



STRATEGIC PLANNING FRAMEWORK

MARCH 21-22, 2018 - SAN ANTONIO, TEXAS

MISSION STATEMENT

To advance safe and healthy pregnancy, birth and early parenting through evidence-based education and advocacy.

VISION STATEMENT

Lamaze International is the trusted global leader in ensuring all parents make confident and informed decisions with the support and resources to have safe, healthy births.

KEY PILLARS

- 1) Evidence-based
 - 2) Respectful
 - 3) Transformative
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BRAND TAGLINE

Trusted leader from pregnancy to parenthood

STRATEGIC QUESTIONS

- 1) How should we lead in this changing childbirth landscape?
- 2) How can we become vital to more parents, childbirth educators and healthcare providers?
- 3) How should we ensure continued organizational vibrancy?

PROGRAM INITIATIVES

- 1) Making Our Case
 - 2) Claiming our Place
 - 3) Expanding our Base
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STRATEGIES

- 1) Lead proactively and strategically
 - 2) Expand, energize and focus Lamaze educators
 - 3) Optimize the use of our products and services
 - 4) Optimize digital technology
 - 5) Optimize touch points with and between parents and providers
 - 6) Expand our circle of parents, educators and providers with a focus on increasing diversity
 - 7) Be the voice for evidence-based childbirth education
 - 8) Explore strategic partners and alternative business models
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OUTCOMES THAT WILL DEMONSTRATE THAT WE ARE THE TRUSTED GLOBAL LEADER IN THREE YEARS

- 1) Research that demonstrates the positive birth outcomes of Lamaze education and will be recognized and published in an esteemed journal.
- 2) FIGO and WHO will acknowledge childbirth education and include Lamaze International as a key decision making partner in maternal health policy.
- 3) Universally applied standardized essential elements of Lamaze Education.
- 4) The Lamaze membership is a visual reflection of the communities we wish to serve.

LAMAZE INTERNATIONAL STRATEGIC ACTION PLAN: 2018-2021

| Outcome | Lead Responsibility | July - December 2018 | January - December 2019 | January - December 2020 | January - December 2021 |
|---|--------------------------------------|---|---|--|--|
| <p><i>Priority Organizational Principles: Diversifying membership and promoting inclusivity, reaching and serving under-resourced communities, expanding our international reach.</i></p> | | | | | |
| <p>Research Research that demonstrates the positive birth outcomes of Lamaze education and will be recognized and published in an esteemed journal</p> | <p>Lamaze Research Working Group</p> | <ul style="list-style-type: none"> • Develop a strategy to convene researchers to identify CBE research priorities and inspire action • Develop manuscript for publication in a peer review journal eliciting high-quality research papers related to evidence-based CBE and birth outcomes • Convene and inspire researchers (through webinar and presentations) to explore research strategies on CBE impact on birth outcomes | <ul style="list-style-type: none"> • Convene and inspire researchers to explore research strategies on CBE impact on birth outcomes at LamazeLIVE! 2019 • Promote the call for CBE research in at least two professional journals • At least one study underway on the impact of CBE on birth outcomes • Monitor and share ongoing CBE research studies and funding opportunities | <ul style="list-style-type: none"> • Up to three studies underway on the impact of CBE on birth outcomes • Study results are published in a respected journal and new CBE research covered in <i>JPE</i> and blogs • Reach out to hospitals to promote CBE research topics related to quality assurance • Monitor and share ongoing CBE research studies and funding opportunities | <ul style="list-style-type: none"> • Study results are published in a respected journal and new CBE research covered in <i>JPE</i> and blogs • Initiate campaign to increase awareness of evidence-base for Lamaze education • Monitor and share ongoing CBE research studies and funding opportunities |
| <p>Education Universally applied standardized essential elements of Lamaze Education</p> | <p>Education Council</p> | <ul style="list-style-type: none"> • Adopt standard learning outcome and essential content for Lamaze classes (Standards of Practice) • Create Lamaze curriculum and teaching resources based on Standards of Practice for stronger brand consistency and basis for research • Update Lamaze Learning Guide and disassemble Toolkit, with references to new Standards of Practice and Lamaze curriculum (previously contained in Toolkit) • Develop plan for regular updates to educational materials • Create and provide Lamaze-branded templates and materials for educators/members to use when presenting at conferences or events • Complete ANCC reaccreditation | <ul style="list-style-type: none"> • Incentivize Lamaze educators to use the Lamaze name/brand; enforce trademarks to ensure quality and consistency of brand • Develop standardized resources for educators to use with parents/presentations, e.g.: <ul style="list-style-type: none"> » PPT on 6 HBPs » Healthy Birth Practices Booklet » Facebook blended learning class cohort best practices • Provide CNE and CERPs for targeted/relevant activities • Provide and promote Lamaze Contact Hours for relevant activities (ANIPP, chapters/affiliates, etc.) • Regular updates to educational materials | <ul style="list-style-type: none"> • Assess adoption of updated Standards of Practice, and essential content • Assess value of ANCC accreditation and usage of Lamaze-provided CNE • Regular updates to educational materials • Begin plan to update Lamaze Learning Guide in 2021 | <ul style="list-style-type: none"> • Evaluate previously taken measures • Update Learning Guide |

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| <p>Diversity and Inclusion</p> <p>The Lamaze membership is a reflection of the communities we wish to serve</p> | <p>Membership Engagement</p> | <ul style="list-style-type: none"> • Collect demographic data (minority, LGBTQ, etc.) on LCCE educators and population served • Develop best practices and strategies across the organization to integrate <u>priority organizational principles</u>: <ol style="list-style-type: none"> 1. Diversifying membership and promoting Inclusivity 2. Reaching and serving under resourced communities 3. Expanding international reach • Identify leaders for membership engagement activities • Engage consultant(s) (e.g. Natalie Burke) to develop diversity and inclusion strategies • Leverage the online parent classes to reach under-resourced and rural/under-served areas • Use all possible opportunities to reach out and connect with local communities (e.g. local outreach in Pittsburgh at board meeting) • Commit to inclusivity: create statement of inclusivity and promote on website | <ul style="list-style-type: none"> • Recruit and mentor members from diverse and under-resourced communities • Identify leadership that is representative of the populations we wish to serve • Implement initiatives identified in Phase I; connect to Advocacy efforts as relevant • Support Lamaze programs in offering scholarships through in-kind support for students from under-resourced populations • Develop internationally-appropriate pricing model for Learning Guide • Continue outreach and develop and implement best practices within Lamaze programs and services. • Utilize expanded Certification Council structure to facilitate local exam item writing sessions in diverse and under-resourced communities | <ul style="list-style-type: none"> • Recruit and mentor new Lamaze trainers who will teach aspiring educators in diverse and under-resourced communities • Implement and evaluate initiatives identified in Phase I/II; connect to advocacy efforts as relevant | <ul style="list-style-type: none"> • Evaluate what we have done in 2018-2020 |

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| <p>Advocacy and Collaboration FIGO and WHO will acknowledge childbirth education and include Lamaze International as a key decision making partner in maternal health policy.</p> | <p>Advocacy & Collaboration Committee (formerly the Lamaze Institute)</p> | <ul style="list-style-type: none"> • Submit feedback on 12 Steps documents and actively participate in IOCI working groups • Create advocacy templates, materials and training (webinar) that educators/ members can use for their own local advocacy efforts (US-focused) • Create and provide resources that demonstrate alignment with other key/international MCH organizations (e.g. Lamaze HBP and ACOG guidelines) • Submit abstracts to speak at key conferences on evidence-based CBE (e.g. ACOG, ACNM, AWHONN) and exhibit • Actively participate in the WRA Respectful Maternity Care coalition • Review WHO maternity care guidelines related to antenatal education, with intent to comment | <ul style="list-style-type: none"> • Continue to actively participate in IOCI working groups • Develop internationally-focused advocacy templates, materials and training (webinar) that educators/ members can use for their own local advocacy efforts • Submit abstracts to speak at key conferences on evidence-based CBE (e.g. ACOG, ACNM, Normal Birth, AWHONN) and exhibit • Continue to actively participate in the WRA Respectful Maternity Care coalition; submit to present at WRA Respectful Maternity Care coalition events • Submit comments to WHO on maternity care guidelines related to antenatal education | <ul style="list-style-type: none"> • Advocacy Summit/Hill Day with board and members | |

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| Fiscal and Organization Viability Ensure Continued Organizational Vibrancy | Board of Directors | <ul style="list-style-type: none"> Evaluate and adjust budget to better support revenue operations and identify programs to sunset during the 2019 budget planning process (new/innovative projects reviewed and approved as budget exceptions) Revise the organization committee structure based on strategic priorities | <ul style="list-style-type: none"> Evaluate program fees annually to best support program operation and identify programs to sunset during the 2019 budget planning process | | |
| | Board & Councils | <ul style="list-style-type: none"> Establish clarity of roles and responsibilities between Accreditation, Education and Certification Councils Develop succession plans, identify new leaders across councils and committees, specifically Certification Council with the Governing Body Chair term ending December 2018. | | | |
| | Management | <ul style="list-style-type: none"> Develop and launch new combined Lamaze website (work with Website Task Force) Explore feasibility for a new Lamaze parents' magazine and/or other digital communications Manage and monitor strategic licensing relationships and royalty streams (TOMY, Kitex, Cottage Door Press, PPI) Manage and enforce proper use of Lamaze marks Update communications materials to sync with rebranding | <ul style="list-style-type: none"> Facilitate development of new Lamaze communications Continue to update and maintain website and Lamaze communications with the new rebranding Manage and monitor strategic licensing relationships and royalty streams (TOMY, Kitex, Cottage Door Press, PPI) Manage and enforce proper use of Lamaze marks | <ul style="list-style-type: none"> Manage and monitor strategic licensing relationships and royalty streams (TOMY, Kitex, Cottage Door Press, PPI) Manage and enforce proper use of Lamaze marks | <ul style="list-style-type: none"> Manage and monitor strategic licensing relationships and royalty streams (TOMY, Kitex, Cottage Door Press, PPI) Manage and enforce proper use of Lamaze marks |

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| | Accreditation Council | <ul style="list-style-type: none"> Develop plan to shift requirement of Lamaze Learning Guide/Toolkit from certification eligibility requirement to accreditation requirement for all Lamaze seminar attendees Review program/seminar attendee certification conversation | <ul style="list-style-type: none"> Review structure of childbirth educator programs (is the focus on achieving Lamaze certification and are they set up to be effective?) <ul style="list-style-type: none"> » Identify barriers to certification for seminar attendees Identify strategies for improving program structure to increase program growth and certification conversion (mentorship? Training?) Incentivize programs to incentivize and encourage certification for seminar attendees Operationalize plan to shift requirement of Lamaze Learning Guide/Toolkit from certification to accreditation requirement | <ul style="list-style-type: none"> Revised Accreditation Policies to implement strategies for improving structure to increase program growth and certification conversion Develop and implement strategies to minimize barriers to certification for seminar attendees | <ul style="list-style-type: none"> Evaluate success of structural changes |
| | Certification Council | <ul style="list-style-type: none"> Successfully achieve NCCA reaccreditation and implement new committee structure to provide more diverse input Implement structural changes to Certification Council Implement succession plan for Council leadership with recommendation for a new Governing Body Chair for appointment Analyze source of “open” exam candidates (non-Childbirth Educator Programs). I.e., how did they come to find out about Lamaze Certification | <ul style="list-style-type: none"> Conduct strategic planning to set and guide long term goals for Lamaze certification Evaluate Approved Provider list (contact hours) Evaluate Approved Formal Courses (pathways) in order to ensure quality and fit Develop incentive plan to encourage students to take the Certification Exam earlier | | |