

Health & Wellness Coalition of Wichita

# Strategic Thinking & Doing Plans for 2023-2024

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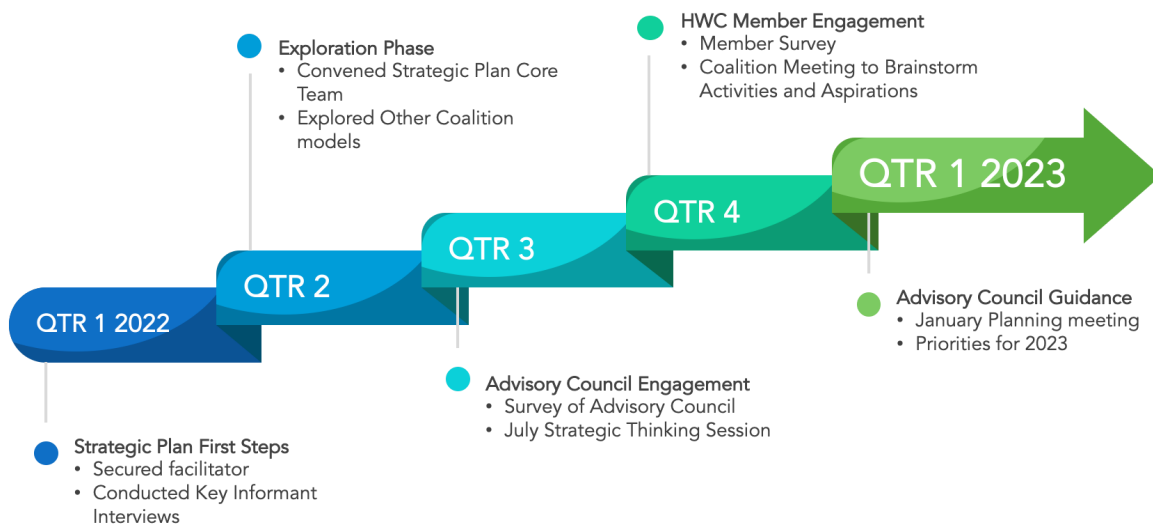
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Title Page Photo Credit: Curtis Kirkpatrick

## Executive Summary

The COVID pandemic changed the way the whole world worked and slowed the work of the Health & Wellness Coalition (HWC). As Wichita and the world turned the corner from the crisis response, and as several structural changes impacted the HWC, the long-time coalition facilitator Shelley Rich explored the opportunity to do some strategic thinking. More than 75 people contributed their critical thinking, time, expertise, and passion to shaping a new road ahead. HWC began in 2004, and the mission remains the same: **We will promote physical activity and good nutrition for every generation living in the greater Wichita area through people, programs, and policies.** Over the course of a year, several environmental scans were conducted to look back, look at the situations and systems in the present and consider future directions. This document outlines that process and includes plans that set a direction for future work without prescriptively naming all activities planned. There is room here for magic and for current and future members to contribute to new strategies to assure that Wichita **creates a community that supports and encourages physical activity and healthy eating.**

## Health & Wellness Coalition Strategic Plan Timeline



## Strategic Plan First Steps

### Key Informant Interviews

Key informant interviews were conducted in an effort to better understand perceptions about the Health & Wellness Coalition (HWC) and to gain insight into current community health coalition contexts in Wichita. Shelley Rich (HWC Facilitator) and Sonja Armbruster (SP Facilitator) met to develop questions and a short list of key informants to interview. The interviewees included: Aaron Walker, Director at Cairn Health and Health Alliance Facilitator; Valerie White, in her role as the Community Impact Manager at United Way of the Plains; Adrienne Byrne, Sedgwick County Health Department Director; Jennifer Brantley, PhD, K-State Research & Extension Director; and Mim McKenzie, Greater Wichita YMCA Chief Operating Officer.

One key theme that emerged was the value of Shelley's long-standing commitment to the HWC. Most participants highlighted how much they valued her ability to seamlessly transition the HWC throughout two years of organizational changes. They appreciate her continuous communication, the tangible work of the coalition, the organization of the meetings and clarity about the sense of purpose. They also valued the intangibles- a welcoming culture.

#### *Elements that contribute to successful coalitions:*

- o Adequate staffing (which relates to funding for staffing)
- o Strong communication
- o Purposeful meetings
- o Clarity about work plans
- o Build on past successes

#### *Gaps identified included:*

- o A need to revitalize coalitions that have lost their momentum
- o Chief Health Strategist role-- many coalitions but no unifying theme or plan to guide collaborative work which can lead to inefficiencies
- o HWC platform (reports or studies like Food Desert Study)
- o Messaging strategy needs to change to align with new approaches to thinking about healthy eating as a value for your health
- o HWC's limited staffing, funding gaps to support ongoing staff work

#### *Opportunities identified (to leverage or seek)*

- o Reset opportunities for the role of Advisory Council
- o Work to clarify the purpose

- o Passion and commitment from community members and coalition leaders
- o CHA/CHIP could lead the way in a meaningful way that connects with the partners. There doesn't seem to be an actual role for the coalitions currently.
- o All the stakeholders would be engaged and addressing the biggest areas of need.
- o Communication about resources and improving communication among partners
- o Health leaders (broadly defined) would establish a strategy for the community and the coalitions would own pieces of that strategy in a coordinated fashion.
- o High level action plan – work plans – measurable outcomes – activities to support
- o Leverage new work from RADX-UP and L-HEAT and the *Facts not Fear* campaign.
- o Funding for this work through new grants, corporate sponsorship, government sponsorship, public-private partnerships, etc.
- o Consistently energizing and getting people involved is a chore and we need strategies to mobilize the masses – but how to do that is a challenge.

## Exploration Phase

### Strategic Plan Core Team

At the beginning, a design team was recruited to set the direction and pace of the strategic planning process. The wisdom of history and experience with this coalition and other community initiatives was a value add. This team met multiple times and provided insights early in the process. Thanks to Jeff Usher, Scott Wadle and Phillip Brownlee for this early direction. Shelley Rich and Sonja Armbruster met regularly to keep the process moving.

### Explored Other Coalition models

With the help of an intern, six other health coalition models were explored. This exploration considered topics like 501(c)3 status, coalition home/lead organization, staffing, funding, programs and connections to community plans. These results were shared with the advisory council. In summary, while there are some central tenets that guide coalition designs and purposes, the way they are supported and configured are as unique as the people, structures and circumstances of each community.

## Advisory Council Engagement

### Survey of Advisory Council

In July of 2022, the full advisory council was asked four open ended questions via a survey in advance of the in-person strategic thinking session. When considering HWC's most important activities the results included continued leadership and advocacy for policy, system and environmental changes that support healthy eating and active living. Specifically, members mentioned the need for continued efforts to support funding like the ACHIEVE grant, Community Transformation Grant, funding for the city's Bicycle Master Plan and support for bike share. Members supported building on past successes related to access to healthy food, especially through the Master Food Plan implementation, and the need to continue that work through the Farm and Food Council. HWC's Working Well Conference was also highlighted as a success. The Advisory Council was asked about infrastructure and change needs and the responses centered around three themes. First, that collective impact requires a backbone organization and HWC has had some changes and questions about a "home". Second, to continue to thrive, HWC needs additional resources and time, even as many praised Shelley's steadfast leadership. Third, there is an opportunity to clarify and strengthen the role of the Advisory Council.

### July Strategic Thinking Session

July 28, 2022, the HWC Advisory Council met for two and a half hours to continue a discussion about the past successes and areas of opportunity for next steps. The group did an abbreviated "timeline" activity to look back at the history of this coalition. This had just been done in 2019, and the group used that past work as a springboard. Important themes emerged. There is a pattern of successful policy, systems and environment work happening when HWC has funding (grants, etc.) and uses part of that funding for local assessments related to physical activity and healthy food access. The Advisory Council discussed the need for a champion or chair to provide support. The group also discussed the need for the Advisory Council members to continue their roles related influencing community efforts to improve physical activity and healthy eating. A significant portion of the discussion was related to conducting and discussing the strengths, weaknesses, opportunities, and threats and these notes are provided to document that discussion.

### SWOT

<u>STRENGTHS</u>	<u>WEAKNESSES</u>
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<ul style="list-style-type: none"> <li>● Good team members - thinkers passion and dedication and expertise</li> <li>● Good history of funding and success</li> <li>● HWC brand is known (Working Well Conference)</li> <li>● Convener</li> <li>● Local research</li> <li>● Policymakers, government leaders</li> <li>● Vision</li> </ul>	<ul style="list-style-type: none"> <li>● Lack of sustainable funding for general operations</li> <li>● Need to bolster our leadership - who in addition (who is missing?)</li> <li>● Very clear on our mission and structure "coalition"</li> <li>● Evaluating data, measurable outcomes</li> <li>● Grassroots?</li> <li>● No current needs assessment</li> </ul>
<p><u>OPPORTUNITIES</u></p> <ol style="list-style-type: none"> <li>1. Growth: in coalition and more people/projects</li> <li>2. Effective initiatives</li> <li>3. Advocacy – regarding community design</li> <li>4. Understand current systems, connections, new goals</li> <li>5. Growth of Working Well Conference - for sustainable funding</li> <li>6. Inviting new partners - new sectors - capitalizing on "food efforts"</li> <li>7. Focus on "system partners" and influencers - identify very specific efforts</li> </ol>	<p><u>THREATS</u></p> <ul style="list-style-type: none"> <li>● Going away</li> <li>● Not being relevant</li> <li>● Reduced impact</li> <li>● Funding</li> <li>● Business opinion of wellness</li> <li>● Attrition</li> <li>● Don't want "mission-creep"</li> </ul>

## HWC Member Engagement

### Member Survey

Significant time was invested in looking at model coalition assessments to design a survey for coalition members. That survey was then developed as an electronic survey, and it was emailed to all coalition members as well as promoted during the October 2022 coalition meeting. The survey responses will continue to serve as a guide for developing the work of the coalition throughout the next few years. Of the 49 respondents, 33% had been members for less than one year, 39% for 1-5 years, and 28% for greater than 5 years. This is important data because it shows that there are members who have been committed to this work for a long time and there are also new people energized by the purpose who need support to fully engage with the work.

The full member survey results were shared at the November 2022 coalition meeting. Highlights and themes from five key questions are included in this report.

1. General Questions about the HWC

Strengths included effective communication, regular structured meetings, a meaningful mission and vision statement that members are familiar with and coalition accessibility to the community as a whole. Opportunities for growth included financial security and evaluation.

2. Coalition Process for Engaging Members

Strengths included broad based membership of leaders and grassroots community members, convenient meeting locations and member recognition. One opportunity for growth included mechanism for new member orientation.

3. Coalition Awareness

Strengths included involvement in other collaborative efforts and HWC broadly recognized as an authority on the issues it addresses. An opportunity exists for residents and institutions to be aware of the HWC’s mission and vision.

4. Member Commitment

Members indicated that they feel committed to the HWC mission and feel encouraged to take action. Members most often responded that they were sometimes or never willing to lead tasks or be regularly involved in activities, so these are areas for exploration.



5. Coalition members were asked “In one word”, what’s the best thing about the Health & Wellness Coalition. The responses are provided in this graphic. The larger words indicate frequency of responses. For example, “Collaboration” was listed six times, “Networking” and “Shelley” were included twice.



## November Coalition Meeting to Brainstorm Activities and Aspirations

November 29, 2022, 38 coalition members met in-person and online (hybrid) to connect with the coalition's past work, review the coalition assessment results (above) and to brainstorm and create a vision for the work of the coalition moving forward. This two-hour meeting was action packed and while the participants generated creative and energetic ideas, more work beyond this strategic thinking session and this documentation of that work will be required to keep the momentum and ideas moving.

Participants in this meeting were asked to generate ideas for new initiatives in three areas: physical activity, healthy eating (nutrition) and worksite wellness. Each group was asked to identify activities, key partners, key participants, lead agencies/leadership structures, and to consider what success looks like (metrics). The tables below outline these important ideas as they were generated.

## HWC Member Priorities

Priority	Physical Activity
Activity	<b>Create a community/city recreation inventory</b> Include an evaluation of: Access, Information, Safety, Funding, Cost to participants, Instructors/volunteers, User feedback
Key Partners	Lead: Wichita Parks & Recreation Partners: Boys and Girls Club, YMCA, Churches, AAA, USD 259, Mayor's Youth Council, United Way Youth Council
Measures of success	Completion of Guide: one place to find all recreation options for both adults and children. More participation. <i>[not sure how to capture this data]</i>

Priority	Physical Activity
Activity	Master Bike Plan update, connect, maintain, safe
Key Partners	Lead: City of Wichita Transit Partners - Bike/Ped Advisory Council, Bike Walk Wichita, Wichita public schools, public transit, city recreation, business community, community organizations
Measures of success	updated plan, more connectivity, improved safety, increased cycling

Priority	Worksite Wellness
Activities	Activities - National Walking Day (5/3), National employee wellness month (June), <b>Working Well Conference</b> (leverage resource/information in physical activity and nutrition groups to integrate into worksites). [National Walking Day is April 6, 2023   National Employee Health and Fitness Day – May 17, 2023]
Key Partners	Lead: HWC Partners: Health Department, Media - local, City Council, health insurance/broker groups, vendors, large employers “doing wellness” in different ways, business chambers, Kansas Business Group on Health, WorkWell Kansas Key participants: local business leaders and employees, churches - religious institutions
Measures of success	Increased conference attendance (# of people), increased number of new worksites represented, culture changes happening at worksite - implement learning (captured thru storytelling).

Priority	Healthy Eating
Activities	<b>Local Food:</b> subsidization/zoning incentives to support healthy food access/local food production
Key Partners	Lead: Food and Farm Council, HWC - committee, assigned City/County staff Partners: City of Wichita, Sedgwick County, private investment?
Measures of success	sustainable grocery options in at least one current food desert

Priority	Healthy Eating
Activities	<b>CSA:</b> coordinate with local, large employers, early childhood organizations and senior programs to work with local food producers for targeted CSA programs
Key Partners	Lead: Local Producers (TBD) Partners: Extension, Kansas Rural Center, City of Wichita, Sedgwick County, private investment
Measures of success	increased # of CSA sales, sales of other platforms, GRANTS!

Priority	Healthy Eating
Activities	Update food desert study
Key Partners	Lead: Partners: HWC, WSU Public Health, Food and Farm Council
Measures of success	Completed Report and Press Coverage

### Member Generated List – What would success look like in two years?

1. Fully appointed Food and Farm Council
2. Food Hub
3. Update on Food Deserts
4. No more food deserts in Wichita. Tax incentives?
5. More teens out to participate in our walks/events (outside/moving around)
6. Connectivity with community together through trails (bike paths) and other communities
7. Better public transportation for the community
8. Senior programs/social activities and interaction
9. Nutrition programs/cultural education for the different communities and schools, home environment.
10. Community garden for education and healthy food education, students, and parents.
11. Accessible community gardens/resident boxes

12. DEIA funding
13. HWC will be a stronger advocacy group - holding the city/county accountable for the Food Master Plan strategies.
14. HWC will be a line item in city/county budgets
15. Community gardens located at city/county buildings ie: parks/community center with access to everyone in the area.
16. Reduction in the number of food deserts.

### Member Engagement: What helps me contribute to owning the work?

Success in the future is tied closely to member engagement. All members were invited to write a response to the prompt: *What helps me contribute to owning the work?* This generated the following 21 responses, which provide guidance for future member engagement plan development.

1. The work is inspiring and fulfilling! It also helps to get emails and newsletters to remain informed. What can Coalition partners/leaders do to engage more people in leadership/ownership? More networking opportunities - maybe those who are willing, share a bio, so when I reach out, I know who is who.
2. Having options on sections of the Coalition to work on.
3. Emphasis on committee work in "bucket" areas. Opportunities for community ownership.
4. As a new member, I think it would be beneficial to have an event where all the different organizations give a short presentation about their mission and the goal they have for involvement with HWC. This would strengthen connections and presence of different partners.
5. Help with engagement: knowing there is funding or partners/collaborations that lead to action and outcomes. Help with contributing to the work: clear ask/task/responsibility, making an actual commitment with renewal period (s).
6. A better understanding of the impact of the work.
7. Owning the work - the food piece of the HWC is my personal passion and I am a business owner/stakeholder in this area. Seeing growth in this area is highly motivating. Drill down and put more stakeholders on committees and subcommittees.
8. Understanding expectations, defined time commitment, alignment with work I already do, connecting awareness to action (awareness does little/action does much), Individual responsibilities that can be done asynchronously/rarely do people have simultaneous time.
9. More defined committees with clear goals/activities.

10. Heart for public service - role/supervise worksite wellness. Have a month where members are challenged to invite/bring a new participant. Presentations to worksites not involved. Information swaps/shares. Coalition "fair" like a job fair, but for tasks the Coalition needs to sustain.
11. Being a part of something that I am passionate about that helps people live better. Asking people to take on the work.
12. What helps me contribute to doing and owning this work is knowing that the outcomes will benefit others for generations. New member meeting. Partners can do more listening to nontraditional Coalitions and committee members input.
13. Professional alignment, interest alignment, neighborhood alignment - recruit if focusing in one area to participate in task forces/committees (can be short term) people can be asked. Differentiate between programmatic work vs. policy advocacy work. Define hours needed.
14. Finding purpose in the work. Finding others who see their work aligns with the Coalition.
15. New member orientation. Linking to similar passions to committees. Define committees. No Covid 😊
16. Taking action: This work aligns with my personal values, ie: more people growing/foraging edible plants. Provide opportunities like today for brainstorming and sharing that will form natural partnerships and lead to more opportunities. Small, task-based opportunities.
17. New partners/leader orientation. Getting the word out about the Coalition. Workplace involvement. Raise awareness regarding CHW's. I'm passionate about the health care workforce and helping people be healthy. Match people's passion with food, movement and worksite wellness. Get employers to commit.
18. Take inventory of what members care about and are interested in doing.
19. Pull out strengths and skill sets of members. Not everyone has done committee work before, they may not know how. Find the "what's in it for me" value to the work - to help own the work.
20. Allowing me to get involved with something I'm passionate about. Training/explanation of the groups work and where I fit in. Word of mouth to local businesses that allows employees time to engage with public recognition.
21. Training for new members.

### Advisory Council Guidance

January 13, 2023, six members of the Advisory Council (AC) met to engage in one last strategic thinking activity. The purpose of this meeting was to review the results of the

November HWC strategic thinking meeting and offer direction. Discussion questions included: What is the most important thing HWC needs to do to influence physical activity and improved nutrition in 2023? How do we grow? What role can the AC play?

AC members offered ideas and resources to support raising awareness about HWC, and these will be pursued including “bus wrap” opportunities to share the HWC advertised on a City of Wichita bus. This also relates to the “success in 2” comments from members to improve public transit. There are awareness and advocacy opportunities for HWC to support active transit and the use of public transit to support physical activity.

AC reinforced the opportunity that HWC now has to re-engage members and respond to the ideas generated. This includes specific efforts to create new pathways of connection through new committee structures, a member preferences inventory and strategies to welcome and inform new members.

The AC continues to play a “think tank” and influencer role. The focus of the discussion included ways to support funding opportunities for HWC. The AC is committed to meeting with health organizations and thought leaders to explore ideas for financial sustainability. A formal plan for these conversations will be explored in the first two quarters of 2023. AC members value the connections they can make through this collective work and the opportunity to learn about what is happening in each member’s sphere of interest and influence. Continued success will require continued efforts to assure meaningful AC meetings.

### Priorities for HWC Facilitator Role

In addition to the focus area priorities, the future of the coalition rests in active and competent facilitation. Robust coalition facilitation will include a number of priority activities in the next two years.

1. Design dynamic opportunities for collaboration and information sharing through Coalition meetings, newsletter and website
2. Explore a Coalition Member inventory of strengths, passions, interest areas
3. Explore a new committee structure to support member engagement, including a new member orientation process
4. Support the Advisory Council in their influencer roles and actively recruit an Advisory Council Chair
5. Facilitate successful annual Working Well Conferences
6. Support local food system design work, including:
  - a. Nudging, agitating, and cajoling the Food and Farm Council

- b. Coordinating efforts for the Community Health Improvement Plan Food Access priority
- 7. Connect and collaborate with current and new Coalition partners (Aging Network, Bike Walk Wichita, Kansas Appleseed Hunger Action Team, Kansas Food Action Network, LGBTQ Health Coalition, Northeast Wichita Community Partners, Safe Kids Coalition, Youth Advocacy Coalition)
- 8. Seek opportunities to fund this work so that the passions and possibilities can continue to flourish

This document outlines the strategic thinking process and includes ideas that set a direction for future work without prescriptively naming all activities planned. There is room here for magic, and for current and future members to contribute to new strategies to assure that collectively empower HWC to **create a community that supports and encourages physical activity and healthy eating.**