

# Strategic Plan

July 1, 2018 – June 30, 2022



## GOAL #1

# MISSION

Contribute to the reduction of unintentional child injury globally by influencing behavior among parents, caregivers and children.

**Objective 1: By September 2018, based on a set of decision-making criteria, identify priority risk areas** where the organization will focus its efforts to influence behavior

1. Create decision-making criteria for assessing potential **priority risk areas**
  - a. Analyze data on injury burden and areas of inequity
  - b. Analyze internal and external capacity to address risk areas
  - c. Assess opportunities for collaboration and funding to address risk areas
2. Identify priority risk areas
  - a. Compile relevant research, network priorities, global concerns and funding needs to inform priority risk areas
  - b. Work with Research, Programs, Advocacy and Safe Kids advisors to recommend priority risk areas
  - c. Solicit feedback from relevant staff and stakeholders; finalize and share the list of priority risk areas

**Objective 2: By June 2022, demonstrate impact of programs or initiatives<sup>1</sup> focused on each of the priority risk areas<sup>2</sup>**

1. Assess risk areas and determine which have existing programs/initiatives and which require development of new programs/initiatives
  - a. Create a matrix of all risk areas and existing programs/initiatives
  - b. Identify gaps in programming and areas of inequity in existing programs
2. Evaluate existing programs/initiatives and identify necessary changes to program structure, target audiences and staffing to ensure the ability to demonstrate impact
  - a. Create a timeline that outlines milestones for strengthening logic models for current programs/initiatives
  - b. Develop logic models for each existing program/initiative that include inputs, activities, outputs and measurable outcomes
  - c. Identify gaps in staffing and/or resources
  - d. Create a plan and implement revised programs/initiatives
  - e. Measure impact of revised programs/initiatives on the associated priority risk area
3. Ensure new programs/initiatives are supported by funding and designed to demonstrate impact
  - a. Identify staff and stakeholders to collaborate on design of programs/initiatives
  - b. Create a timeline that outlines milestones for completing logic models for new programs/initiatives
  - c. Develop logic models for each new program/initiative that include inputs, activities, outputs and measurable outcomes
  - d. Identify gaps in staffing and/or resources
  - e. Collaborate with the Development team to identify potential funding opportunities
  - f. Design and implement new programs/initiatives
  - g. Measure impact of new programs/initiatives on the associated priority risk area

<sup>1</sup> A program is developed with the intention to be a long-term project with measurable outcomes. An initiative is a short-term project that has the potential to be developed into a program or integrated into an existing program. Additional details in Definition of Terms, Pages 11-12.


<sup>2</sup> Target number of programs or initiatives will vary by priority risk area.

**Objective 3: By June 2022, design, implement and evaluate **advocacy focused on those priority risk areas** in which public policy can help influence behavior**

1. Identify priority risk areas that can be impacted by advocacy programs/initiatives through improving or creating laws, regulations and policies relating to child safety
  - a. Identify priority risk areas based on the following criteria: funding; seriousness of the risk based on data; likelihood for success and impact; coalition interest and capacity at the state and local levels; what other organizations are engaged in the issue for the creation of external coalitions; and whether there is a viable way to measure advocacy projects
  - b. At the beginning of legislative seasons, conduct an environmental scan of existing policies, especially at the state and local levels, but also at the federal level, and keep it up to date with new legislation
  - c. Convene a group of staff and external coalition members to identify which risk areas can be impacted by advocacy
  - d. Determine interest of partners/stakeholders
  - e. Design in flexibility based on the unpredictable nature of policy making bodies
2. Create and implement a bi-annual advocacy program based on the risk areas identified
  - a. Integrate advocacy goals in the logic models for existing programs
  - b. Integrate advocacy efforts in the work of the communications department
  - c. Develop a protocol for increasing awareness of enacted legislation
  - d. Expand set of external partners and grow relationships with existing ones
3. Ensure there is a cost-effective framework to implement advocacy efforts and to create innovative ways to engage external coalitions and the public
  - a. Create searchable database so the public can find child safety laws in their area
  - b. Create and implement a plan to build audiences to engage in grassroots campaigns
  - c. Have cost-effective, easy-to-use software to engage in grassroots advocacy
  - d. Develop ways to measure the success of an advocacy effort beyond passage of a laws or regulations, such as new contacts established, external coalitions established or built upon; success of grassroots campaigns

**Objective 4: By June 2022, implement and evaluate **network strengthening strategies** to enable more effective implementation of programs and initiatives in the Safe Kids network**

1. Assess and strengthen the effectiveness of the Safe Kids network support function
  - a. Develop strategies based on input from the network to build engagement on information sharing platforms and enhance ways that Safe Kids Worldwide communicates with them
  - b. Lead an organization-wide initiative to develop and implement a continuing education program involving all relevant Safe Kids departments
  - c. Create mechanisms and tools to support the network in evaluating the impact of their programming
  - d. Expand existing mentorship program to pair experienced network members with new or existing network members based on identified needs
  - e. Work with other departments to maximize engagement with like-minded injury prevention partners to effectively implement programs and initiatives
  - f. Utilize Salesforce as a tool to collect information about network members and for other necessary purposes

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2. Strengthen the capacity of priority one and two member countries to improve the effectiveness of their programs and initiatives
    - a. Assess how members currently implement programs in priority risk areas and identify gaps
    - b. Identify technical resources to fill gaps, including tools to help members obtain funding to support programs and initiatives
    - c. Where appropriate, identify potential lead agencies to strategically grow the Safe Kids footprint in country to support programming
    - d. Where appropriate, establish a Safe Kids country office, preferably led by the existing member in country, to support local expansion and assess office effectiveness against predetermined criteria
    - e. strengthen capacity to measure impact
  3. Ensure all U.S. states, the District of Columbia and Puerto Rico are served and supported by appropriate state-level leadership
    - a. Work with local coalitions in states without state-level leadership to either 1) determine and implement a plan for forming a state office or 2) find an alternative solution that meets the needs of the state
    - b. Work with inactive or minimally active state offices and state coalitions to either 1) determine and implement a plan for increasing activity levels or 2) find an alternative agency or solution that meets the needs of the state
    - c. Develop and communicate clearer recommendations to lead agencies via existing coordinators on how they can support and foster a successful state office
  4. Re-engage inactive or minimally active local coalitions to increase their participation in Safe Kids grants by 10% each year with a focus on high-need areas
    - a. Identify obstacles to coalition grant participation and, where possible, address these obstacles
    - b. Develop and implement enhanced onboarding resources to provide clearer recommendations, guidance and expectations for new coordinators and local coalitions
    - c. Develop and communicate clearer recommendations to lead agencies via existing coordinators on how they can support and foster a successful local coalition
  5. Continue to expand the U.S. network by building new local coalitions and expanding existing services in/to 10 high-need areas
    - a. Using a data-driven methodology, select 10 high-need areas in the United States to target for coalition expansion
    - b. Work with state directors to identify and reach high-need areas and vulnerable communities in their states by expanding existing programming or building new local coalitions
    - c. Strengthen the network's ability to reach vulnerable communities by providing training, resources and guidance to help access these communities
    - d. Introduce and implement a refined set of standards and requirements for building local coalitions in rural and frontier communities to facilitate growth into these areas
    - e. Develop a new set of resources that state directors and local coalition coordinators can use to recruit new lead agencies and partners

**Objective 5: By June 2022, design, implement and evaluate communications strategies that establish Safe Kids as a go-to resource for proven and practical information that helps families protect children from preventable injuries, as measured by **increased exposure and engagement** with key audiences**

1. Increase engagement with priority risk area messages for each of the key audiences
  - a. Identify key target audiences with specific focus on vulnerable populations
  - b. Capture the email addresses from our car seat checkup forms and incorporate them into our database to expand our reach to families
  - c. Develop a more sophisticated onboarding process to nurture new families
  - d. Design, develop and launch a refreshed website for Safe Kids Worldwide to serve as a compelling go-to resource for families, as budget allows
  - e. Design, develop and launch a plan to reach out to healthcare providers to promote injury prevention messaging to families, as budget allows
  - f. Design, develop and launch a new parent initiative that draws families to Safe Kids and compels them to return throughout the lifespan of their children, as budget allows
  - g. Continue to prioritize web search, keeping up with ever-evolving best practices, so families searching for information can find us
  - h. Continue to develop new channels to reach families where they are, e.g. sponsored content on select sites, a focus on channels young parents frequent
  - i. Conduct plain-language review of materials where needed and as funding allows to make materials more accessible to vulnerable populations
  - j. Continue to explore and develop new content (e.g. story-focused, expert-focused), keeping up with ever-evolving best practices, so families will be compelled to engage with our messages
  - k. Support advocacy strategies detailed above with communications and digital tactics as needed
  - l. Support network-strengthening strategies detailed above with communications and digital tactics as needed
  - m. Support development strategies with pitch materials as needed
  - n. Measure impact of strategies on Safe Kids' communications efforts by quantifying and assessing engagements when feasible
2. Increase exposure of the Safe Kids brand and our cause
  - a. Identify key target audiences
  - b. Expand our PSA program to refresh creative, expand reach and explore new outlets to be where families are
  - c. Develop and launch a podcast for parents that brings attention to our brand and our cause
  - d. Identify, plan and launch a process for nurturing relationships with targeted media, promoting our content, our expert spokespeople and our cause
  - e. Identify, plan and launch an initiative to position Safe Kids as an opinion leader, e.g. prominent and positive exposure for our President on leadership platforms, op-ed pieces, platform for Safe Kids experts
  - f. Design, plan and launch new materials to support Development efforts to attract new funders
  - g. Explore, plan and launch new initiatives to mobilize the Safe Kids network to draw attention to the Safe Kids brand in local communities
  - h. Measure impact of strategies on Safe Kids' communications engagement with key audiences when feasible

## GOAL #2

# RESOURCES

Strengthen the financial health of the organization to further our mission of reducing unintentional childhood injuries.

**Objective 1: By June 2022, increase the organization's annual revenue from \$10.5 million to \$13.5 million**

1. Identify which priority risk areas have potential funding opportunities, and of these, assess which have existing funding streams that could be expanded/enhanced and which may require new funding streams
  - a. Assess risk areas and identify areas with existing funding, funding that can be expanded/enhanced and ones that need new funding
  - b. Research prospects related to the needs that were identified
  - c. Pursue relevant prospects
2. Strengthen relationships with current funders
  - a. Clarify and maintain stewardship roles among staff
  - b. Create a stewardship plan for each funder and expand when possible
3. Strengthen our infrastructure to better manage and organize our donors and prospects
  - a. Identify and secure a better donor management system
  - b. Develop an internal process for keeping the database updated
  - c. Identify and secure the research resources needed to pursue prospects
4. Accurately calculate and communicate all costs associated with managing projects and include brand value/equity when presenting opportunities to funders
  - a. Create budget templates that organize organization costs and value for each project
  - b. Create a briefing document that provides compelling evidence of the brand's value
5. Secure financial reserves worth at least 5% of organization's annual revenue
  - a. Increase percentage of unrestricted funding from all revenue streams
  - b. Pursue fundraising targets specifically for unrestricted dollars
  - c. Evaluate the cost margin on each project being considered and increase high margin projects

**Objective 2: By June 2022, strengthen funding to support financial stability and growth by securing at least five new major funders, prioritizing multi-year contracts where possible**

1. Prioritize and expand revenue sources from corporate funders
  - a. Identify prospective corporate funders by researching their priorities
  - b. Create a customized pitch to meet their needs and our priority areas
2. Expand revenue sources to include increased revenue from foundations
  - a. Identify list of prospective foundation funders and what programs might appeal to them
  - b. Solicit prospective foundation funders
3. Determine viability of revenue from government sources and be flexible to new opportunities based on changed circumstances
  - a. Create a list of prospective government funders and what programs might appeal to them

## GOAL #3

# PEOPLE & PROCESSES

- b. Apply for grants where there is an opportunity to secure funding for priority projects
4. Target select individuals for customized pitch
  - a. Identify list for individual giving
  - b. Develop a plan and personalized pitch to maintain ongoing relationships with select donors
5. Monetize and expand the international CPS course so that it becomes a more significant revenue stream
  - a. Identify reasonable revenue target for revenue
  - b. Develop a business plan for monetizing and expanding the CPS course and monitor future trends
  - c. Identify or create infrastructure to manage international certification program
  - d. Explore feasibility of replicating the CPS model in other risk areas to increase revenue

### Strengthen the ability of the organization and individual employees to work effectively and efficiently.

#### **Objective 1: By June 2022, continue to foster an environment of open communication, inter-departmental collaboration and individual growth**

1. Create a culture of mentoring and collaboration among team members
  - a. Pair team members based on a set of predefined criteria and create opportunities for accountability and participation in the mentorship program
  - b. Conduct a personality assessment for employees to build rapport, collaboration and effective working relationships among team members
  - c. Develop and implement a series of team building activities to strengthen rapport among employees, departments and the organization to increase morale and continue to achieve the organization's goals
  - d. Create an environment that enables individual employees to spend time on innovative and creative endeavors for the betterment of the organization
2. Understand the Children's National growth structure to ensure that performance, opportunities for growth and pathways to self-improvement are addressed at every review
  - a. Introduce the organization's staffing family tree to team members
  - b. Incorporate training and continuing education from Cornerstone that align with employee performance goals
  - c. Budget for and encourage professional development and continuing education consistent with employee performance goals

#### **Objective 2: By June 2022, implement improved project management and workflow structures to enhance workplace effectiveness and efficiency**

1. Explore and implement improvements to our existing technology, including the Safe Kids website and CRM technology
  - a. Create a technology roadmap to identify and prioritize current needs, such as upgrading the website and Program Management Tool, and future considerations
  - b. Create an implementation budget to accomplish identified improvement projects and secure funding as needed
  - c. Create a project plan and supporting documentation for identified improvement projects

2. Establish and implement project management and workflow structures
  - a. Utilize best project management practices to develop templates for managing projects
  - b. Establish an organizational filing system to improve team efficiency and network archive capability
  - c. Streamline approval processes for timely deliverables
  - d. Use common IT platforms to standardize workflows and tools
3. Efficiently evaluate and respond to potential projects and opportunities
  - a. Develop a rating system based on cost effectiveness, return on investment and potential to save kids' lives and reduce injuries
4. Maximize the efficiency and effectiveness of all meetings
  - a. Identify meeting protocol that minimizes time spent in meetings and maximizes expectations and outcomes

**Objective 3: By June 2022, improve our operational, business infrastructure and processes to increase efficiency and increase alignment with Children's National Health System**

1. Align Safe Kids' subsidiary operational processes (HR, information technology, finance, legal and general operations) with those of parent organization
  - a. Define internal ownership/touchpoints with parent organization and develop relationships with needed Children's National staff to bridge identified gaps
  - b. Develop a guide for operational processes for Safe Kids Worldwide staff to highlight processes and relationship owners
  - c. Identify and implement additional ways in which Safe Kids Worldwide and Children's National can more closely align with each for mutual benefit and our continuous growth

## DEFINITION OF TERMS

### Campaigns

- Includes public awareness, digital/traditional media
- Short-term; can be a component of an initiative or program
- May or may not include research
- May or may not include advocacy
- Can be implemented by SKW and/or through the Safe Kids network
- Impact: Outputs, stories from families and the Safe Kids network

### Initiatives

- Includes research, education to families
- May or may not include advocacy
- May or may not include a campaign
- Short-term; potential to be developed into a program or integrated into an existing program
- Can be implemented by SKW and/or through the Safe Kids network
- Impact: Potential measurable outcomes; outputs, stories from families and the Safe Kids network

### Programs

- Includes research, education to families, campaign
- May or may not include advocacy
- Developed with the intention to be longer term with measurable outcomes
- Implemented by SKW and through the Safe Kids network
- Impact: Measurable outcomes, outputs, stories from families and the Safe Kids network

### Safe Kids Impact

- Inputs (investment): Expertise and resources to support Safe Kids activities (e.g., staff, network, lead agencies, volunteers, materials, assets, funding).
- Outputs (numbers): Results of Safe Kids activities (e.g., number reached/engaged, number of educational sessions/events, number of materials/safety devices distributed, number of social actions/impressions, number of network members engaged).
- Outcomes (success): Safe Kids activities contributing to a decrease in unintentional child injury/death; demonstrate value of services (e.g., new knowledge, behavior change, environmental changes, policy changes, better health outcomes, stories from families and the Safe Kids network).