

 CASE STUDY

## Strategic Plan Development

### THE CLIENT

Texas Health Action

### BACKGROUND

Texas Health Action (THA) is a community informed, non-profit organization dedicated to providing access to culturally affirming, quality health services in a safe and supportive environment. THA provides sexual health and behavioral health programs and services with an expertise in serving LGBTQIA+ people and those impacted by, or at risk of, HIV in Texas.

### THE CHALLENGE

In 2021, THA underwent a merger that created a need for the development of a unified vision, direction, and business model to align and expand sexual health and behavioral health services. When THA began the process of creating a new strategic direction and priorities, HMA was engaged to support the development of a three-year strategic plan reflecting changes present in a post-COVID-19 pandemic world. The objective of the strategic planning process was to create a dynamic and actionable plan, while refining and reestablishing the organization's Mission, Vision, Values and Beliefs.

### THE APPROACH

Utilizing a collaborative and transparent process, HMA and THA used a four-component, collaborative, strategic planning approach with the following goals:

- » Project initiation to confirm shared expectations for managing the project.
- » Building a shared understanding to gain insight and develop meaningful strategic options including stakeholder input, strategic research, and data analysis, to be community and data-informed.
- » Completing an environmental scan to gain a comprehensive external context for THA's work, including conducting an internal analysis of existing resources, strengths, and challenges.
- » Socialization by creating and communicating a shared vision of the future with all stakeholders.

THA developed a [website](#) to inform staff and the public about the strategic planning process and project as well as solicit feedback from stakeholders.

### THE RESULTS

The final report was completed and presented in November 2021, carrying the organization from 2022-2027. The HMA team worked with THA to examine and update their Beliefs, Why, and Strategic Direction while aligning them with the existing Mission and Values. Most notably, the strategic plan and direction introduced and focused on the concept of health justice and centering health equity.

The full plan will be released in the early fall of 2022.



**Iliana Gilman, MA**  
Principal  
Austin, TX  
[igilman@healthmanagement.com](mailto:igilman@healthmanagement.com)



**Charles Robbins, MBA**  
Principal  
Los Angeles, CA  
[crobbs@healthmanagement.com](mailto:crobbs@healthmanagement.com)

## Highlights of the plan include the following:

### Our Why

Healthcare must be equitable and just to work for all people. For decades, achieving positive health outcomes has been a struggle among people of color and sexual minorities. Efforts to improve health are impeded by inequitable social structures, stereotypes, and systems that are not designed to consider racial and sexual minorities, queer culture, and the social determinants of health. We acknowledge that health justice is the attainment of health equity, actualized when structural factors no longer determine health outcomes. Thus, THA exists so people can access and receive the care they deserve.

### Strategic Direction

A new component included in the strategic plan was to develop a Strategic Direction. For the organization, it was established to be “pursue health justice”, defined by the organization as the attainment of health equity, actualized when structural factors no longer determine health outcomes.

### Our Mission

Texas Health Action is a community informed non-profit dedicated to providing access to culturally affirming, quality health services in a safe and supportive environment with an expertise in serving LGBTQIA+ people and people impacted by HIV.

### Our Values

- » Accountability for self and others
- » Cultivate Trust in all our relationships
- » Total Inclusion
- » Drive Innovation
- » Respect all
- » Pursue Excellence

### Our Beliefs

- » Person-centered care integrates sexual, emotional, behavioral, and physical health
- » Access to culturally competent, patient-centered, trauma informed, quality healthcare services is a human right
- » Health justice emanates from being stigma free, having no-barriers, being inclusive, and engaging in intentional outreach & engagement
- » Health equity requires outreach and services that are inclusive of orientation, identity, sero-status, race, ethnicity, location, or situation
- » Client needs are met through innovation in care delivery and holding ourselves responsible to use resources and systems to meet client needs
- » Health education and patient empowerment is fundamental to achieving wellness
- » Treat patients and each other with respect and radical kindness



**Iliana Gilman, MA**  
Principal  
Austin, TX  
igilman@healthmanagement.com



**Charles Robbins, MBA**  
Principal  
Los Angeles, CA  
crobbins@healthmanagement.com