



2022 – 2025

STRATEGIC PLAN

INTRODUCTION

In 2022, the Virginia Neonatal Perinatal Collaborative (VNPC) engaged an outside consultant to conduct interviews and qualitative surveys to develop a strategic plan to ensure we understand what the Commonwealth needs VNPC to be. The results of this community engagement identified four strategic priorities that health care providers, vested supporters, and community partners want VNPC to focus on in the next three years: (1) respectful care, (2) community, (3) data, and (4) communication. This strategic plan ensures each priority is woven throughout all of our work moving forward.

STRATEGIC PRIORITIES

Strategic Priority #1: Respectful Care

Ensure all pregnant and parenting people and families receive quality care reflective of their needs and desires before, during, and after pregnancy.

We know that disparities across race, socioeconomic status, and geography are major factors that impact the experience of pregnant and parenting people, babies, and their families. As we engaged with our vested supporters from across the state, we recognized one of the primary ways to increase respectful care is by increasing access to quality care. Our vested supporters reinforced that access is not only limited by finances or logistics but also cultural differences. VNPC is committed to promoting respectful care by understanding the barriers to access for those most affected by disparate perinatal health outcomes. We will work with these groups, care providers, and communities to identify interventions and initiatives that will reduce and eliminate barriers to the best and most appropriate healthcare.

Strategic Priority #2: Communities

Strengthen relationships and build trust to engage diverse communities, that reflect the pregnant/parenting populations, in the work of the Collaborative.

VNPC is a statewide organization that values community. As our foundation settles, we want to make sure that our community, including health care providers, nurses, ancillary medical staff, payers, hospital administrators, and most importantly, families, is engaged with us and experiences a sense of belonging and purpose in the work we do. Additionally, we know members of our community have experienced decades of harm through the U.S. medical system. VNPC is committed to rebuilding these relationships and trust because as the quote says, “it takes a village to raise a child.” We are

committed to making sure our community has the resources and information needed to ensure that every pregnant person has the best possible perinatal care and every infant cared for in Virginia has the best possible start to life.

Strategic Priority #3: Data

Increase access, understanding, and utilization of perinatal and infant care data.

One of the primary tools we have is data. This data includes evidence-based perinatal interventions, perinatal and infant experts, live and up-to-date hospital dashboard, and much more. If anyone in Virginia is interested in understanding what is happening around perinatal care, we want them to look to us first. We want to ensure that we continue to utilize data to drive our initiatives, identify and address perinatal needs, and measure and celebrate success. We know the data we collect and disseminate now can be a pathway to securing the resources and support needed to make lasting changes in the way we care for pregnant people and babies.

Strategic Priority #4: Communication

Share a vision of success that mobilizes our community to action and change.

While Perinatal Quality Collaboratives (PQCs) are not a new concept, through community engagement we recognize the need to continue to communicate what VNPC is, the goals of our collaborative, and the work we do. Over the past few years, we have spent a significant amount of time and attention on getting our foundation settled. Now that we have that foundation, we want to make sure anyone who wants to engage in this work is able to do so. We are committed to maintaining communication with our community and beyond. We will articulate our purpose as outlined by our charter goals, the work we are currently doing, and ways for others to engage in this work. We will be mindful of the way we communicate so all vested supporters can access information. We will continue to build relationships so there will be many ambassadors of high-quality perinatal care implementing small changes across the state.

With our strategic priorities established, we have identified the following goals to include intended community impact, strategies, and outcomes.

IMPACTS, GOALS, STRATEGIES & OUTCOMES

Goal #1: Build and strengthen the capacity of PQCs to improve the quality of perinatal care statewide

Goal 1 Impact: Virginian's have the best possible start to life.

Strategy	Outcomes of Strategies
<ol style="list-style-type: none">1. Increase number of facilities statewide participating in initiatives to improve perinatal outcomes2. Support facilities to implement QI initiatives3. Increase opportunities for pregnant and parenting people and families to influence and engage in QI initiatives4. Build partnerships and conduct outreach and dissemination of QI results	<ul style="list-style-type: none">• People and families have more options for quality perinatal care• More people are receiving quality perinatal care• Facilities have access to effective interventions to improve perinatal care• More facilities are implementing QI initiatives

Goal #2: Build and strengthen data systems to improve identification and documentation of successes and barriers to optimal perinatal and infant health outcomes

Goal 2 Impact: All regions of Virginia will have access to the expertise, resources, and data to increase the quality of care for pregnant people and infants.

Strategy	Outcomes
<ol style="list-style-type: none">1. Provide training to hospitals and providers on how to use the maternal health dashboard to identify areas of opportunity within the populations they serve2. Identify ways to support hospitals to increase ease around data collection and dissemination3. Increase understanding of what data is relevant to different providers, vested supporters, and policy makers to improve advocacy	<ul style="list-style-type: none">• Virginia has a reliable source of maternal and infant health data• Facilities and providers provide consistent, up to date data on maternal and infant health• Quality improvement initiatives are easier to track and assess• Virginia-specific maternal and infant health data is utilized to inform policy change

Goal #3: Invest in education and relationship building to reduce barriers and increase access to quality care

Goal 3 Impact: Reduction in bias and barriers resulting in increased access and improved quality of care for pregnant and parenting people and families

Strategy	Outcomes
<ol style="list-style-type: none"> 1. Establish a VNPC infrastructure that is representative of communities across the Commonwealth 2. Offer training, education, and tools that can be utilized to reduce bias and increase respectful care in healthcare/health systems 3. Support advocacy for policy changes that align with VNPC initiatives and reduce barriers to access for pregnant and parenting people and families 	<ul style="list-style-type: none"> • Stronger relationships between perinatal facilities/providers and pregnant and parenting people and families • Increase in culturally appropriate/responsive interventions and care • More families can navigate perinatal healthcare • Families have more access to quality perinatal care

Goal #4: Communicate the impact of PQC's to increase collaboration on perinatal initiatives and interventions

Goals 3 & 4 Impact: Interventions will be evidence-based and adopted through communities, vested supporters, partners, and organizations collectively working together to decrease barriers and improve health outcomes for pregnant and parenting people and babies.

Strategy	Outcomes
<ol style="list-style-type: none"> 1. Host annual summits that highlight progress, successes, and lessons learned from projects 2. Develop a communication and dissemination plan 3. Provide opportunities for community members to learn about and engage in VNPC work 4. Increase number of published works from VNPC and its members 	<ul style="list-style-type: none"> • More people will be engaged in improving perinatal care • Perinatal initiatives and interventions are community- and/or person-centered • Perinatal providers have more access to Virginia-specific interventions and data

Goal #5: Solidify VNPC as the preferred partner in perinatal healthcare

Goal 5 Impact: VNPC is well positioned to lead the state efforts to improve perinatal healthcare

Strategy	Outcomes
<ol style="list-style-type: none">1. Identify and share a consistent, yet nimble, vision of success for VNPC goals2. Diversify funding streams3. Establish a succession plan for staff and key members of the VNPC4. Develop and implement a decision-making process that allows for a nimble response to evolving external circumstances	<ul style="list-style-type: none">• Increase in community partners and facilities participating in QI initiatives and other interventions• VNPC infrastructure is able to efficiently decide on future interventions and initiatives• Increased ability for VNPC to respond to community perinatal needs• VNPC has the leadership needed to sustainably and effectively address barriers and challenges impacting maternal and infant health outcomes