

STRATEGIC PLAN 2022 – 2027



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

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 and equity 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.

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Strategic Direction 1: Build capacity of practitioners to consider health impacts			Performance Indicator: Practitioners indicate they are satisfied with the tools and guidance needed to assess health impacts.
Goal 1: Develop HIA tools and guidance			
Activity	Responsible Party	Timeline	Performance Indicators
1.1.1 Maintain working groups on relevant topics to HIA and HiAP practice	Working Group Chairs Steering Committee	Ongoing	<ul style="list-style-type: none"> - Number of active working groups - Number of members engaged in a working group - New products produced from Working Groups
Goal 2: Provide online information hub to other HIA/HiAP resources			
Activity	Responsible Party	Timeline	Performance Indicators
1.2.1 Maintain website linking individuals to HIA and HiAP tools, frameworks, navigation, and example HIA reports	Member Services Coordinator	Semi-annually	<ul style="list-style-type: none"> - 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)
1.2.2 Develop HiAP resources and provide links to other resources	HiAP Working Group	Yearly	<ul style="list-style-type: none"> - Working Group reviews existing SOPHIA HiAP resources at least once a year and updates as needed - Working Group identifies at least one new HiAP resource SOPHIA could produce or share
Goal 3: Maintain and enhance HIA services and support for members			
Activity	Responsible Party	Timeline	Performance Indicators
1.3.1 Support ongoing publication of CHIA (disseminating calls for submissions, featuring articles in newsletter, etc)	CHIA Committee Steering Committee	Yearly, by December 31	<ul style="list-style-type: none"> - CHIA publishes once a year

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1.3.2 Host meetings and events to network, foster a sense of community among SOPHIA members and to share resources and ideas	Member Services	Host 2 meetings per quarter	<ul style="list-style-type: none"> - Offer at least one member-led learning session - Offer one social networking event - Offer at least one Ask the Expert session
1.3.3 Maintain access to the Exchange Program (including adaptation, ie virtual meetings)	Steering Committee	Ongoing	<ul style="list-style-type: none"> - Exchange Program info on website with active contact person
1.3.4 Offer a practitioner workshop to support the professional development of members	Practitioner Workshop Committee	Every 1-2 years	<ul style="list-style-type: none"> - Host one HIA training at PW - Host Practitioner Workshop every 18 months - Practitioner Workshop is hosted in different regional locations, as resources allow
1.3.5 Disseminate resources (via website, affiliates, social media, etc.)	Member Services	Ongoing	<ul style="list-style-type: none"> - Month over month increase in the number of clicks and downloads for website resources (Google analytics) - Resources are disseminated on partner websites - Resources are disseminated through social media (Twitter, LinkedIn, etc)
1.3.6 Exhibit thought leadership in the HIA/HiAP field through identifying and addressing emerging issues and needs, including health equity and SDOH	Member Services Steering Committee	Ongoing	<ul style="list-style-type: none"> - At least two emerging issues identified yearly - Work groups or committees established to address each issue/create a resource - Work group or committees produce a resource, training or other work product within one year

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Goal 4: Support the use of HiAP			
Activity	Responsible Party	Timeline	Performance Indicators
14.1 Maintain working group on HiAP	HiAP Working Group	Yearly	<ul style="list-style-type: none"> - Working group is active and convenes at least once per quarter - Increased participation by members in the working group measured yearly - Working group reports to Steering Committee at least twice a year
1.4.2 Develop HiAP strategy, action plan and disseminate to members and partners	HiAP Working Group Leadership Team Steering Committee	<p>July 2022</p> <p>September 2022</p> <p>October 2022</p>	<ul style="list-style-type: none"> - Working group has drafted a strategy for how SOPHIA becomes more HiAP-centric (v. HIA-specific) as an organization - SOPHIA’s steering and leadership committees finalize the strategy and create action steps - SOPHIA has communicated the organization's explicit focus on HiAP and equity to members and partners
1.4.3 Maintain and cultivate partnerships with external HiAP practitioners and communities groups such as the Association of State and Territorial Health Officials, National Association of County and City Health Officials, as well as others	Coordinator (lead), Steering Committee	Report yearly	<ul style="list-style-type: none"> - Each partner receives at least 4 contacts throughout the year.

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Strategic Direction 2: Provide workforce development throughout the career span			Performance Indicator: SOPHIA is recognized in the U.S. as an HIA/HiAP member service organization (Google Alerts; bi-annual survey)
Goal 1: Engage young professionals and HIA/HiAP students			
Activity	Responsible Party	Timeline	Performance Indicators
2.1.1 Provide opportunities / incentivize student membership and engagement	Member Services	Ongoing	- Recruitment Plan contains student membership/engagement activities
2.1.2 Annual convening with academic partners to discuss student offerings	Steering Committee	Yearly, by December 31	- Convening takes place and reports back to Steering Committee with suggestions for engagement with the academic community
Goal 2: Support current HIA/HiAP workforce and engage professionals from allied professions			
Activity	Responsible Party	Timeline	Performance Indicators
2.2.1 Engage retired or semi-retired professionals to help/support/mentor	Steering Committee	Yearly	- Create a roster of interested individuals - Have one Ask the Expert/webinar with experienced professional
2.2.2 Engage workforce that are not currently working in HIA or using different frameworks (i.e. other professions that address equity)	Growth and Partnerships Committee	Yearly	- Each partner receives at least 4 contacts throughout the year.

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Strategic Direction 3: Grow membership of SOPHIA			Performance Indicator: Grow membership by 15% annually
Goal 1: Increase number and diversity of members			
Activity	Responsible Party	Timeline	Performance Indicators
3.1.1 Develop recruitment plan to grow member numbers and diversity	Member Services	Yearly, by December 31	<ul style="list-style-type: none"> - Recruitment plan is developed - Steering Committee adopts Recruitment Plan
3.1.2 Implement recruitment plan	Member Services Steering Committee	Ongoing	<ul style="list-style-type: none"> - Steering Committee members are engaged in recruitment plan implementation
Goal 2: Increase the visibility of SOPHIA			
Activity	Responsible Party	Timeline	Performance Indicators
3.2.1 Maintain social media presence	Steering Committee Member Services	Ongoing (reported quarterly)	<ul style="list-style-type: none"> - Increased number of Twitter followers and impressions - Increased number of LinkedIn group members - Increased frequency of social media output (posts) - Increased number of Steering Committee contributors
3.2.2 Maintain SOPHIA slide or outreach toolkit for members presenting on their work	Member Services	Ongoing	<ul style="list-style-type: none"> - Use of SOPHIA marketing materials (member survey) - Number of downloads of the SOPHIA stock slides from the website (Google analytics)

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Strategic Direction 4: Ensure SOPHIA’s sustainability			Performance Indicator: SOPHIA creates and implements a development plan
Goal 1: Secure sustainable funding			
Activity	Responsible Party	Timeline	Performance Indicators
4.1.1 Create development plan	Development Committee	Bi-annually	<ul style="list-style-type: none"> - Development committee has at least 3 members and meets regularly - Clearly articulated set of sponsorship/donation benefits updated yearly - Two-year development plan with SMART goals
4.1.2 Implement development plan by pursuing fundraising and development opportunities	Development Committee Steering Committee	Ongoing	<ul style="list-style-type: none"> - Number of ‘touches’ - Number of new contacts/prospects - SOPHIA has funding to support two years of operations