



# SOPHIA Draft Strategic Plan

March 2016

<b>Strategic Direction 1:</b> Provide valuable, high quality resources to build capacity among practitioners		
<b>Goal 1:</b> Establish “Center of Practice”	<b>Key Performance Measures:</b> <ul style="list-style-type: none"> <li>Define “Center of Practice” (Y2)</li> </ul>	
<b>Activity</b>	<b>Responsible Party</b>	<b>Timeline</b>
1.1.1 Define and create framework for “Center of Innovation of Practice” ( <i>supporting SOPHIA working groups, creating opportunities to advance the HIA field</i> )	SOPHIA Steering Committee and Chairs of Working Groups	August 2016
1.1.2 Advance evaluation and monitoring of HIAs ( <i>support national organizations working to conduct evaluation, promote findings from broader national evaluation efforts, assist SOPHIA membership with incorporating evaluation in their HIAs</i> )	SOPHIA Monitoring and Evaluation Workgroup	December 2018
1.1.3 Explore the feasibility of developing and promoting framework for all kinds of HIAs	SOPHIA in collaboration with national partners	December 2019

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<b>Goal 2:</b> Promote HIA Values	<b>Key Performance Measures:</b> <ul style="list-style-type: none"> <li>• SOPHIA is recognized as an authority on equity</li> <li>• HIA values are integrated into all work</li> </ul>	
<b>Activity</b>	<b>Responsible Party</b>	<b>Timeline</b>
1.2.1 Ensure HIA values are integrated into all work	SOPHIA Equity Workgroup	December 2019

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<b>Goal 3:</b> Develop Resource Clearinghouse, making SOPHIA the go-to place for HIA resources	<b>Key Performance Measures:</b> <ul style="list-style-type: none"> <li>• Resource clearinghouse developed and hosted on SOPHIA website (Y2)</li> </ul>	
<b>Activity</b>	<b>Responsible Party</b>	<b>Timeline</b>
1.3.1 Support the development of clearinghouse of HIA tools, roadmap, framework, navigation ( <i>include repository of HIA 101 slide decks</i> )	SOPHIA Living Library Workgroup and National HIA Organizations	August 2016

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<p><b>Goal 4:</b> Maintain and enhance services and support</p>	<p><b>Key Performance Measures:</b></p> <ul style="list-style-type: none"> <li>● Publish one issue of CHIA (Y2)</li> <li>● Great SOPHIA Practitioner Workshop with an international focus (Y2)</li> <li>● Develop exchange program framework and identify at least 2 first exchanges sites (Y3)</li> <li>● At least 10% of SOPHIA members take advantage of mentoring services (Y3)</li> </ul>	
<p><b>Activity</b></p>	<p><b>Responsible Party</b></p>	<p><b>Timeline</b></p>
<p>1.4.1 Publish CHIA</p>	<p>SOPHIA Steering Committee and Indiana University</p>	<p>August 2016 and Ongoing</p>
<p>1.4.2 Lead national/international meetings and multiple workshops</p>	<p>SOPHIA HIA Practitioner Workshop Committee and Member Communications Committee</p>	<p>March 2016 and Ongoing</p>
<p>1.4.3 Develop exchange program between practitioners and practitioner organizations</p>	<p>SOPHIA External Communications Committee</p>	<p>August 2017</p>
<p>1.4.4 Increase use of mentoring services</p>	<p>SOPHIA Mentoring Committee</p>	<p>August 2017 and Ongoing</p>
<p>1.4.5 Teaching and training on HIAs</p>	<p>SOPHIA Steering Committee and Mentoring Committee</p>	<p>March 2016 and Ongoing</p>
<p>1.4.6 Explore the feasibility of developing HIA practitioners licensing and/or certification program</p>	<p>SOPHIA Steering Committee and National HIA Organizations</p>	<p>March 2016</p>
<p>1.4.7 Increase HIA funding opportunities for new practitioners and CHIA</p>	<p>SOPHIA Funding and Sustainability</p>	<p>December 2019</p>
<p>1.4.8 Provide resources (e.g. newsletter)</p>	<p>SOPHIA Member Communications Committee</p>	<p>Ongoing</p>

**Strategic Direction 2:**

Increase the visibility of SOPHIA

**Goal 1:**

By 2020, SOPHIA (and the SOPHIA “brand”) will be recognized globally as being the main supporter of HIA practice in North America and internationally, supporting the growth of our membership and our activities.

**Key Performance Measures:**

- Develop and advertise new SOPHIA logo by 2016 (Y2)
- Include branding on all SOPHIA products and materials by 2015 and onwards (Y2)
- Have a prominent presence at key conferences (National Meeting; HIA Practitioner Workshop, APHA, APA, IAIA) (Y2)
- Complete plan for improving social media presence (Y2)

**Activity****Responsible Party****Timeline**

2.1.1 Develop and place a new SOPHIA Logo on all SOPHIA products

Member Communications Committee

August 2016

2.1.2 Post on our LinkedIn account once per week to improve LinkedIn presence

Member Communications Committee

August 2016

2.1.3 Have a prominent presence at the National HIA Meeting and HIA Practitioners Workshop (Keynote address, logo on conference materials, social event, table for SOPHIA information and registration) and a presence at APHA, APA and IAIA conferences (representative present, shared booth to make available registration, pamphlets, social event)

Member Communications Committee + SC members + SOPHIA members

August 2016 and Ongoing

2.1.4 Identify HIA supporting organizations (e.g. HIP, NNPHI, BlueCross Blue Shield of Minnesota, IAIA - Health Chapter) and place web link to

Member Communications Committee and/or External Communications Committee

August 2016

SOPHIA on their site.		
2.1.5 Develop and advertise a stock slide deck describing SOPHIA's role in the field and opportunities for involvement for use in HIA 101 and other presentations.	Director	August 2016
2.1.6 Develop a plan that aims to improve our social media presence	Member Communications Committee	August 2016

<b>Strategic Direction 3:</b> Grow SOPHIA's Membership		
<b>Goal 1:</b> By 2020, SOPHIA's membership will increase by 100% and reflect the diversity of HIA practice, resulting in a connected membership base that is equipped to improve the consideration of health in decision-making through the use of HIA.	<b>Key Performance Measures:</b> <ul style="list-style-type: none"> <li>• Membership has grown by 100% in 5 years, with 10% of overall members being non-US members (25% by the end of Y2)</li> <li>• Secure at least 25 new members from key conferences (National Meeting; HIA Practitioner Workshop, APHA, APA, IAIA) (Y2)</li> <li>• Have SOPHIA presence at one non-US meeting or conference (Y2)</li> <li>• Complete plan for supporting regional networks (Y2)</li> </ul>	
<b>Activity</b>	<b>Responsible Party</b>	<b>Timeline</b>
3.1.1 Provide onsite membership sign-up opportunities at at least two key conferences annually (e.g., National HIA meeting)	Member Communications Committee + SC members + SOPHIA members	August 2016 and Ongoing
3.1.2 Have a SOPHIA presence at, and recruit members from, at least one international HIA conference annually (e.g., the IAIA conference)	Member Communications Committee (to begin conversations regarding responsibility for conferences and membership growth) + SOPHIA members	August 2016 and Ongoing

3.1.3 Develop and implement a plan for how SOPHIA can best support regional HIA networks	Regional capacity building workgroup + SC members	August 2016 and Ongoing
3.1.4 Use existing international networks—such as newsletters, forums, and existing international partnerships—for communication to activate and drive growth a 25% growth in the international membership base	International partners with Member Communications Committee and Development Committee	December 2016
3.1.5 Secure commitment from at least 3 national and international funders of the HIA field to promote SOPHIA membership to their grantees and applicants	External Communications Committee	June 2016
3.1.6 Capitalize on SOPHIA's participation in strategic non-health conferences (e.g., APA) to increase membership	Member Communications Committee (to begin conversations regarding responsibility for conferences and membership growth)	August 2016 and Ongoing
3.1.7 Define the dimensions of diversity SOPHIA would like to achieve in its membership base, and develop targeted membership recruitment strategies to achieve this diversity	To be determined: options include a new committee on member recruitment, the Development Committee, or SC members	December 2016
3.1.8 Strengthen SOPHIA's use of social media platforms to drive membership, including posting at least 3 times each month to the SOPHIA LinkedIn page	Member Communications Committee with support from Development Committee	March 2016 and Ongoing

**Strategic Direction 4:**

Ensure SOPHIA's Sustainability

<p><b>Goal 1:</b> SOPHIA has a funding model for sustainability</p>	<p><b>Key Performance Measures:</b></p> <ul style="list-style-type: none"> <li>• All members are paid and engaged (Y2)</li> <li>• SOPHIA has 1 FTE (Y2)</li> <li>• Implement Development Plan (Y2)</li> </ul>	
<b>Activity</b>	<b>Responsible Party</b>	<b>Timeline</b>
4.1.1 Implement Development Plan	Director and Development Committee	August 2016 and Ongoing
4.1.2 Increase staff/steering committee capacity in development	Director; Steering Committee; Members with experience in Development	August 2016
4.1.3 Convene active development committee	Director and Steering Committee	August 2016
4.1.4 Include development in position description for next Steering Committee	Steering Committee	July 2016
4.1.5 Development intern	Director	January 2017