




Wisconsin Breastfeeding Coalition

Strategic Plan

2018-2020



Plan runs: January 1, 2018 – December 31, 2020



Wisconsin Breastfeeding Coalition Strategic Plan 2018 -2020

Executive Summary

The Wisconsin Breastfeeding Coalition Executive Committee has spent the past year exploring and planning for how to improve WBC infrastructure to best serve local efforts and to create a more unified statewide breastfeeding movement. The role of WBC is to serve as a statewide coalition that supports local breastfeeding coalitions by providing tools, resources, connections, and coordination.

The strategic plan for WBC consists of the following priorities:

1. **Open and regular communications between WBC and local coalitions**
2. **Engagement of people to contribute to WBC Mission and Vision**
3. **Provide support and resources to local coalitions**
4. **Build and Maintain WBC Infrastructure**

The objectives and activities that support each of these priorities is found beginning on page five of this strategic plan.

Mission, Vision, Guiding Principles

Mission Statement: To improve the health of Wisconsin by working collaboratively to protect, promote, and support breastfeeding.

Vision Statement: Supporting local breastfeeding coalitions in meeting their goals of supporting and promoting breastfeeding as the norm for infant and early childhood feeding in Wisconsin.

Guiding Principles:

1. Breastfeeding is the normal way of providing young infants with the nutrients needed for healthy growth and development.
2. In alignment with the World Health Organization, we support exclusive breastfeeding for up to 6 months of age with continued breastfeeding along with appropriate complementary foods up to two years of age and beyond.
3. Support collaborative efforts of local breastfeeding coalitions and/or champions to create a landscape of breastfeeding support across Wisconsin.
4. Honoring unique perspectives and diverse backgrounds, the WBC seeks to provide equitable opportunities for all members.

WBC Board Structure

The board structure has been a topic of great discussion the last two years. The length of terms and committee needs have held the most discussion time. When WBC began, it was suggested to have the Chair position be a five-year commitment. In 2017, the Board decided to make the Chair position a 3-year term including 1 year spent as Vice-Chair, then Chair, then Past-Chair. The Treasurer and Secretary terms are two-year terms, as are the At-Large Representatives and Committee Chairs. The term length is important as one considers learning and carrying out the roles for positions as well as having experienced board members to guide oncoming board members. Positions descriptions for committees were revised in October 2017, taking into account feedback from the 2017 Annual Summit participants. The updated Standing Committees are listed below. Adhoc committees will be formed and disbanded as specific initiatives arise.

WBC Board Structure:

1. Executive Board
 - a. Past-Chair
 - b. Chair
 - c. Vice-Chair
 - d. Treasurer
 - e. Secretary
2. At-Large Representatives:
 - a. WIC State Breastfeeding Coordinator
 - b. Physician
 - c. Maternal & Child Health (MCH) Coordinator
3. Standing Committees:
 - a. Local Connections
 - b. Outreach
 - c. Events
 - d. Advocacy
4. Adhoc Teams:
 - a. Worksite Committee (ASPHIN CoIIN Project) 10/2017 – 8/2019
 - b. Pharmacy Committee
 - c. Coalition Toolkit Committee

Background of WBC

We are a statewide coalition founded in 2010 working to support local breastfeeding coalitions and organizations in Wisconsin. The founder, initiating the Coalition, was Dr. Jenny Thomas.

In April 2016, WBC board members (Amber France, Kelli Stader, Jen Ortner, Stephanie Slock, Jenni Loging, Debra Durchlag, Rachel Rademan, Andrea Wagner, and Leah Meidle) participated in a planning retreat in Madison facilitated by Sharon Lezberg, Community Resource Developer Educator from Dane County UW-Extension. The intended outcome was to determine WBC's role in supporting breastfeeding in Wisconsin.

At this meeting, it was determined the **overarching goal for WBC is:**

1. To strengthen and provide support to local Breastfeeding Coalitions
2. To organize key stakeholders to come together in one voice

Two Strategic Issues Identified at that planning day:

1. Strengthening the Executive Committee
 - a. Have a written Strategic Plan
 - b. Clear By-laws and Operational Procedures
 - c. Analyzing current committees
 - d. Engaging leaders to serve on the Executive Board
2. Best serving local coalitions
 - a. Engage local coalitions to determine needs
 - b. Advocate for local coalitions, including funding
 - c. [Effective] Communication with members
 - d. Look at other State Coalitions – what are they doing? MN came up as a good example.
 - e. Select a policy area/Partner with other organizations.
 - Ban the Bag

- ACA – pay for lactation consultants
- ACA – get a pump
- Start locally, spreads (i.e. Breastfeeding Friendly Childcare)

Annual Summits

Annual State-wide WBC summits have been an important event planned and carried out by WBC. The goals of the annual summits has been another area of great discussion. Some summits have provided continuing education opportunities. Other summits have been focused on supporting local coalition through networking and sharing. Summits have also sought to provide tools such as coalition capacity building resources with local coalition’s members. It has been considered that other agencies such as WALC, WIC, and local coalitions themselves provide opportunities for continuing education and the focus of the annual WBC summit may best serve local coalition members by providing resources, tools, and networking opportunities. The needs of local coalitions will guide summit planning topics in the future.

History of WBC Summits:

1. 2011:
2. 2012:
3. 2013:
4. 2014:
5. 6/2015: Stevens Point. Speakers included Nancy Mohrbacker, and a father’s Panel
6. 9/2016: Marshfield. Facilitators included Sharon Lezberg, and Lesley Wolf from HWLI. Sought to gather input on needs of local coalitions.
7. 8/2017: Marshfield. Focused on sharing updates and tools from the Community Teams program. Also seeking addition input from local coalitions using World Café activity. Shared Draft Plan for WBC as well as new WBC Charter and 1-page Values Proposition.
8. 11/2018: Marshfield. Partnered with WALC.
9. 9/26/2019: Marshfield. Partnered with WALC.

Strategic Themes identified as a result of the 2016 Summit included:

- Develop and support regional meetings for breastfeeding coalitions to network/support one another.
- Have a state campaign to normalize breastfeeding.
- Connect local coalitions with each other to share ideas.
- Quarterly networking calls.
- Post information on website for those who can’t participate on calls.
- Provide technical support to coalitions for local advocacy efforts.
- Create an online library of resources on the website. First pool current resources being used by local coalitions.
- Look at other state-wide coalitions for examples of campaigns/efforts.

Strengths, Weaknesses, Opportunities, and Threats:

This Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis was completed by the WBC Board Members with input from 16 key informant interviews with local coalition leaders in June 2016.

<p>Strengths:</p> <ul style="list-style-type: none"> • Summit • Offering opportunities to network • Provide resources on website • Desire to improve (want local coalition input – key informant interviews) 	<p>Weakness:</p> <ul style="list-style-type: none"> • Lack of representation from groups serving disparate populations • Unclear common goal • No strategic plan (prioritization)
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<ul style="list-style-type: none"> • Highlight local coalitions accomplishments • 501©3 	<ul style="list-style-type: none"> • Ineffective communication with local coalition and others • Vacancies (high turn-over) on executive committee • Limited collaboration with key partners • Limited funds • Website not always up-to-date
<p>Opportunities:</p> <ul style="list-style-type: none"> • Engage and collaborate with key stakeholders (WAPC, WALC, MCH, LLL, WIC, etc) • Coalitions sharing opportunities (enhanced) • Coalition building education (mentors) • Provide resources, facilitate connections • Advocacy • Communication: Newsletter/Website/Facebook (keeping updated) • More diverse agencies/roles represented on executive committee and ad-hoc committees • Utilization of 501©3 (write grants) • Form ad-hoc committees that align with priorities (current initiatives) • Communicate to others the purpose of WBC/why we exist 	<p>Threats/Challenges:</p> <ul style="list-style-type: none"> • Local coalitions are at different stages • Time constraints • Connecting those working on similar topic areas • Perception that WBC isn't an important cause or play a big enough role • Organizations with similar functions

Additional Strengths:

1. Connection with the United States Breastfeeding Committee (USBC)
2. Attending the USBC National Conference
3. Active local coalitions sharing their success stories and events
4. Active Facebook page
5. [Website \(updated 10/2018\)](#)
6. Team participated in the Healthy Wisconsin Leadership Institute Community Teams Program from 10/2016 – 6/2017. Team members included: Kelli Stader, Jen Ortner, Amber France, Jenni Logging, Allie Isaacson, Shawn Meyer, Lindsey Brost, and Britt Nigon.

WBC 3-year Strategic Plan 2018 - 2020

Priority #1: Open and regular communications between WBC and local coalitions.

Goal 1:	Activity:	Who:	When:	Resources needed:	Comments:
Develop and implement activities to increase communication					

between WBC and Local coalitions.					
Objective 1a: Quarterly Statewide calls	Offer Quarterly Calls to local coalitions and others interested	WBC Chair/Committee	Select months	Call line – Adobe? Time Agenda Facilitator	First call was on 11/30/2017.
Objective 1b: Quarterly Newsletters	<ul style="list-style-type: none"> Determine frequency of newsletters. 				
Objective 1c: Online presence	<ul style="list-style-type: none"> Facebook Website 				
Objective 1e: Email communications	Use the gmail account to send and receive emails to members/partners.				

Priority #2 of 4: Engagement of people to contribute to WBC Mission and Vision.

Goal 2:	Activity:	Who:	When:	Resources needed:	Comments:
Maintain an active WWA Board and Committees to conduct the work of WBC.					
Objective 2a: Clear Committee descriptions	October 2017 done				
Objective 2b: Recruitment for leaders			Annually.		
Objective 2C: 2 WBC reps attend the USBC Annual Conference	Attend national conference	2 Board members	June	Dollars – registration, hotel, flight (USBC often picks up a portion)	2019 Attendees: Shawn, Julie, Kelli

Priority #3 of 4: Provide support and resources to local coalitions.

Goal 3:	Activity:	Who:	When:	Resources needed:	Comments:
Local breastfeeding coalitions will have the tools needed to be successful and sustained.					

Objective 3a: Annual Summit	Annual Summit for networking of local coalitions.	Summit planning committee	Fall	Location, speakers, technology, registration process.	In 2018 and 2019, partnered with WALC. 2018 = free (registered did not attend; 2019 = \$25.00 fee)
Objective 3b: Determine and then provide resource/tool needs.					

Priority #4 of 4: Build and Maintain WBC Infrastructure

Goal 4: WBC will have the capacity and resources to continue the Mission.	Activity:	Who:	When:	Resources needed:	Comments:
Objective 4a: Annual in-person meeting of Board Members.	Provide new board members with overview and training.	Chair person plans date with input from board.	Early in calendar year.	Location to meet.	
Objective 4b: Monthly WBC teleconference/Zoom Meetings for board members.	Zoom meetings	Chair	Began using Zoom in 2018	Zoom account	Set up through WBC gmail account.
Objective 4c: Use a Strategic Plan to guide the work of WBC.	Write a strategic plan.	Committee	ASAP	People & Time to review and update bylaws.	2017 Healthy WI Community Teams program led to charter and operational guidelines. Original WBC By-Laws are from 2010.
Objective 4d: Maintain 501c3 status.	Complete tax form required annually for 501c3 status.	Treasurer	Annual postcard		
Objective 4e: Maintain positions filled on WBC Board.	Recruit for Board members annually or as needed.				

Objective 4f: Maintain the board member Roster	Update as people change	Chair/Secretary			
Objective 4h: Financial stability	<ul style="list-style-type: none"> • Fundraising • Consider Grants 				
Objective 4i: Revisit the WWA By-laws	<ul style="list-style-type: none"> • Have updated By-laws approved by WBC members 	Jenni and Board	By 12/31/2019	Updated By-laws	Jenni has been making updates, based on Charge of 2017.
Objective 4j: Be a member of USBC	Complete 5-yr Application (submitted in 2019)	Kelli and Board	WBC will be up for USBC membership renewal on December 31, 2024.		Jenni Logging, Jen Ortner, Kelli Stader, Julie Sharar are the 4 USBC Reps from WBC.