

2023-2028 Strategic Plan

VISION

All people have the opportunity to achieve their greatest potential for being healthy.

MISSION

To eliminate health disparities in Rhode Island and beyond.

VALUES

We are a center for public health **innovation**. Big public health and social challenges require bold solutions.

We commit to **evidence-based** clinical care and public health practice.

We believe that everyone deserves **access** to high quality medical care.

We are committed to serving **vulnerable people** who experience health disparities.

We respond with **urgency** to public health emergencies that affect the community.

We **bridge** interventions addressing the social determinants of health with clinical service delivery.

We **build** the scientific evidence **base** for our innovative public health solutions.

We **leverage** research and data to advance health equity.

We strive for **excellence** in everything we do.

IMPACT OBJECTIVES

- 1. Expand Clinical Services and Clinical Programs**
 - Construct a new building for Open Door Health to accommodate our growth
 - Decide whether ODH should remain an independent community based clinic or move towards becoming a federally qualified health center or look-alike
 - Provide new clinical services
 - Expand our research funding and scientific publications related to public health innovations at ODH
- 2. Create Exceptional, Evidence-Based Public Health Programs that Serve Diverse Communities and Respond to the SDOH**
 - Expand the type of integrated scientific and policy work demonstrated by Food on the Move with other programs
 - Integrate some of our public health programs with clinical service delivery
 - Explore additional opportunities to reduce disparities based on race, ethnicity, sexual orientation, gender identity, or age
 - Continue to develop programs that address social determinants of health
 - Explore harm reduction programs
- 3. Establish a New Research Center**
 - Develop a formal research center at RIPHI
 - Formalize a community-informed protocol to choose among grant and partner opportunities
- 4. Lead Public Health Advocacy and Policy Initiatives**
 - Develop a more formalized, structured process to select policy priorities
 - Undertake future advocacy and policy topics that align with RIPHI's strategy, mission, and values
- 5. Train the Public Health and Clinical Workforce**
 - Develop formal infrastructure to train the clinical and public health workforce
 - Pursue additional grants to allow RIPHI to provide experiential learning opportunities for students from the health professions
 - Train medical providers and public health professionals through formal educational training programs
 - Explore opportunities to prepare nurses, in response to the industry's severe shortage
- 6. Educate the Public About Important Public Health Issues**
 - Cultivate relationships with elected officials, health institutions, and the public
 - Serve as a reliable and trusted source of public health and clinical information
 - Explore production of an annual report (in writing or through an in-person event) on the state of public health in Rhode Island
 - Develop mass communications vehicles, such as a public health podcast, to intentionally focus on issues of public health importance
 - Develop materials and communications in languages other than English

ORGANIZATIONAL STRATEGIES

- 1. Expand Our Physical Space to Accommodate Our Growth**
 - Acquire or develop a new building with clinical and administrative space.
- 2. Enhance Fundraising and Advancement**
 - Build a robust and active individual philanthropy program by developing new donors, re-engaging former/lapsed donors, and converting prospects.
 - Engage the board in the organization's fundraising activities.
 - Develop and implement an estimated \$5-million capital campaign to support the new building.
 - Identify more philanthropic foundations whose missions align with RIPHI.
 - Maintain RIPHI's visibility as the premier non-profit organization focused on public health.
 - Elevate our regional and national profile.
- 3. Ensure that Organizational Infrastructure and Capacity Match Organizational Impact**
 - Complete review of job descriptions to ensure full compliance with new labor laws
 - Build out a robust HR infrastructure that can ensure ongoing legal compliance and support for existing employees and new hires
 - Establish an internal performance management system that supports both organizational needs and employees' growth
 - Create a professional development program that provides staff with opportunities related to their roles, organizational competencies, and the field
- 4. Nurture a Culture of Diversity and Inclusion**
 - Increase diversity of board, executive leadership, and providers
 - Maintain a diverse staff team that reflects the community we serve
 - Develop a core curriculum of relevant educational opportunities for all-staff