



# Healthy Community Collaborative Strategic Planning Overview





# Agenda

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- 1 **Review Mission, Values, & Strategies**
- 2 **Structure & Role**
- 3 **Goals**
- 4 **Celebration!!**



*The development of this  
strategic plan was financially  
supported by the*



HARRISONBURG-ROCKINGHAM  
COMMUNITY SERVICES BOARD

**Thank you!**

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## What we accomplished

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*Refine* vision & mission, and the  
role in community

*Define* values, goals, and  
strategies

for the  
Healthy Community Council

A background image featuring a sparkler in the center, set against a sunset sky with orange and blue tones. The sparkler is lit, with bright sparks radiating outwards. The sky is a mix of deep blue and warm orange, with some light clouds. The overall mood is celebratory and hopeful.

# Strategic Planning Process



# What is Appreciative Inquiry

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- ... a collaborative, **strengths-based approach** to leadership development and organizational change
- Involves 4 stages: Discover, Dream, Design, Destiny

# The 2021 Strategic Planning Process



The background of the slide features a dark night sky filled with the bright, golden sparks of fireworks or sparklers. Interspersed among the sparks are numerous out-of-focus, circular bokeh lights in warm tones of yellow and orange, creating a festive and celebratory atmosphere. A semi-transparent white horizontal band is positioned across the middle of the image, serving as a backdrop for the text.

# Assessment Results





# Assessment Results and Overall Highlights

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## Values: Emerging Principles

- **Collaboration:** Involving community partners/organizations through equitable partnerships
- **Community Input:** Meet community needs in concrete, tangible, and holistic ways through participatory input from community partners and organizations.
- **Project Potential:** Desire to engage diversity in project work (i.e. equity, community-based, etc.)
- **Active Engagement:** Cultivate deep connections and engaging relationships across organizations
- **Deep Learning**



# Assessment Results and Overall Highlights

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## Community Engagement and Collaboration: Meeting Where Communities Are

- **Communication from coalition/organization leadership** is key to engaging and maintaining relationships
- **Generating and maintaining** community buy-in has shown to increase involvement in projects
- Being cognizant of community stakeholder's time and capacity to participate in coalition building activities as noted in prior needs assessment conducted by HCC
- **Identifying diverse voices** to incorporate into community-based interventions/programs
- **Broadening the definition of** community health to be more holistic and inclusive
- **Listening and feeling heard** are key communications themes that participants indicated as important to maintaining engagement



# Assessment Results and Overall Highlights

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## Suggestions: Hopes, and Wishes for the Future

- Creating safe spaces for community members to share their stories in order to learn more about strategies communities can use to support an individual's health needs
- Diversifying representation from other organizations outside the public health (i.e. schools, recreation/community centers, law enforcement, etc.) in long-term relationships
- Diversifying representation from other communities (i.e. LGBTQIA+, race/ethnic groups, etc.)
- Emphasizing intersectionality to better reflect the social determinants of health in programming
- Engaging in SMART goals and being more intentional/strategic in work
- Start and engage in 1:1 discussions with people from different backgrounds

A night scene of a harbor with fireworks exploding in the sky and boats on the water. The fireworks are in shades of red, green, blue, and white, creating a vibrant display against the dark blue sky. The water in the foreground is dark, with some boats visible, their lights reflecting on the surface. The overall atmosphere is festive and celebratory.

# **Name, Vision, Mission, & Values**



# Healthy Community *Collaborative*

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# HCC Vision Statement

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*We envision an equitable and inclusive community where every one of our neighbors is safe, supported, and flourishing – a place for all and from all.*



# HCC Mission Statement

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*Bringing communities together  
to end health disparities.*



# HCC Values (External)

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## *People.*

Rooted in the inherent dignity and worth of each person, we foster connections and relationships with all our neighbors.

## *Change.*

The collective wisdom and lived experience of our community guides the positive changes we pursue and achieve.

## *Impact.*

Our responsibility is to our community and all our neighbors, and we commit to follow through on our promises to have a meaningful and positive impact.

## *Learn.*

We humbly take responsibility for the impact of our actions and words, and are always learning how to do our work better.



# Values Statements – Internal

## •PEOPLE

- Rooted in the inherent dignity and worth of each person, we intentionally cultivate deep connections and engaging relationships with all our neighbors. Diverse perspectives strengthen our work and strong relationships are the foundation for success in all things.
- We seek to listen, understand, and value what each person brings. We seek to understand each other even when we don't agree. We seek out perspectives different from our own.

## •CHANGE

- We are better together, and we recognize that our neighbors know best what is needed to strengthen our community. The collective wisdom and lived experience of our community guides our work.
- We listen to listen and to understand, not to inform or guide. We use participatory design and decision-making with our neighbors and partners to guide the projects and work we pursue to accomplish our mission and vision.

## •IMPACT

- Our responsibility is to our community and all our neighbors, and we commit to follow through on our promises. We meet community needs in concrete, tangible, and holistic ways that are guided by the community. We take collective action towards social justice, lead by community, and advocate with (not for) our neighbors to create meaningful and positive systemic change.
- We do what we say we will do, as individuals and collectively. We acknowledge we cannot control everything, and communicate with transparency when we are not able to follow through as planned.

## •LEARN

- We engage in continuous learning and growth to be able to do our work better and more equitably. We lead with curiosity and a focus on deep understanding, and apply this new understanding to change our systems, behaviors, actions, practices, and processes as needed.
- We embrace feedback as a gift. We humbly take responsibility for the impact of our actions and words, both now and historically, accept the challenge of doing better, and we will take steps to heal the harm that is caused.



# Structure, Strategies, and Goals



# HCC New Structure

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- *Community-centered*
- *Participatory design and decisions*
- *Nimble and responsive to community needs and opportunities*
- *Reflective and adaptive*

# HCC New Structure (... to pilot)

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Steering  
Committee  
Expansion

Support Full  
Participation for  
EC Members

Center  
Authentic  
Relationships

Addressing  
Harm

Transparent  
Decision Making

Sharing Power

HCC Meeting  
Culture and  
Accessibility:

Collective  
Learning

# HCC Strategies

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**Advocate with (not for):** Use the collective power of the HCC to advocate for structural changes that move towards health equity and create healthy lives, and provide resources that educate on and support the need for these changes.

**Build Connection:** Foster connections, build relationships, and hold meaningful conversations that support collaboration among our neighbors, partners, and members.

**Achieve Community-led Projects:** Work alongside community members to identify, prioritize, and accomplish projects that improve health in our community.

**Mobilize Assets:** Attract and use the assets, strengths and resources ( including people, funds, time, and more) to support the implementation of community wide-change at a level that has real, positive, and lasting impact.



# HCC Year 1 Goals

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- By December 2022, HCC will have adopted a clear and agile structure and culture framework which embed justice, equity, diversity, and inclusion into all elements of HCC.
- By December 2022, HCC will have developed a detailed staffing plan to hire a paid HCC staff member and consider interns.
- By December 2022, HCC will have offered three learning opportunities for current members to increase depth and breadth of knowledge around justice, equity, diversity, and inclusion; health disparities; and learning and unlearning harm related to JEDI work.



# HCC Year 2 Goals

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- By December 2023, HCC will have hired a paid a staff member.
- By December 2023, HCC will have built authentic, respectful, collaborative relationships with 10 new organizations or community members that are also interested in taking action towards justice, equity, diversity, and inclusion work.
- By December 2023, HCC will have refreshed their website to include a hub for justice, equity, diversity, and inclusion resources.



# HCC Year 3 Goals

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- By December 2024, through ongoing relationship building HCC will have completed one full iteration of identifying, implementing, and evaluating 1-2 community designed and led projects.
- By December 2024, HCC will have offered three learning opportunities for community members to increase the depth and breadth of knowledge around justice, equity, diversity, and inclusion work.
- By December 2024, HCC will have developed and implemented a plan to reveal the data that more accurately illustrates the health disparities in Harrisonburg.





# HCC Year 4 Goals

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- By December 2025, through ongoing relationship building HCC will have completed a second full iteration of identifying, implementing, and evaluating 1-2 community designed and led projects.
- By December 2025, HCC will have applied for additional funding opportunities to sustain HCC's work.
- By December 2026, HCC will have developed a nuanced advocacy plan to address systemic changes to increase justice, equity, diversity, and inclusion in the community.



# HCC Year 5 Goals

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- By December 2026, through ongoing relationship building HCC will have completed a third full iteration of identifying, implementing, and evaluating 1-2 community designed and led projects.
- By December 2026, HCC will have implemented 1-2 systemic change strategies developed in their advocacy change plan.
- By December 2026, HCC will have evaluated their 5 year goals and developed new goals for the next five years.
- By December 2026, HCC will have a published resources that describe the work that has been done.



**Celebrate**