

Iberia Comprehensive Community Health Center, Inc.

Chapter 1.1.2 Administration	Title: Health Center Advocacy Plan	
Date signed:	Date Revised:	Date 2nd Revision:
CEO Signature	BOD President Signature	

I. Purpose: To make Advocacy an Organizational Priority

II. Overarching goal: to make advocacy a known organizational priority, creating a culture of advocacy across the board and staff, and institutionalizing advocacy as a part of all elements of health center work and operations.

III. Plan:

- a. **Board Resolution:** Pass a health center board resolution with express commitment to making advocacy an organizational priority, including specific goals for engagement, performance, and outcomes.
- b. **Strategic Plan:** Incorporate long range advocacy goals as part of the health center strategic plan.
- c. **Data Analysis:** Complete data analyses that show the impact of potential or proposed changes to the Health Center Program. This is invaluable both for your ability to plan internally, as well as make the case to elected officials at all levels of government. Health Center leadership and board members should be involved in this process to 1) complete the analyses annually; and 2) devise a plan for how to use and share this information both internally and externally.
- d. **Advocacy Committee:** Create a standing Advocacy Committee composed of Board and Staff members tasked with driving advocacy initiatives across the organization
 - Establish schedule and timeline for recurring meetings.
- e. **Human Resources function in relation to Advocacy:** Board approved HR Policies as related to advocacy participation and initiatives at the health center:
 - **On boarding New & Existing Staff:**
 1. HR has a process/policy for on boarding new health center staff into the culture of advocacy at the health center including the option to sign up as a health center advocate and basic information on importance of and what that participation will entail.
 2. Leadership sends communication to all existing health center staff explaining the importance of advocacy, providing the option to sign up as health center advocates and outlining any HR/Health Center policies regarding advocacy and advocacy participation.
 3. Provide opportunity for all staff to become health center advocates, either by self-selection, or auto enrollment with the opportunity to opt out at any time.

- **Statement of non-partisanship:** Health Center will publicly post or otherwise issue a statement of non-partisanship.
 - **Social media policy:** Health Center has a clear organizational policy on social media, for both administrators and staff using social media personally as it relates to the work and advocacy they do at the health center.
 - **Staff activities during election season:** Health Center has an established organization policy for staff conduct and engagement in campaign activities as staff members vs. citizens to provide clarity and clear boundaries.
- f. **Board & Staff Meetings:** Advocacy will be incorporate as a standing item as part of all staff and board meetings.
- g. **Staff Responsibilities (CEO & Others):**
- Establish basic expectations for how the CEO should lead the organization in making advocacy an organizational priority, including identifying other staff to help support advocacy.
 - Designate at least one staff other than the CEO to serve as the Advocacy Coordinator for the Health Center who will be responsible for communicating with NACHC, the Health Center Advocacy Network, and the PCA, communicating current Action Alerts from NACHC and the PCA to the organization.
 - The Advocacy Coordinator, Intake Workers, Prescription Assistance Program Workers, and Certified Application Counselors (CACs) are responsible for actively engaging members of the community in promoting the organization’s mission, services provided, and encourage community members to become advocates of the health center.

IV. Operationalize Advocacy – Overarching Goal: to establish clear advocacy procedures, protocols and expectations as a part of all health center operations so that all staff are not only aware of advocacy as an ongoing priority, but how advocacy fits into and bellows with all elements of health center scope, operations and core culture.

- a. **Leadership Models the Way:** leadership will serve as a key model and provide endorsement of advocacy as an organizational priority in the following ways; 1) enforcing advocacy as a standing agenda item for all staff meetings, 2) allowing time and encouraging staff to take action when asked to do so by NACHC or the PCA, 3) recognizing staff (and others) that make significant contributions to advocacy programming and success, 4) publicly and repetitively speak to their commitment to and own action on advocacy and the role others can and should play in advocacy at the health center.
- b. **Staff Engagement:** establish clear expectations for how staff can and should engage in health center advocacy as advocates, including but not limited to; 1) signing up as advocates, 2) how to, and the importance of taking action as well as the rules for doing so, 3) raise awareness about advocacy tools and platforms to advocate (advocacy platform, social media etc.).
- c. **Training Opportunities:** Establish regular opportunities for onsite and virtual (webinar) advocacy training, either by working with NACHC/PCA or enabling staff to become trained and train the trainer.

- d. **Responding to Calls to Action:** Establish a clear plan for activating staff on to calls to action including; 1) notifications/communication from leadership, 2) follow up, 3) reporting back on response rates and outcome.
 - e. **Using Technology for Advocacy – Social Media Policies**
 - f. **Recruiting Plan(s):** Establish an advocate recruiting plan including; timelines, necessary resources & materials, key staff, and goals.
 - g. **Clear Goals & Expectations:** Establish clear goals for benchmark work on the following; 1) response rates to calls to action - work with NACHC/PCA to track responses when able and/or designate leads on staff to track activities, 2) NHCW events & participation, 3) visits by elected officials, 4) number of advocacy trainings, 5) number of media placements/measurable visibility, 6) advocacy network growth, 7) engaging community partners.
- V. Engaging the Community in Advocacy – Overarching Goal:** to educate and engage the community stakeholders in health center advocacy initiatives, events, and specific actions to support the operations and vital role the health center plays in the community.
- a. **Patients:** Establish a clear plan and goals for how to educate and engage patients in advocacy initiatives, including; 1) the creation of basic education materials and simple advocate sign up forms, 2) process and procedure for how to offer patients an opportunity to get more involved and sign up as an advocate (*i.e.: as part of the health center intake process*), 3) establish a plan to continually engage this network work of advocates, 4) set clear recruiting goals to build the patient advocate network.
 - b. **Partners:** Establish the following items to support engagement by community partners in health center advocacy efforts; 1) create a list of possible partners to approach as advocacy specific partners, 2) identify appropriate spokespeople at the health center to begin/introduce the conversation, 3) determine what specific actions or type of support you would like them to take as advocacy partners, 4) establish clear goals and timelines for how the health center will measure success and effectiveness in these partnerships.
 - c. **Influencers:** Establish the following items to support engagement by influencers in community in health center advocacy efforts; 1) create a list of possible influencers to approach as advocacy specific partners (*i.e.: conduct a relationship inventory among board members, senior staff, providers etc.*), 2) identify appropriate spokespeople at the health center to begin/introduce the conversation, 3) determine what specific actions or type of support you would like them to take as advocacy influencers, 4) establish clear goals and timelines for how the health center will measure success and effectiveness in these partnerships.
 - d. **Media:** Establish the following items to support engagement with the media in health center advocacy efforts; 1) create a list of media outlets to approach and develop relationships with, 2) identify appropriate spokespeople at the health center to begin/introduce/lead the conversation, 3) begin basic education and/or extend invitations to visit the health center and all appropriate future events, 4) establish clear goals and timelines for how the health center will measure success and effectiveness in these relationships.
 - e. **Elected Officials:** Establish the following items to support relationship building/maintenance with elected officials for the health center; 1) create a list of elected officials and corresponding relationships (*i.e.: conduct a relationship inventory among board members,*

senior staff, providers etc.), 2) identify appropriate individuals at the health center to ensure foundational education about the HC, and cultivate a supportive relationship, 3) determine what specific actions or type of support you would like from your elected officials, 4) establish clear goals and timelines for how the health center will measure success and effectiveness in these relationships.

VI. National Health Center Week & Observances – Overarching Goal: leverage National Health Center Week (NHCW) and other observances to maximize opportunity to raise awareness and visibility about the success, effectiveness, role and importance of the health center in the community.

- a. **Staffing:** Identify key staff, board and volunteers that will lead efforts to coordinate NHCW activities at the health center.
- b. **Plans & Resources:** Create a list of existing and needed resources to plan and execute successful NHCW activities and begin the creation of supporting plan and timeline for these activities.
- c. **Goals & Expectations:** Establish clear goals and expectations to measure success and benchmark planned activities.

VII. Reporting, Revisions & Status Updates – Overarching Goal: to ensure advocacy work and initiatives are appropriately tracked and reported to leadership, staff and board, with built in opportunities to revise plans as necessary in order to maximize success and effectiveness.

- a. **Benchmarking:** Set a timeline of opportunity to evaluate progress, effectiveness and success, including specific goals for categories of advocacy work (i.e.: advocate recruiting, media placement, identification of health center Key Contacts, visits with elected officials etc.).
- b. **Reporting:** Determine the frequency, respective audiences, and point person(s) for reporting back on progress and success relative to advocacy work/plans.
- c. **Recognition:** Establish a plan to and the ways in which you will recognize key advocates, supporters, volunteers etc. as well as any resources needed to do so.
- d. **Celebration:** Identify at least one opportunity (perhaps NHCW) to celebrate contributions to, the success of, and the progress made in making advocacy an organizational priority, and creating a true culture of advocacy at the health center.

Iberia Comprehensive Community Health Center, Inc.

Chapter <p style="text-align: center;">1.1.3 Administration</p>	Title: <p style="text-align: center;">Health Center Advocacy Plan Action Items and Timelines</p>
CEO Signature	BOD President Signature

Actions:

- 1) Board Resolution:** Pass a health center board resolution with express commitment to making advocacy an organizational priority, including specific goals for engagement, performance, and outcomes.
TimeLine: _____
Outcome: _____
- 2) Strategic Plan:** Incorporate long range advocacy goals as part of the health center strategic plan.
TimeLine: _____
Outcome: _____
- 3) Data Analysis:** Complete data analyses that show the impact of potential or proposed changes to the Health Center Program. This is invaluable both for your ability to plan internally, as well as make the case to elected officials at all levels of government. Health Center leadership and board members should be involved in this process to 1) complete the analyses annually; and 2) devise a plan for how to use and share this information both internally and externally.
TimeLine: _____
Outcome: _____
- 4) Advocacy Committee:** Create a standing Advocacy Committee composed of Board and Staff members tasked with driving advocacy initiatives across the organization and establish schedule and timeline for recurring meetings.
TimeLine: _____
Outcome: _____
- 5) Human Resources function in relation to Advocacy:** Board approved HR Policies as related to advocacy participation and initiatives at the health center:
TimeLine: _____
Outcome: _____
- 6) On boarding New & Existing Staff:**
TimeLine: _____
Outcome: _____

7) HR has a process/policy for on boarding new health center staff into the culture of advocacy at the health center including the option to sign up as a health center advocate and basic information on importance of and what that participation will entail.

TimeLine: _____

Outcome: _____

8) Leadership sends communication to all existing health center staff explaining the importance of advocacy, providing the option to sign up as health center advocates and outlining any HR/Health Center policies regarding advocacy and advocacy participation.

TimeLine: _____

Outcome: _____

9) Provide opportunity for all staff to become health center advocates, either by self-selection, or auto enrollment with the opportunity to opt out at any time.

TimeLine: _____

Outcome: _____

10) Statement of non-partisanship: Health Center will publicly post or otherwise issue a statement of non-partisanship.

TimeLine: _____

Outcome: _____

11) Social media policy: Health Center has a clear organizational policy on social media, for both administrators and staff using social media personally as it relates to the work and advocacy they do at the health center.

TimeLine: _____

Outcome: _____

12) Staff activities during election season: Health Center has an established organization policy for staff conduct and engagement in campaign activities as staff members vs. citizens to provide clarity and clear boundaries.

TimeLine: _____

Outcome: _____

13) Board & Staff Meetings: Advocacy will be incorporate as a standing item as part of all staff and board meetings.

TimeLine: _____

Outcome: _____

14) Staff Responsibilities (CEO & Others):

TimeLine: _____

Outcome: _____

15) Establish basic expectations for how the CEO should lead the organization in making advocacy an organizational priority, including identifying other staff to help support advocacy.

TimeLine: _____

Outcome: _____

16) Designate at least one staff other than the CEO to serve as the Advocacy Coordinator for the Health Center who will be responsible for communicating with NACHC, the Health Center Advocacy Network, and the PCA, communicating current Action Alerts from NACHC and the PCA to the organization.

TimeLine: _____

Outcome: _____

17) The Advocacy Coordinator, Intake Workers, Prescription Assistance Program Workers, and Certified Application Counselors (CACs) are responsible for actively engaging members of the community in promoting the organization's mission, services provided, and encourage community members to become advocates of the health center.

TimeLine: _____

Outcome: _____

18) Operationalize Advocacy – Overarching Goal: to establish clear advocacy procedures, protocols and expectations as a part of all health center operations so that all staff are not only aware of advocacy as an ongoing priority, but how advocacy fits into and bellows with all elements of health center scope, operations and core culture.

TimeLine: _____

Outcome: _____

19) Leadership Models the Way: leadership will serve as a key model and provide endorsement of advocacy as an organizational priority in the following ways; 1) enforcing advocacy as a standing agenda item for all staff meetings, 2) allowing time and encouraging staff to take action when asked to do so by NACHC or the PCA, 3) recognizing staff (and others) that make significant contributions to advocacy programming and success, 4) publicly and repetitively speak to their commitment to and own action on advocacy and the role others can and should play in advocacy at the health center.

TimeLine: _____

Outcome: _____

20) Staff Engagement: establish clear expectations for how staff can and should engage in health center advocacy as advocates, including but not limited to; 1) signing up as advocates, 2) how to, and the importance of taking action as well as the rules for doing so, 3) raise awareness about advocacy tools and platforms to advocate (advocacy platform, social media etc.).

TimeLine: _____

Outcome: _____

21) Training Opportunities: Establish regular opportunities for onsite and virtual (webinar) advocacy training, either by working with NACHC/PCA or enabling staff to become trained and train the trainer.

TimeLine: _____

Outcome: _____

22) Responding to Calls to Action: Establish a clear plan for activating staff on to calls to action including; 1) notifications/communication from leadership, 2) follow up, 3) reporting back on response rates and outcome.

TimeLine: _____

Outcome: _____

23) Using Technology for Advocacy – Social Media Policies

TimeLine: _____

Outcome: _____

24) Recruiting Plan(s): Establish an advocate recruiting plan including; timelines, necessary resources & materials, key staff, and goals.

TimeLine: _____

Outcome: _____

25) Clear Goals & Expectations: Establish clear goals for benchmark work on the following; 1) response rates to calls to action - work with NACHC/PCA to track responses when able and/or designate leads on staff to track activities, 2) NHCW events & participation, 3) visits by elected officials, 4) number of advocacy trainings, 5) number of media placements/measurable visibility, 6) advocacy network growth, 7) engaging community partners.

TimeLine: _____

Outcome: _____

26) Engaging the Community in Advocacy – Overarching Goal: to educate and engage the community stakeholders in health center advocacy initiatives, events, and specific actions to support the operations and vital role the health center plays in the community.

TimeLine: _____

Outcome: _____

27) Patients: Establish a clear plan and goals for how to educate and engage patients in advocacy initiatives, including; 1) the creation of basic education materials and simple advocate sign up forms, 2) process and procedure for how to offer patients an opportunity to get more involved and sign up as an advocate (i.e.: as part of the health center intake process), 3) establish a plan to continually engage this network work of advocates, 4) set clear recruiting goals to build the patient advocate network.

TimeLine: _____

Outcome: _____

28) Partners: Establish the following items to support engagement by community partners in health center advocacy efforts; 1) create a list of possible partners to approach as advocacy specific partners, 2) identify appropriate spokespeople at the health center to begin/introduce the conversation, 3) determine what specific actions or type of support you would like them to take as advocacy partners, 4) establish clear goals and timelines for how the health center will measure success and effectiveness in these partnerships.

TimeLine: _____

Outcome: _____

29) Influencers: Establish the following items to support engagement by influencers in community in health center advocacy efforts; 1) create a list of possible influencers to approach as advocacy specific partners (i.e.: conduct a relationship inventory among board members, senior staff, providers etc.), 2) identify appropriate spokespeople at the health center to begin/introduce the conversation, 3) determine what specific actions or type of support you would like them to take as advocacy influencers, 4) establish clear goals and timelines for how the health center will measure success and effectiveness in these partnerships.

TimeLine: _____

Outcome: _____

30) Media: Establish the following items to support engagement with the media in health center advocacy efforts; 1) create a list of media outlets to approach and develop relationships with, 2) identify appropriate spokespeople at the health center to begin/introduce/lead the conversation, 3) begin basic education and/or extend invitations to visit the health center and all appropriate future events, 4) establish clear goals and timelines for how the health center will measure success and effectiveness in these relationships.

TimeLine: _____

Outcome: _____

31) Elected Officials: Establish the following items to support relationship building/maintenance with elected officials for the health center; 1) create a list of elected officials and corresponding relationships (i.e.: conduct a relationship inventory among board members, senior staff, providers etc.), 2) identify appropriate individuals at the health center to ensure foundational education about the HC, and cultivate a supportive relationship, 3) determine what specific actions or type of support you would like from your elected officials, 4) establish clear goals and timelines for how the health center will measure success and effectiveness in these relationships.

TimeLine: _____

Outcome: _____

32) National Health Center Week & Observances – Overarching Goal: leverage National Health Center Week (NHCW) and other observances to maximize opportunity to raise awareness and visibility about the success, effectiveness, role and importance of the health center in the community.

TimeLine: _____

Outcome: _____

33) Staffing: Identify key staff, board and volunteers that will lead efforts to coordinate NHCW activities at the health center.

TimeLine: _____

Outcome: _____

34) Plans & Resources: Create a list of existing and needed resources to plan and execute successful NHCW activities and begin the creation of supporting plan and timeline for these activities.

TimeLine: _____

Outcome: _____

35) Goals & Expectations: Establish clear goals and expectations to measure success and benchmark planned activities.

TimeLine: _____

Outcome: _____

36) Reporting, Revisions & Status Updates – Overarching Goal: to ensure advocacy work and initiatives are appropriately tracked and reported to leadership, staff and board, with built in opportunities to revise plans as necessary in order to maximize success and effectiveness.

TimeLine: _____

Outcome: _____

37) Benchmarking: Set a timeline of opportunity to evaluate progress, effectiveness and success, including specific goals for categories of advocacy work (i.e.: advocate recruiting, media placement, identification of health center Key Contacts, visits with elected officials etc.).

TimeLine: _____

Outcome: _____

38) Reporting: Determine the frequency, respective audiences, and point person(s) for reporting back on progress and success relative to advocacy work/plans.

TimeLine: _____

Outcome: _____

39) Recognition: Establish a plan to and the ways in which you will recognize key advocates, supporters, volunteers etc. as well as any resources needed to do so.

TimeLine: _____

Outcome: _____

40) Celebration: Identify at least one opportunity (perhaps NHCW) to celebrate contributions to, the success of, and the progress made in making advocacy an organizational priority, and creating a true culture of advocacy at the health center.

TimeLine: _____

Outcome: _____