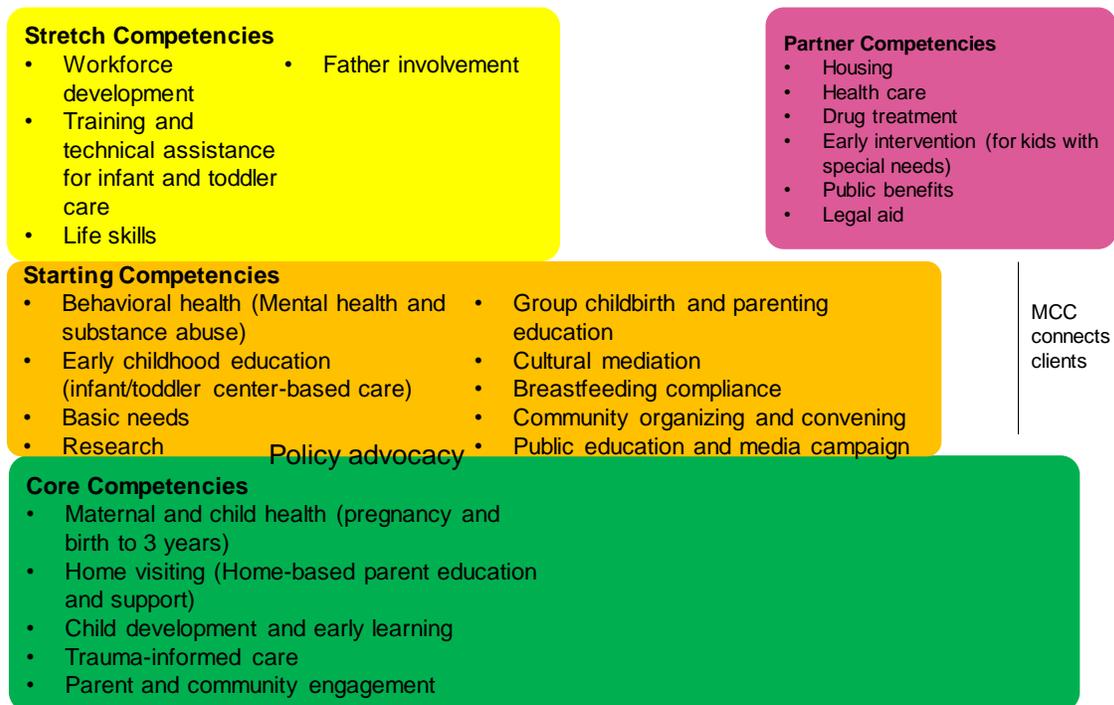
1. How much does this advance our core mission and contribute to our intended impact?
2. How does this align with our strategic plan?
3. How does this meet the desires and interests of clients and the community?
4. How well does this build upon our competencies?
5. How well positioned is our organizational capacity to implement this?
6. How might this strengthen (or affect) our partnerships if we pursue this?
7. How much additional revenue will this generate for the organization? Does this pay for itself or will we need to raise additional funds to pay for it?
8. What is the risk of doing this? What is the risk of not doing this?
9. What kind of new opportunities might this open up?

## Appendix A: MCC Competencies

### Competency Definitions

- Core competencies – Organization’s defining skills and strengths<sup>3</sup>, what the organization is known for externally
- Starting competencies- These are competencies that MCC is starting to develop, or competencies that are well-developed but limited to a smaller part of the organization
- Stretch competencies – MCC does not currently have the capability, but could develop them; they are connected enough with the current work that it is possible to develop competency in these areas
- Partner competencies – these are competencies that MCC does not have; it partners with other organizations to provide them

### MCC Competencies



<sup>3</sup> “Core competency” is often defined as unique advantages of an organization that distinguish them from competitors. They are competencies that are not easily replicated by others. We used a slightly different definition for MCC.

## Appendix B: Background

### Planning Process

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To develop this plan, MCC convened a strategic planning committee (“SPC”), comprised of board and staff. The SPC met regularly to plan the data collection and research, discuss and understand it, and develop the strategic plan draft with a revised vision and mission for MCC. The draft was presented for feedback and review at a board and senior staff retreat on Dec. 2, 2017; further revisions were made based on the retreat and follow up activities; the final version of the plan was presented for board approval on January 23, 2018.

The process began with internal and external research, including:

- 27 interviews with key external stakeholders
- Survey of external stakeholders (21 respondents)
- Survey of all board members
- Survey of all staff
- Two half-day staff meetings
- Two client focus groups
- Client surveys
- Carnation Club focus group
- In-depth research into major trends of the 5 counties in the region

MCC also created a Matrix Map analysis to assess the profitability and contribution to impact of each of MCC’s programs. The SPC also mapped out MCC’s competencies.

#### MCC Strategic Planning Committee Members

- Board: Liza Seltzer (Co-Chair), Randy Mintz, Ana Lopez, Lisa Farnin
- Staff: JoAnne Fischer (Co-Chair), Phyllis Lawrence, Marianne Fray, Karen Pollack, Lonnese Bodison, Sara Jann

Praxis Consulting Group facilitated the strategic planning process. Linshuang Lu led the process. Nancie Zane and Jon Sweigart partnered in research and facilitation. Ginny Vanderslice, Alix Rabin and Betty Cotton also provided research and administrative support.

## **MCC Board of Directors**

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1. Liza Seltzer
2. Leanne Wagner
3. Victoria Zellers
4. Judith Faust
5. Saul Epstein
6. Ismael Alvarez Jr.
7. Darlyne Bailey
8. Megan Balne
9. Jane Barr Horstman
10. Keith Daviston
11. Lisa Farnin
12. Katherine Foy
13. Stacey Helmers
14. Katayun Jaffari
15. Ana Lopez
16. Anthony Neibert
17. Chinwe Onyekere
18. Arun Prabhakaran
19. Randy Mintz-Presant
20. Christine Reimert
21. Mona Sarfaty
22. Mary Pat Sherry
23. Bonnie Shuman
24. Jane Summers
25. Jennifer Souder
26. Nakia Stith
27. Charmaine Smith Wright
28. Omar Woodard