



# Full Term First Birthday Strategic Plan 2023-2028



Full Term  
First Birthday

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# Letter from Mayor Horrigan

I would like to thank the many community members that have provided input into this strategic plan. This strategic plan will provide a road map to the community as we strive to eliminate sleep related deaths and reduce infant mortality rates. In collaboration with Summit County Public Health and the United Way of Summit and Medina Counties, I am confident that we can reach the goal of lowering our Black infant mortality rate to 6.0 per 1,000 live births by 2028 by providing the supports that families need by removing barriers which prevent them from thriving.

In 2017, I created Full Term First Birthday Greater Akron to coordinate the efforts in our city and surrounding communities to reduce infant mortality. Since 2017, we have realized that infant mortality was just the tip of the iceberg to a systemic problem in our community caused by inequity and unequal access to health care resources. Over the past five years, the Full Term First Birthday Greater Akron collaborative, comprised of government agencies, hospitals and non-profit organizations, focused on increasing access to medical care, birth-spacing and safe sleep education. The members of the collaborative quickly determined that several unrecognized factors were causing premature birth and death among our infants, specifically African American infants; stress and systemic racism being two key factors.

The collaborative did not come to this conclusion overnight, they researched and analyzed local data which led them to focus on social determinants of health such as, transportation, education, employment and housing. After looking more closely at the data and listening to community health workers and community navigators, it became clear to the leadership of the collaborative that systemic racism was directly related to the stress that African American families experience in our community, which in turn directly correlates to the disproportionate infant mortality rate in the African American community in Akron and across the nation.

It is my commitment to Akron to work with other community leaders to address economic and systemic inequities in order to improve the overall health of our community and achieve one of the lowest infant mortality rates in the state and nation. I ask for your ongoing partnership in this endeavor as we continue to support families in Akron.

Sincerely,  
Daniel Horrigan, Mayor of the City of Akron





**Tamiyka Rose**  
Director of Strategic Development



**Shaleeta Smith**  
Director of Community Initiatives

## **| Letter from Our Directors**

Thank you to all of the organizations and individuals who have supported the infant mortality and infant vitality work over the years. We are so excited to release this new strategic plan and begin to actionably focus on the importance of the community while using data to drive systemic and institutional change. Although our journey is just beginning, we are grateful for the foundation that has been built and the future opportunities for growth.

Since 2013, our community has been actively working together to save our families and babies. In 2017, we made a concerted effort to not only meet and give updates on what we are doing but also to collectively work towards the same goals for our community. Full Term First Birthday is committed to **"Our Babies, Our Community, Our Future."** Thank you to our partners and the community for all of the hard] work and dedication. As we build relationships, we welcome \ community input and support to impact change.

As you will see in this strategic plan, we were intentional in considering the underlying issue of systemic racism in the overall mission and vision for FTFB, ensuring racial disparity was embedded into our framework, activities, and proposed outcomes. Our levels of influence will allow us to build connections with varying partners and community members to intensify the work being done to impact the lives of our families.

We are looking forward to continuing to serve our community and becoming leaders in educating and empowering families.

# Acknowledgements

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Thank you to all the subject matter experts who helped shape our new Strategic Plan.





# About Us

Full Term First Birthday Greater Akron is a collective impact collaborative advocating for policies, educating our community and informing our Greater Akron citizens of programs that promote healthy full-term pregnancies and ensure every child celebrates a first birthday.

# Our Managing Partners

- City of Akron
- Summit County Public Health
- United Way of Summit & Medina Counties



DANIEL HORRIGAN, MAYOR





# Our Collective Approach to Updating our Strategic Plan

The Full Term First Birthday (FTFB) Collective is a group of Greater Akron entities working together to promote infant vitality throughout the region.

FTFB was established in November 2017 by Akron City Mayor Daniel Horrigan at the request of former Ohio Governor, John Kasich. The call to action was to address the unacceptably high rate of infant mortality in Summit County and the significant disparity in birth outcomes between White and African American infants. Tamiyka Rose, Health Equity Ambassador for the City of Akron, was appointed to provide leadership, coordination, and support services to 19 organizations that signed a Memorandum of Agreement with the City of Akron to advance infant vitality and maternal health

In 2021, the three-year plan was complete and a new plan was completed. The new plan prioritizes social determinants of health and health equity to address the racial disparities in infant mortality in the Greater Akron region.

While the collective entities worked diligently over the last three years, there were areas where process improvement was highlighted, specifically around collective alignment. Over the last year, individuals representing the Greater Akron entities met in a series of five facilitated virtual sessions to restructure the plan using a Strategic Commitment Model. This model has three components that work in concert to drive Collective alignment:

1. Affection for your work "affective commitment"
2. Fear of loss "continuance commitment"
3. Sense of obligation to stay "normative commitment"

Using the model, the Collective achieved three strategic alignment outcomes in the new 2023-2028 Strategic plan:

1. Create a plan for the stakeholder community to work in lockstep as a coordinated effort to reduce infant mortality
2. Coordinate funding, resources, and efforts with stakeholder shared activities across the levels of influence (society, community, interpersonal, individual), explained in detail later in the plan
3. Be focused on implementation through accountability and consistency in meeting, tracking, and reporting

# 2012-2013

- The Ohio Department of Health and local partners were created in 2012 to address racial inequities in birth outcomes. Population data was used to target areas for outreach and services in nine counties with the largest disparities: Butler, Cuyahoga, Franklin, Hamilton, Lucas, Mahoning, Montgomery, Stark and Summit

- Summit County actively started working with CityMatch, a national membership organization of city and county health departments' maternal and child health (MCH) programs and leaders, to focus on upstream and downstream approaches to impact infant mortality and the disparity



# 2014-2016

- Downstream strategy: Prematurity and birth spacing education and resources were developed to streamline communication between all providers and community agencies

- Upstream strategy: Engaged in conversation around racism and the historical context that has led to policies, procedures and structures that negatively impact the black/brown community

- The Race Dialogue Summit Action Forum: Launching action steps to change the effects of racism on infant mortality



# 2017

- Mayor Horrigan created Full Term First Birthday to bring organizations across Summit County together to reduce Akron's disproportionately high infant mortality rate

- Mayor Horrigan appointed Tamiyka Rose to become the City of Akron's first Health Equity Ambassador to lead Full Term the First Birthday and advocate



# 2018

- Full Term First Birthday Memorandum of Understanding signed, which included 19 organizations and community collaborators. Summit County Public Health began serving as the co-lead of FTFB
- FTFB collaborated to develop the first community strategic plan to reduce infant mortality and ensure the well-being of expecting mothers and newborn children with a holistic, community-wide approach
- FTFB applied jointly to the Ohio Department of Medicaid/ Managed Care: Healthy Moms and Healthy babies fund with Summit County Public Health serving as the lead, \$2.4 million dollars was awarded to Akron/Summit County for a 2-year cycle



# 2019

- Full Term First Birthday and Project Ujima open the Zalika House, a safe space for expecting and new parents to gather to receive educational resources and materials to assist with their parenting journey

# 2020

Full Term First Birthday shifts approach to care in the wake of the COVID-19 pandemic:

- Created a housing stabilization fund to keep expecting and new families housed
- Shifted to a virtual approach to keep in touch with families
- Hosted two drive-thru baby showers distributing essential items and diapers/wipes serving 500 families in the community
- Delivered cooked turkeys and meals during Thanksgiving
- Worked with Akron-Canton Regional Foodbank to provide mobile food distribution



# 2021

- Begins working with The Well CDC to provide workforce development opportunities for new and expecting parents that provide job training, career coaching, and ongoing mentorship
- Received a \$100,000 grant from the National League of Cities received to support the workforce development program
- FTFB reapplied jointly to the Ohio Department of Medicaid/ Managed Care: Healthy Moms and Healthy babies fund with Summit County Public Health serving as the lead, \$2.4 million dollars was awarded to Akron/Summit County for another 2-year cycle
- Hosted two drive-thru baby showers distributing essential items and diapers/wipes serving 500 families in the community



# What We Stand For:

Our Babies. Our Community. Our Future.

## Our Vision

A thriving community enabling and supporting families to raise healthy babies



## Our Mission

Full Term First Birthday is a collective impact group that promotes services and resources to reduce racial inequities for Black families to promote infant vitality



## Our Goal

Reduce the Black Infant Mortality Rate to 6.0 per 1,000 births in Summit County by 2028. This goal aligns with the State of Ohio & United Way of Summit-Medina Counties



# The Need for Transformative Action for Safe Sleep in Summit County

## Year One Focus: Safe Sleep

In 2019, our sleep-related deaths in Summit County increased to double digits. Prior to 2019 Summit County had 5-7 infant deaths a year. Due to this increase, FTFB initiated a conversation with Synergy to assist with some community conversations, focus groups and surveys around awareness and understanding of safe sleep best practices. In 2020, our sleep-related numbers did decrease from 2019 but this data tells us that we are just maintaining and not addressing the root issue.

By making safe sleep our 2023 annual goal, we hope to operationalize some of the findings from the Synergy study, as well as formulate community initiatives that will have a lasting impact and save the lives of our babies by educating the community.

## The Synergy Study

In the Spring of 2020, the City of Akron Health Equity Ambassador and Assistant to Mayor Horrigan for Public Policy, Tamiyka Rose,, expressed a major concern for the number of sleep related infant deaths in the region. These deaths are often due to parents falling asleep with an infant without placing them in a safe sleeping environment. This has resulted in the City of Akron implementing a community strategy to reduce and eliminate sleep-related deaths by increased awareness and safe sleep training. **Losing a child is unthinkable; losing a child and knowing that it could have been prevented is life-altering.** In response to the expressed concerns and proposal request of Mayor Horrigan and Ms. Rose, Synergy was tapped to partner with the City of Akron to research and revise the marketing strategy for Safe Sleep in the Akron community.



# Safe Sleep Research Report

## Executive Summary

The top three reasons for co-sleeping were:

### 1. Infant's comfort

### 2. Mother is exhausted

### 3. Ease of breastfeeding

Many mothers reported that they engage in Safe Sleep practices, for example:

- **74%** reported that they never sleep in the same bed as their infant.
- **78%** reported that they always put their infant down to sleep on his/her back.
- **71%** reported that they never put their infant down to sleep in an adult bed.
- **93%** reported that they put their infant down to sleep in a full sized crib, portable crib/play yard/pack 'n' play, or bassinette/cradle.
- **86%** reported that they never place a stuffed animal in their infant's bed.

Additional insights on co-sleeping:

- A common time for co sleeping is during naps.
- Mothers create a 'safe space' for their infant when cosleeping (e.g. bed bassinet).
- Mothers are 'careful' when cosleeping (e.g. holding their infant in their arms).
- Infant will not sleep when alone.
- Mothers cosleep to be close to their infant.
- Mothers do not intend to cosleep, but they accidentally fall asleep with their infant.

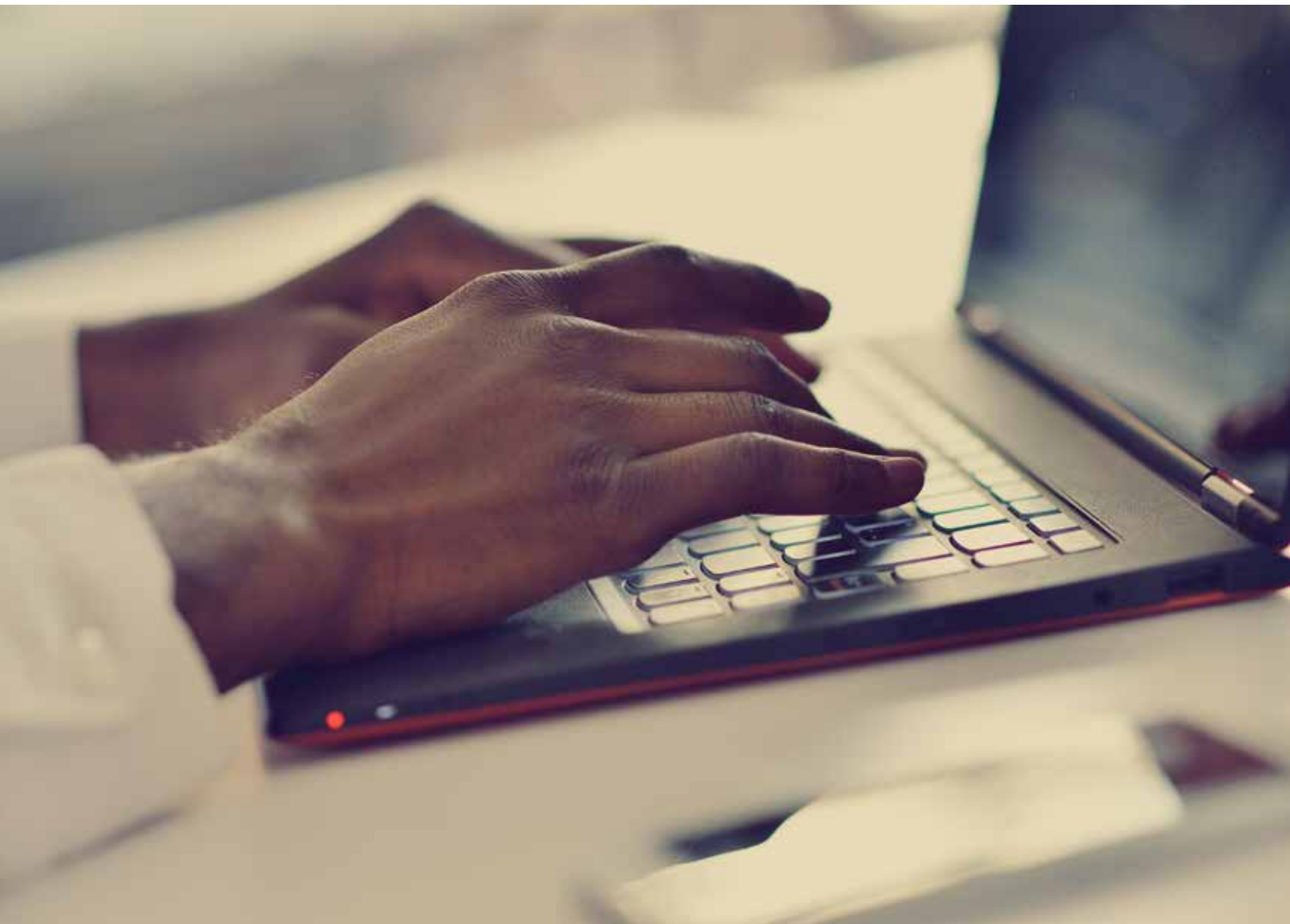


"We need everyone who loves and cares for an infant to take this issue seriously and commit to practicing Safe Sleep, so every one of our babies has a fighting chance to reach their first birthday and beyond."

**- Mayor Horrigan**

# Our Strategic Planning Process

Due to the ongoing COVID-19 pandemic, the Full Term First Birthday collective had to reorient its strategic planning process to ensure all members were safe. Planning sessions took place virtually, and utilized a number of digital planning softwares. While this was unprecedented, the new process did allow for additional accessibility, allowing more members of the collective to be heard and provide input into the **2023-2028 Strategic Plan**.





# The Process

## September 2021

Focus Groups

## October 2021

Session 1: Vision Planning

## December 2021

Session 2: Problem Exploration

## January 2022

Session 3: New Goals

## March 2022

Session 4: Goals & Action Items

## May 2022

Collaborate with Level of Influence Subject Matter Experts (SME)

## June 2022

Session 5: Final Meeting with Full Collective

## August 2022

Full Term First Birthday Executive Committee Meets

## September 2022

2023-2028 Strategic Plan is launched at Mayor Horrigan's Health Equity Summit

# Driving Factors

## Social Determinants of Health

**Social determinants of health (SDOH)** are the conditions in the environments where people are born, live, learn, work, play, worship, and age that affect a wide range of health, functioning, and quality-of-life outcomes and risks.

Social determinants of health (SDOH) have a major impact on people's health, well-being, and quality of life. Examples of SDOH include:

- Safe housing, transportation, and neighborhoods
- Racism, discrimination, and violence
- Education, job opportunities, and income
- Access to nutritious foods and physical activity opportunities
- Polluted air and water
- Language and literacy skills

Social Determinants of Health



Social Determinants of Health  
Healthy People 2030

## Racial Equity

is a process of eliminating racial disparities and improving outcomes for everyone. It is the intentional and continual practice of changing policies, practices, systems, and structures by prioritizing measurable change in the lives of people of color.



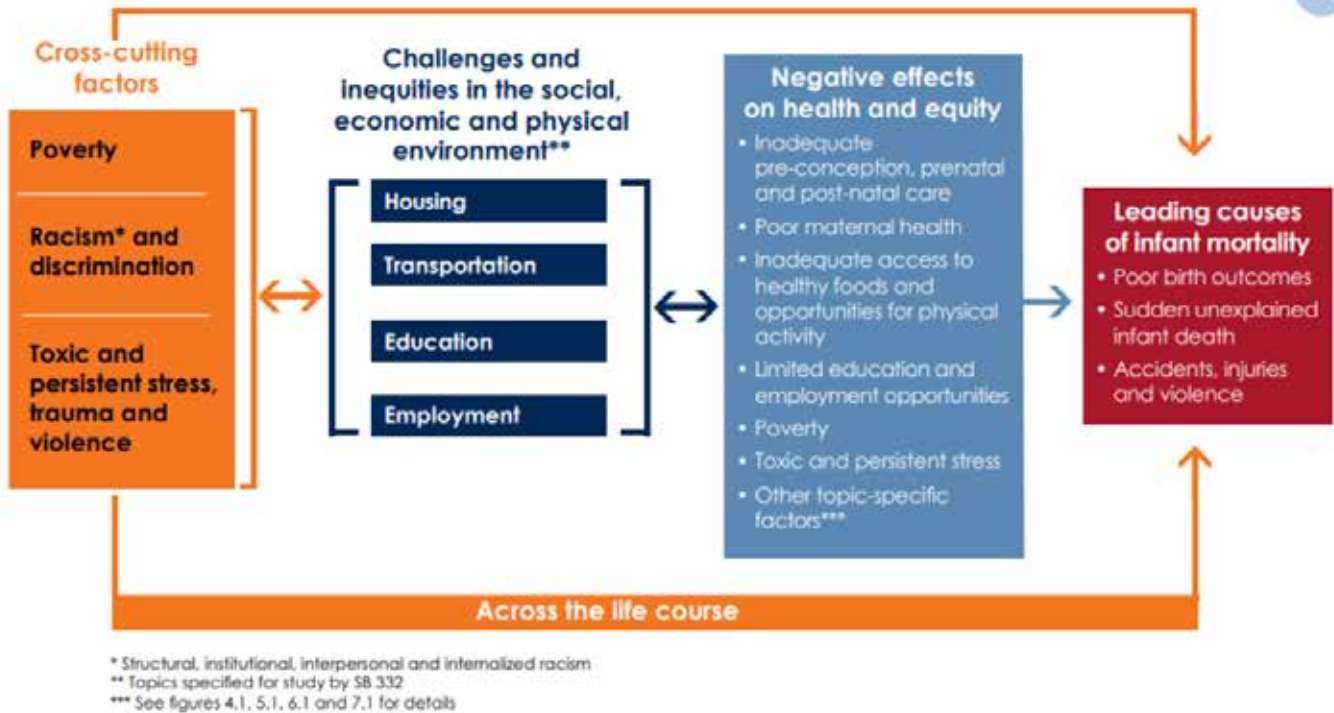
## Decrease Infant Mortality

The infant mortality rate is **the number of infant deaths for every 1,000 live births**. In addition to giving us key information about maternal and infant health, the infant mortality rate is an important marker of the overall health of a society.





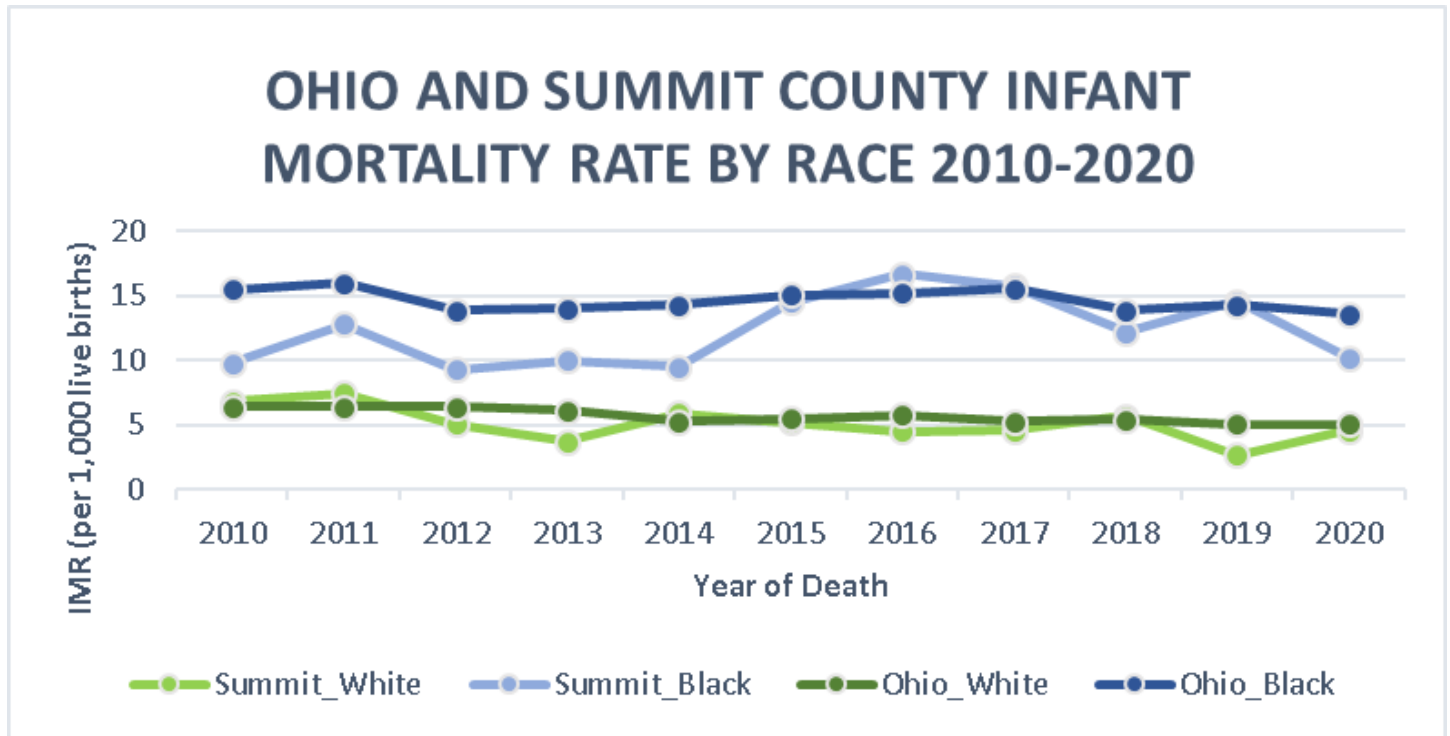
Figure 3.3. Summary of relationships between social determinants of health and infant mortality



Key findings on the relationships between social determinants of health and infant mortality

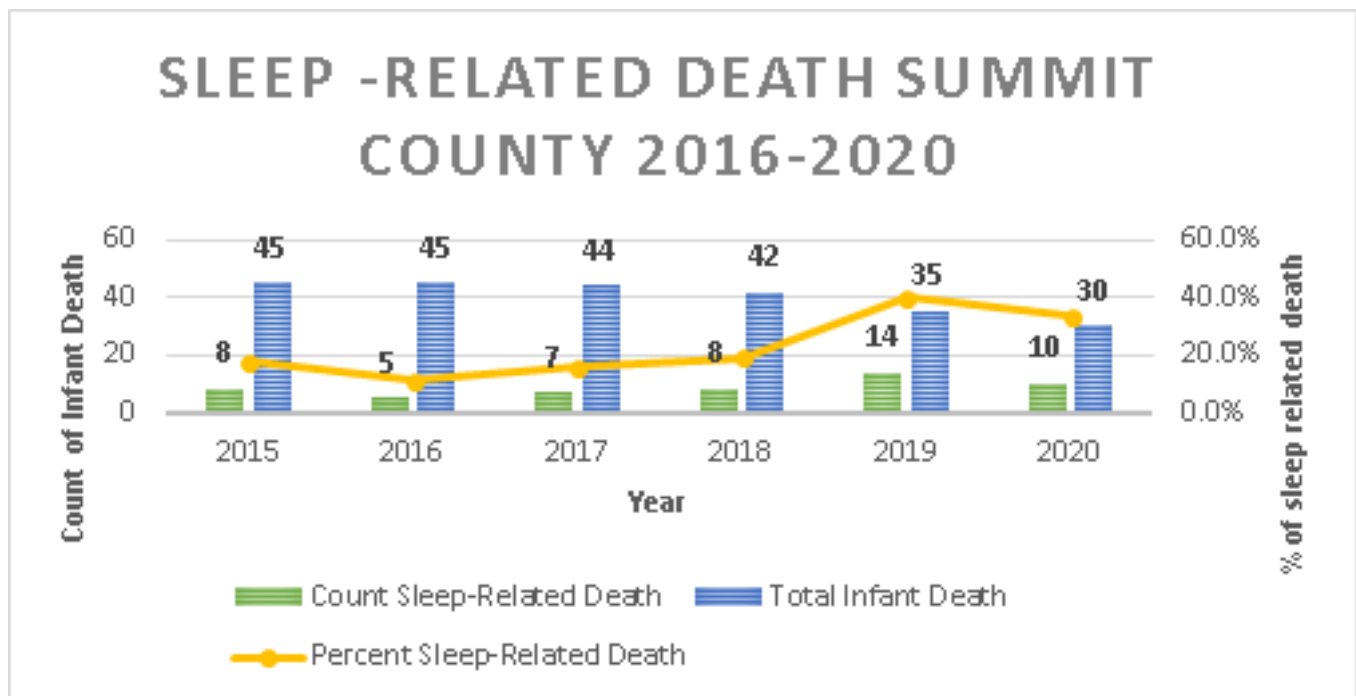
1. Summit County’s infant mortality rate has decreased from 7.5 per 1,000 live births in 2016 to 5.6 per 1,000 live births in 2020
2. Similar to the state, there are noticeable disparities in infant mortality by race in Summit County with the Black infant mortality rate being 2-3 times higher than the White infant mortality rate
3. Access to health care is necessary, but not sufficient. Improvements to factors beyond medical care are needed to achieve infant mortality reduction goals.
  - a. Residents in low-income communities experience higher rates of low birth weight and prematurity which increases the chances of infant mortality
  - b. Residents are often isolated from resources like health care, housing insecurity, transportation barriers
4. Changes in state and local policy can help to curb inequities that contribute to infant mortality within communities by:
  - a. Improving community conditions by implementing economic security programs
  - b. Supporting housing affordability for families by implementing programs that offer subsidized support
  - c. Acknowledging the effects of racism in community development and analyzing the effects of redlining within communities of color.
  - d. Creating programs in disenfranchised neighborhoods to increase social capital to improve health outcomes.
  - e. Coordinating and collaborating with community partners and organizations to find creative solutions

The graph below shows the disparity in the infant mortality rates between the White and Black families in Summit County. Black babies in Summit County are dying at 2-3x the rate of their white counterparts, these numbers are consistent with the overall infant mortality rate for the state of Ohio.



### Safe Sleep

Of the infant deaths in Summit County in 2019 & 2020, 40% and 30% were caused by sleep-related instances. Sleep-related deaths occur when an infant is placed in an unsafe sleeping environment or sleeping position, including not in a crib, co-sleeping with others, in the presence of blankets, stuffed animals, or pillows, and/or sleeping on the stomach or side.



# Full Term First Birthday's Strategic Response

The Social Determinants of Health are the range of personal, social, economic, and environmental factors that influence health status. They fall under broad categories known as the levels of influence. These levels show the interaction between, and the interdependence of factors (or determinants) affecting health. It highlights people's interactions with their physical and sociocultural environments. They are grouped into these categories:



To make a positive impact, we must look at the broad picture and root cause of maternal and child health issues in order to help individuals. Multilevel interventions are most effective in changing behavior and models are most powerful when they are behavior specific. Our approach for the FTFB Collective to work on this goal includes activities that are part of an ecosystem model used widely in public health and adopted by maternal and child health to:

- Guide problem solving and organize our collective resources
- Design thoughtful interventions specific to the people of Greater Akron
- Measure and continuously evaluate the impact of the interventions

Although the levels of influence are each listed independently, they share an interconnectedness. They are dependent on each other in making transformational change for Infant Vitality.

For our work, it makes sense to group activities where we can hone in on making an impact so we can monitor and measure progress. It is equally important that we communicate our work with our Collective Partners to assess where we can join forces, add value, and find opportunities for innovation that extend into all levels.



# Society

Federal, State, and local regulations, laws, built environment (public works, infrastructure), poverty, education, housing, racism.

# Community

Explores the settings, such as schools, workplaces, and neighborhoods, in which social relationships occur

# Interpersonal

Identifies biological and personal history factors, including age, education, income, substance use, or history of abuse

# Individual

Examines close relationships, meaning a person's closest social circle-peers, partners and family members



# Society

**1** Collective work to positively impact Federal, state, and local regulations, laws, built environment (public works, infrastructure) and poverty, education, housing, racism

**1.1** **Advocate to local, state, and federal elected officials to advance maternal and child health**

1.1.1 Educate elected officials about Full Term First Birthday as a Collective resource in Summit County

1.1.2. Speak at Leadership on Main

1.1.3. Create advocacy resource kits with curated personal stories, data current state and desired outcomes

1.1.3.a. Develop a shared library of personal stories from the community

**1.2** **Develop non-partisan and data driven position statements around Safe Sleep**

1.2.1 Identify partners at the local, state level

1.2.2 Develop position statements for key policy issues

1.2.3 Use Synergy Study to write position statements for policy

1.2.4 Assess current relationships with local, state and federal policy makers

1.2.5 Build on existing partnership initiatives and relationships

1.2.6 Bring the narrative of real people to policy makers

1.2.7 Develop a small group to write papers and remain mindful of the different audiences

1.2.8 Develop economic impact position for Akron [cost of ignoring vs addressing]

1.2.8.a Contact University of Akron to develop an economic impact position paper on the importance of ignoring infant mortality/safe sleep Summit County specific

**1.3** **Pursue national funding and grant opportunities**

1.3.1 Learn how hospitals apply to grant opportunities and make sure they think of FTFB as a partner especially for safe sleep issues

1.3.1.a. Re-align with hospitals on the importance of FTFB's work

1.3.2 Create a policy agenda

1.3.3. Develop small pilot projects that can be shared with entities that are applying to grant opportunities

# Community

**2** Explores the settings, such as schools, workplaces, and neighborhoods, in which social relationships occur

## **2.1** Safe Sleep

2.1.1 Design & Implement a community-wide safe sleep training strategy

2.1.2 Utilize Synergy's safe sleep marketing campaign

## **2.2** Social Determinants of Health

2.2.1 Offer professional training on implicit bias and structural racism to new and existing FTFB partners

2.2.2 Increase safe and affordable housing for pregnant and parenting families

2.2.3 Establish fatherhood support resources

2.2.4 Address Maternal/Family Mental Health

2.2.5 Support comprehensive, evidence based, reproductive health education

2.2.6 Promote education and job readiness to pregnant and previously pregnant individuals

## **2.3** Engage & Build Non-traditional partners

2.3.2 Learn how hospitals apply to grant opportunities and make sure they think of FTFB as a partner especially for safe sleep issues

2.3.2.a. Re-align with hospitals on the importance of FTFB's work

2.3.3 Create a policy agenda

2.3.4. Develop small pilot projects that can be shared with entities that are applying to grant opportunities

# Interpersonal

3

Identifies biological and personal history factors, including age, education, income, substance use, or history of abuse

3.1

## Communicate Safe Sleep & FTFB Initiatives

- 3.1.1 Create a universal message on safe sleep for all FTFB partners and volunteers
- 3.1.2 Cultivate safe spaces to share experiences of safe sleep, barriers and successes
- 3.1.3 Share lived experiences of sleep related losses with Akron families and the successes of parents who follow Safe Sleep best practices
- 3.1.4 Utilize community-based services to continue exposure to safe sleep environment
- 3.1.5 Tailor & Incorporate the Centering Model of learning into existing programming
- 3.1.6 Thread mental health within the safe sleep theme
- 3.1.7 Create a campaign on 'How to Prepare for Sleep'
- 3.1.8 Mobilize a community of Safe Sleep ambassadors

3.2

## Build Trust & Strengthen Relationships

- 3.2.1 Increase utilization home visits with Community health workers and Summit County Health Department Nurse Family partnership program
- 3.2.2 Build expertise in the community Ambassadors
- 3.2.3 Identify FTFB training for a variety of audiences FTFB Partners

# 4 Individual

Examines close relationships, meaning a person's closest social circle-peers, partners and family members

## 4.1 Revamp referral and enrollment processes

4.1.1 Reevaluate referral process to optimize services for pregnant people

4.1.2 Create and conduct a client enrollment process that is accessible, efficient, and streamlined across groups

4.1.3. Conduct benchmarking of partner practices to identify best practices and most relevant implementation

4.1.4 Update and share processes with all Collective Partners

## 4.2 Improve mode of connecting people to services & resources

4.2.1 Improve/Increase connection between pregnant people and Community Health Workers via HUB

4.2.2 Increase safe and affordable housing for pregnant and parenting families

## 4.3 Develop a review process of the Summit County Child Fatality Review Board findings

4.3.1 Review the Summit County Child Fatality Board findings

4.3.2 Evaluate and optimize services to address trends identified in instances of preventable deaths, especially those related to unsafe sleep

4.3.3 Encourage parents to participate in the state's interview



# Our Executive Leadership Structure

The purpose of the Executive Committee is to support the work of the FTFB Collaborative and provide mission-based leadership and strategic governance. They have three goals:

1. Develop a leadership structure that will support the new strategic plan and strive to increase community support, resources, and impact to improve infant vitality in Greater Akron
2. Increase partners, funding, & new programs
3. Improve data, accountability & community collaboration

Executive Executive Committee Members Will:

- Serve a 3-year term
- Meet on a quarterly basis
- Serve on at least one subcommittee
- Participate in the annual retreat

## FTFB Leadership

Tamiyka Rose, Director of Strategic Development  
Shaleeta Smith, Director of Community Initiatives

### Subcommittees

Resource Development  
Strategic Partnerships  
Legislative Affairs

### Executive Committee

### Mayoral Oversight

## FTFB Collaborative



August 23, 2022, Executive Committee Kickoff session for 2023-2028 Strategic Plan

During their time on the committee, Executive Members' role and responsibilities are to:

- Serve as a trusted advisor to the FTFB leadership team and the FTFB collaborative as they implement the new strategic plan
- Review outcomes and metrics created by FTFB collaborative for evaluating its impact, and regularly reviewing performance and effectiveness of those metrics
- Approve FTFB's annual budget, grant endeavors, and financial reports
- Serve on Subcommittees, taking on special assignments and actively engaging in FTFB events
- Advocate for FTFB financial, in-kind, and volunteer support; building relationships with donors and community leaders
- Represent FTFB to stakeholders; acting as an ambassador for the collaborative and its work
- Support the fundraising and programmatic efforts needed to reduce infant mortality
- Ensure FTFB's collective commitment to a diverse executive committee and collaborative membership that reflects the communities FTFB serves

# Stakeholder Community

Who should be involved in creating more equitable outcomes in Summit County.

- **Academia & Workforce Development**
- **Community & Grassroots Organizers**
- **Transportation**
- **Environment**
- **First Responders**
- **Healthcare Stakeholders**
- **Food & Nutrition**
- **Home Visitors**
- **Business Community**
- **Private Funders**
- **Housing**
- **Individual Volunteers**
- **Non-Traditional 'Influencers'**

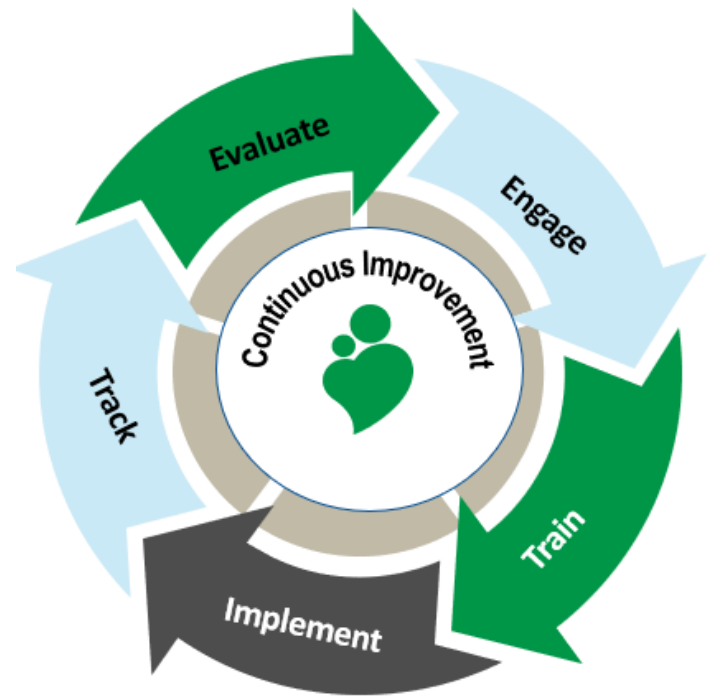


**It takes a community to  
promote infant vitality**



Full Term First Birthday's Strategic Plan Activities were co-created with its collective impact partners. As diverse and unique as its partners, individuals, and cross-sector organizations, the activities were designed to address gaps within every level of influence: society, community, interpersonal, and individual.

To plan for successful outcomes, the Executive Committee created a continuous improvement process flow in place.



## Planning for Success

- **Engage:** The Executive Committee will engage collective partners and individuals who are committed, passionate, and willing to give their time, energy and resources to people and families in Summit County.
- **Train:** Every Collective partner organization, and individual will be trained. To unify and be able to communicate the goal, mission and vision, FTFB committees will work together to set accountability expectations, decide the best ways to track, measure, and report progress.
- **Implement:** FTFB provides a clear path for partners and volunteers to use their skills and expertise and build new skills to participate in activities where they can make an impact at every level of influence.
- **Track:** In order to show our activity and visibility across all levels of influence as we address the interplay between race, equity, infant mortality, and preterm births, it is important to capture all activity, data, progress, and barriers on FTFB's tracking template. Part of tracking is measuring progress with key performance indicators and objectives and key results.
- **Evaluate:** Continuously ask questions and listen for innovative ideas, partners, and needs. Evaluate progress by conducting a "start, stop, continue" exercise to refine each activity and approach.

Start	Stop	Continue
<p>What should we start doing?</p> <ul style="list-style-type: none"> <li>• Things that are not being done, that need to be</li> <li>• Things to begin doing to get better results</li> <li>• Things worth experimenting with for better results</li> </ul>	<p>We should we stop doing?</p> <ul style="list-style-type: none"> <li>• Things that are not working, helping, or delivering desired results</li> <li>• Things that impede, are impractical, or we dislike</li> </ul>	<p>What should we continue doing?</p> <ul style="list-style-type: none"> <li>• Things that are working well, show progress or signs of potential, or desired results</li> </ul>

**Continuous Improvement Best Practices include:**

- Starting at the beginning of the process flow for every new partner
- Revisiting any phase in the continuous improvement process flow when needed
- Sharing stories, data, and lessons learned across the Collective
- Celebrating all progress: quick wins, defined milestones, and transformative change





# Glossary

▪ **Anti-Black Racism:** The system of beliefs and practices that attack, erode and limit the humanity of Black people.

*Source: American Heart Association, Call to Action: Structural Racism as a Fundamental Driver of Health Disparities*

▪ **Community:** Explores the settings, such as schools, workplaces, and neighborhoods, in which social relationships occur.

*Source: Centers for Disease Control and Prevention, The Social-Ecological Model: A Framework for Prevention*

▪ **Doula:** Trained professionals that provide physical, emotional, and informational support to women during labor, birth and in the immediate postpartum period.

*Source: The Journal of Perinatal Education*

▪ **Health Inequities:** Health inequities are systematic differences in the health status of different population groups. These inequities have significant social and economic costs to both individuals and societies.

*Source: American Heart Association, Call to Action: Structural Racism as a Fundamental Driver of Health Disparities*

▪ **Infant Mortality Rate:** The infant mortality rate is the number of infant deaths for every 1,000 live births. In addition to giving us key information about maternal and infant health, the infant mortality rate is an important marker of the overall health of a society.

*Source: Centers for Disease Control and Prevention, Infant Mortality*

▪ **Levels of Influence:** The interaction between, and interdependence of, factors within and across all levels of a health problem. It highlights people's interactions with their physical and socio-cultural environments.

*Source: Rural Health Information Hub, Ecological Models*

▪ **Lived Experience:** The immediacy of experiencing provides the raw material to be shaped through interpretation, reinterpretation, and communication into its lasting form.

*Source: International Journal of Qualitative Methods, Capturing Lived Experience*

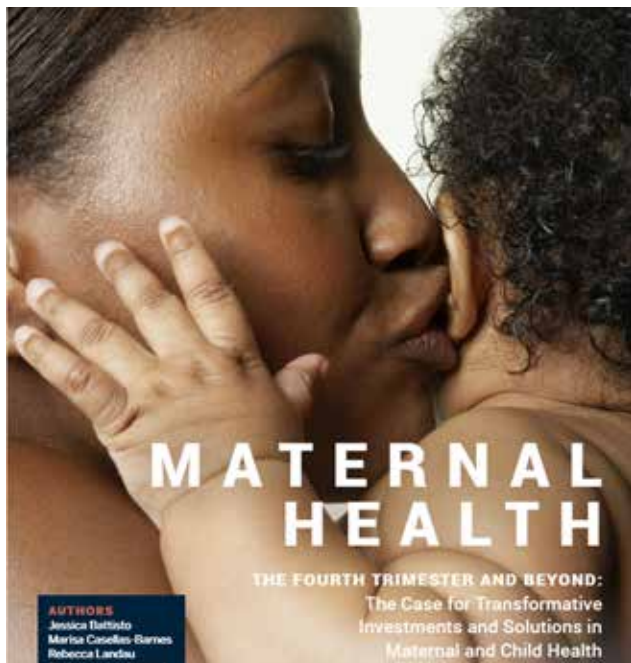
▪ **Racial Disparity Gap:** A noted data difference between races. Specifically, if it exists when the proportion of a racial/ethnic group within a subset of the population is different from the proportion of such groups in the general population. While the presence of a disparity alone is not evidence of racism, discrimination or disparate treatment, it presents a concern that requires more in-depth analysis. Our plan focuses on the racial disparity between the infant and maternal mortality rate between Black and White families. The gap is the difference between the incidences in the subsets of the population.

*Source: The Inspector General Department of the Air Force: Report of Inquiry, Independent Racial Disparity Review*

▪ **Social Determinants of Health:** Social determinants of health are the conditions in the environment where people are born, live, learn, work, play, worship, and age that affect a wide range of health, functioning and quality-of-life outcomes and risks.

*Source: American Heart Association, Call to Action: Structural Racism as a Fundamental Driver of Health Disparities*

# Inspirational Resources

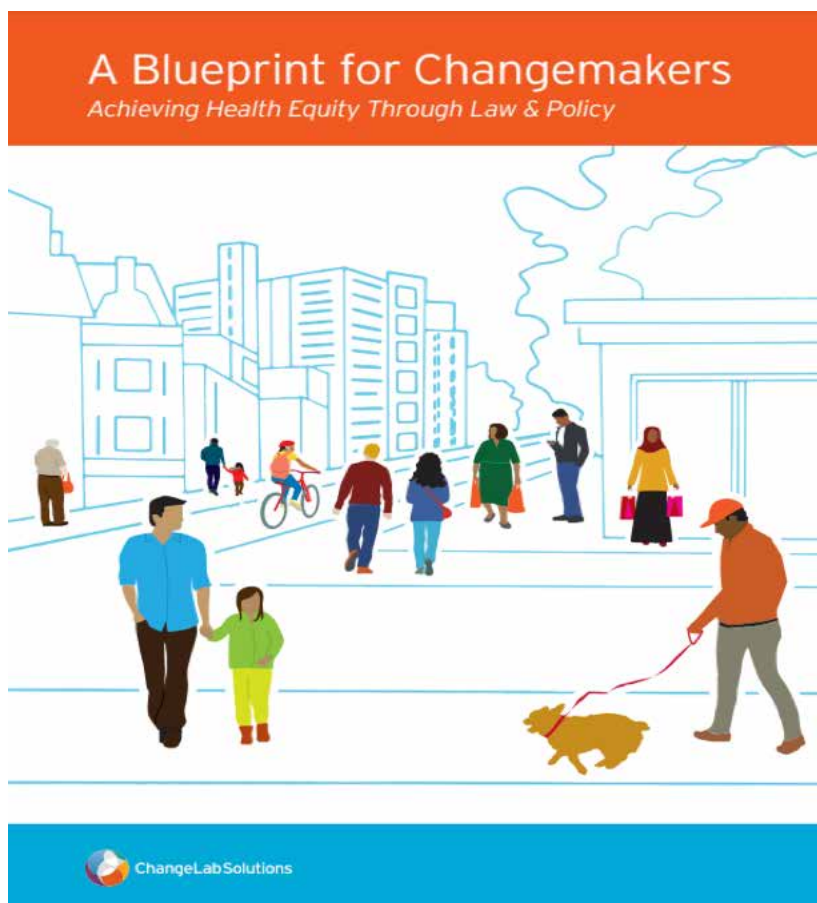


This [document](#) reflects key insights from a series of meetings hosted by the Federal Reserve Bank of New York's Community Development Unit in collaboration with other organizations on the maternal health crisis. The policy proposals include:

- 1) Applying a "Housing First" model to maternal health,
- 2) Full-system financing,
- 3) Using employer-matched individual health care spending accounts for community wellness, and
- 4.) Diversify the pipeline of nurses, midwives, and other healthcare professionals.

## [A Blueprint for Changemakers](#)

presents legal strategies and best practices to help policymakers and communities improve health outcomes. It provides a roadmap for working locally and collaboratively to advance laws and policies that will help ensure that everyone has a fair chance to live a healthy life.



# Community Involvement

Please review the commitment language below and submit the form to us. We will not share your information and promise to keep you informed of our progress:

**“I commit to being a Full Term First Birthday partner and ensuring that Summit County is the safest and most equitable place in the nation to deliver and raise a baby.”**

**Submit**



