



Society of Practitioners of Health Impact Assessment

## STRATEGIC PLAN 2018 – 2020

**Mission:** SOPHIA is an association of individuals and organizations providing leadership and promoting excellence in the practice of health impact assessment.

**Vision:** SOPHIA will be a leading network of health impact assessment practitioners. By promoting and practicing a thorough and systematic consideration of health in decision making, we work towards achieving better health for all.

### Values:

- **Democracy:** emphasizing the right of people to participate in the formulation of decisions that affect their lives.
- **Equity:** emphasizing the reduction of inequity that results from avoidable differences in health determinants and/or health status within affected populations.
- **Sustainability:** emphasizing that decisions should meet the needs of the present generation without compromising the ability of future generations to meet their own needs.
- **Ethical use of evidence:** emphasizing that transparent and rigorous processes are used to synthesize and interpret evidence, that the best available evidence from different disciplines and methodologies is utilized, that all evidence is valued, and that recommendations are developed impartially.
- **Comprehensive approach to health:** emphasizing that health and disease are determined by a broad range of factors from all aspects of the physical, social and economic environment.

# Strategic Plan 2018 – 2020

<b>Strategic Direction 1: Build capacity of practitioners to consider health impacts</b>			Performance Indicator
			Practitioners indicate they have all the tools and guidance needed to assess health impacts.
<b>Goal 1: Develop HIA tools and guidance</b>			
Activity	Responsible Party	Timeline	Performance Indicators
1.1.1 Maintain working groups on relevant topics to HIA practice	Working Groups Practitioner Workshop Committee	2020	-Working group products are identified as one of the top services of SOPHIA (in annual survey) -Increased participation by members in working groups
<b>Goal 2: Maintain repository of HIA resources</b>			
Activity	Responsible Party	Timeline	Performance Indicators
1.2.1 Maintain online and up-to-date repository of HIA tools, frameworks, navigation, and exemplar HIA reports	Member Services Living Library Committee Webmaster Director	2020	- Increased number of individual page visits to the resource pages on the website (Google analytics) - Increased number of clicks and downloads of website resources (Google analytics)
<b>Goal 3: Maintain and enhance HIA services and support for members</b>			
Activity	Responsible Party	Timeline	Performance Indicators
1.3.1 Support ongoing publication of CHIA (disseminating calls for	CHIA committee	2020	-CHIA publishes annually as expected

submissions, featuring articles in newsletter, etc)			
1.3.2 Host HIA meetings and events	Practitioner Workshop Member Services Ad hoc “Innovation Squad”	2020	-Hosted Practitioner Workshop every 18 months -Hosted at least 1 additional HIA event (regional meeting, Twitter chat, webinar, etc)
1.3.3 Increase use of the Exchange Program (including adaptation, ie virtual meetings)	Member Services	2020	-Increased participation in the Exchange Program
1.3.4 Revive and increase use of Mentoring Program	Member Services	2020	-Increased awareness of and participation in the Mentoring Program (Member Survey)
1.3.5 Offer HIA Trainings	Growth and Partnership	2020	-Offered at least 1 HIA training opportunity per year
1.3.6 Explore HIA licensing and/or certification program options	Growth and Partnership	2019	- SOPHIA has made a decision on offering HIA licensing and/or certification, and has made a recommendation for next steps.
1.3.7 Disseminate resources (via website, affiliates, social media, etc.)	Member Services Growth and Partnership	2020	-Increased number of clicks and downloads for website resources (Google analytics) -Resources are disseminated on affiliates’ websites -Resources are disseminated through social media (Twitter, LinkedIn, etc)
1.3.8 Explore opportunities to support teaching HIA in academic settings	Steering Committee	2019	-SOPHIA has made a decision on how to support teaching HIA in academic settings, and has made a recommendation for next steps.
1.3.9 Increase networking opportunities	Member Services	2020	-Increased networking opportunities offered by at least 1 per year
<b>Goal 4:</b>			

<b>Support the use of HiAP</b>			
Activity	Responsible Party	Timeline	Performance Indicators
1.4.1 Maintain working group on HiAP	HiAP Working Group	2020	-Working group is active and convenes regularly (as defined by group) -Increased participation by members in the working group
1.4.2 Develop HiAP strategy and resources	HiAP Working Group	2020	-Working group has produced a SOPHIA strategy (as the first resource) on HiAP
<b>Strategic Direction 2: Increase the visibility of SOPHIA</b>			Performance Indicator
			SOPHIA is recognized in the U.S. and internationally as an HIA services organization (Meltwater News tracker; bi-annual survey)
<b>Goal 1: Increase the visibility of SOPHIA</b>			
Activity	Responsible Party	Timeline	Performance Indicators
2.1.1 Maintain social media presence	Member Services	2020	-Increased number of Twitter followers and impressions -Increased number of LinkedIn followers and shares -Increased frequency of social media output (posts) -Increased number of contributors
2.1.2 Maintain presence at relevant conferences and meetings	Member Services	2020	-Increased number of conferences attended by members -Increased use of SOPHIA marketing materials (member survey) -Increased number of downloads of the SOPHIA stock slides from the website (Google analytics)

2.1.3 Establish domestic and international organizational affiliates	Growth and Partnerships	2020	-At least 2 domestic and 2 international organizations have joined SOPHIA as affiliates
2.1.4 Members and affiliates reference SOPHIA in their presentations or other communication materials	Growth and Partnerships Member Services Webmaster	2020	-SOPHIA resources are disseminated on affiliates' websites -Increased number of downloads of the SOPHIA stock slides from the website (Google analytics) -Increased website referrals from our affiliates' and partners' websites (Google analytics)
2.1.5 Increase traffic to website	Webmaster	2020	-Increased total sessions (visits) (Google analytics) -Percent of total users to website by countries outside of US (Google analytics)
<b>Strategic Direction 3: Grow SOPHIA's membership</b>			Performance Indicator
			SOPHIA's membership increased by 15% each year.
<b>Goal 1: Increase membership</b>			
<b>Activity</b>	<b>Responsible Party</b>	<b>Timeline</b>	<b>Performance Indicators</b>
3.1.1 Develop and implement recruitment plan	Member Services Steering Committee Growth and Partnership	2020	-Recruitment plan is developed and implemented
3.1.2 Foster State/regional communities of practice	Regional Capacity Building Committee	2020	- Practitioner Workshop is hosted in different regional locations -At least 1 regional meeting (virtual or otherwise) is convened per year

<b>Goal 2: Increase diversity of members</b>			
Activity	Responsible Party	Timeline	Performance Indicators
3.2.1 Develop and implement recruitment plan which takes into account diversity of members	Member Services Steering Committee Growth and Partnership	2020	-Recruitment plan is developed and implemented
3.2.2 Foster international recruitment and membership	Growth and Partnership	2020	-Increased non-US membership -Increased percentage of total users to website by countries outside of US (Google analytics)
<b>Strategic Direction 4: Ensure SOPHIA's sustainability</b>			Performance Indicator
			SOPHIA has enough funding to support 2 years of operation.
<b>Goal 1: Secure sustainable funding</b>			
Activity	Responsible Party	Timeline	Performance Indicators
4.1.1 Develop and implement yearly development plan (i.e. fundraising)	VP of Development Director	2020	-Development plan is developed and implemented
4.1.2 Increase Steering Committee and Director capacity in development	VP of Development Director	2020	-Steering Committee and Director participate in increased number of fundraising activities