



## BU Wellness Network Strategic Plan -- FY2021 – FY2024

The objective of the strategic planning process is to position BU for long-term *relevance, impact, and sustainability*. These three key terms are described as follows:

**Relevance:** the ability to identify and respond to emerging high priority needs within BU's priority populations.

**Impact:** the ability to produce quality outcomes that advance BU's mission.

**Sustainability:** the ability to create mission impact while maintaining financial sustainability.

The long-term strategic plan for BU is based on a few key assumptions:

- BU is committed to looking for opportunities for strategic growth by expanding its current mission.
- The HIV landscape is changing. People living with HIV are able to manage the disease differently than they have in the past. As a result, providers are now treating patients for a variety of other comorbidities.
- BU's ability to serve Black people is unparalleled, therefore, it is uniquely positioned to positively impact the lives of Black people not only in Indianapolis, but statewide.
- BU may face difficult program and resource decisions in order to maintain the balance between strategic growth and sustainability.

### The Strategic Questions the Process Sought to Answer

1. Impact – What is our vision for the Black communities we serve?
2. Financial Sustainability/Growth – In what ways should BU adjust its business model to meet its vision? How does BU grow its resources beyond grant funding?
3. External Environment – How do we adapt to changes in the HIV and health landscape and respond to the emerging high priority needs within our service area?
4. Expansion – How do we expand beyond central Indiana? What services do we provide statewide?
5. Staffing – What is the ideal staffing structure to best serve the community? How do we attract and retain solid talent? What is the appropriate leadership structure?

6. Governance – What role does the Board play as we strive to fulfill our mission? What is the ideal composition of the BU Board to advance BU’s strategic priorities?
7. Should BU consider moving toward an FQHC or FQHC-look alike, or should it stay in the CBO space?

### **Core Values**

- Advocate – We will advocate for the resources needed to serve Black communities in Indianapolis.
- Wellness – We will raise awareness about the holistic needs of Black people.
- Education – We are committed to education and reducing stigmas by correcting misinformation and contradicting negative attitudes.
- Intersectionality – We will recognize that identities such as race, gender, and sexual orientation create overlapping and interdependent systems of discrimination or disadvantage and will seek to elevate the voices of Black people in Indianapolis.
- Equity – We will work to address systemic barriers that negatively impact Black communities.
- Excellence – We will be the best at what we do.

### **Vision Statement**

BU envisions a world where...

- Black people in Indiana have comprehensive access and improved health outcomes.
- The community recognizes BU as the expert, first point of contact for Black health and wellness and looks to BU for thought leadership.
- The health services BU provides combats racial inequities.

### **Mission Statement**

To enhance the health and wellness of Black communities in Indiana.

## FY2021 – FY2024 Goals and Strategies

GOALS		STRATEGIES
The accomplishments we seek to achieve		the activities that seek to help us achieve accomplishments
<b>PROGRAMS</b>	Implement signature programs and health education that address health disparities beyond HIV.	<ul style="list-style-type: none"> <li>Expand the types of services provided to our community including mental health referrals, STI screenings, nutritional support, etc.</li> <li>Implement evidence-based programming related to hypertension and diabetes.</li> <li>Expand programming to communities beyond Marion County and address access barriers.</li> <li>Expand BU’s capacity to provide telehealth.</li> <li>Leverage the Mobile Unit by expanding services offered and hours of operation.</li> </ul>
<b>VISIBILITY</b>	Expand BU’s visibility and brand – locally and statewide – as an expert in servicing Black communities by addressing HIV-related and other chronic diseases.	<ul style="list-style-type: none"> <li>Implement a marketing campaign that expands BU’s brand as a professional and comprehensive wellness organization with a unique expertise in serving Black communities state-wide.</li> <li>Increase BU’s visibility at all major policy, advocacy, corporate, and philanthropic “tables”.</li> <li>Collaborate with national organizations that are aligned with BU’s major service areas.</li> <li>Become a national thought leader on issues related to BU’s mission.</li> </ul>
<b>INFRASTRUCTURE</b> ○ Staffing ○ Governance	<p>Enhance BU’s staff capacity – elevate the expertise and capabilities of staff.</p> <p>Develop the Board into a high-value asset for BU.</p>	<p><b>STAFF</b></p> <ul style="list-style-type: none"> <li>Expand and deepen the capacity of BU’s leadership team by adding a Director of Development, a Director of Operations, and a Director of Prevention Services.</li> <li>Enhance the staff’s ability to be BU ambassadors, thought leaders, and subject matter experts.</li> <li>Elevate staff’s business acumen and nonprofit management expertise.</li> </ul> <p><b>GOVERNANCE</b></p> <ul style="list-style-type: none"> <li>Diversify the Board, ensuring that it has the right mix of skills, experience, and commitment to BU’s vision and mission.</li> <li>Implement structures that deepen Board engagement and involvement in BU.</li> <li>Continue to deepen the relationship between the Board and the Executive Director.</li> <li>Implement structured, regular, and effective Board development practices.</li> </ul>
<b>FINANCIAL GROWTH AND SUSTAINABILITY</b>	Expand and Diversify BU’s revenue.	<ul style="list-style-type: none"> <li>Develop and implement a sustainability plan and fundraising strategy to expand BU’s programs and operations; including expansion beyond HIV-related programs.</li> <li>Deepen processes related to donor stewardship and communication.</li> </ul>