

## Summary of the strategic map discussion by meeting participants

- Several key principles provide the framework and context for understanding the intent of the strategic map.
  - Preterm birth needs to be addressed in the context of a comprehensive approach to health children, adolescents and women.
  - Strategies to reduce the rate of preterm birth in the United States need to be developed and implemented using health equity lens.
  - Equitable access for all to quality health services is essential strategy for reducing the rate of preterm birth.
  - Efforts to reduce preterm birth need to recognize and respect the unique talents, needs and culture of individuals and communities – working with them in respective ways to develop and implement appropriate approaches.
  - Public health systems and the health care delivery systems in the United States need to work together to support comprehensive approaches for improving health and health equity.
- The central challenge, “Achieve demonstrated improvements and equity in preterm birth in the United States”: (later changed to Achieve equity and demonstrated improvements in preterm birth in the United States)
  - Recognizes that achieving significant reductions in the rate preterm birth in the United States requires making significant improvements in health equity
  - Emphasizes strategies that achieve demonstrated improvements in preterm birth rates in the United States by focusing on improving health equity
  - Avoids approaches to improving preterm birth rates for some populations that would have the unintended consequence of increasing the health disparities
- Strategic Priority A, “Increase effective use of evidence-informed clinical and public health practice”:
  - Recognizes that improving clinical practice is a necessary element of efforts to reduce preterm birth rates but improving clinical practice alone is insufficient to achieve the goals for reducing preterm births
  - Emphasizes coordinating improvements in clinical practice with comprehensive public health approaches in order to achieve demonstrated improvements and equity in preterm birth rates
  - Prioritizes efforts to increase the intentionality of pregnancy and ensure all women receive high quality prenatal care
- Strategic Priority B, “Expand discovery and accelerate translation and innovation”:
  - Recognizes that known interventions are insufficient to achieve the significant improvements and equity in preterm birth rates envisioned by the goals of the Prematurity Roadmap
  - Emphasizes expanding discovery by fostering a comprehensive research agenda that encompasses both clinical practice and public health initiatives
  - Includes accelerating translation in order to reduce the time it takes for new discoveries to achieve improvements and equity in preterm birth rates

- Strategic Priority C, “Align multi-level support to improve health equity”:
  - Focuses on fostering and aligning efforts to improve health equity at the federal, tribal, state, local and community levels
  - Emphasizes partnering across sectors to address the root causes of inequity
  - Stresses working collaboratively with leaders and communities to develop and implement culturally appropriate population-based strategies to achieve improvements and equity in pre-term birth rates
- Strategic Priority D, “Develop and implement messaging, policy and practice strategies”:
  - Focuses on increasing the impact of communication efforts by aligning partner organizations to communicate common messages
  - Emphasizes aligning partner advocacy strategies to advance policies that support preterm birth goals
  - Prioritizes efforts to align payment and funding in support of desired outcomes
- Strategic Priority E, “Secure the funding and resources required for success”:
  - Focuses on using differentiated approaches to “telling the story” in order to reach each audience in the most effective way
  - Prioritizes strategies to cultivate funding relationships and secure needed support
  - Includes aligning the staffing and infrastructure as necessary to successfully implement the strategic plan/map
- At the bottom of the strategic map there are three cross-cutting strategic priorities. In strategic map logic, cross-cutting strategic priorities:
  - Are placed at the bottom of the strategic map to show that they are foundational to the strategy
  - Span the map from left to right to demonstrate that efforts to achieve the cross-cutting priorities will be embedded in the efforts to implement all the other strategic priorities on the map
  - No plan to implement the other strategic priorities will be considered complete unless it includes emphasis on the cross-cutting priorities.
- Cross-cutting Strategic Priority F, “Emphasize the health of women and adolescents”:
  - Focuses on approaching preterm birth using a life course approach to health for children, adolescents and women
  - Stresses approaching prenatal care in the context of total health and overall reproductive health
- Cross-cutting Strategic Priority G, “Engage families, communities and other strategic partners across sectors through a collaborative Infrastructure”:
  - Recognizes that successful implementation of the strategic map requires the broad, sustainable engagement of families, communities, and other strategic partners across sectors
  - Stresses establishing a collaborative infrastructure to ensure partner efforts are effectively coordinated and can be sustained over time
- Cross-cutting Strategic Priority H, “Optimize the use of data and evaluation to drive learning and success”:

- Focuses on developing and effectively utilizing the right data to guide and evaluate efforts to achieve demonstrated improvements and equity in preterm birth
- Stresses using continuous quality improvement to support learning and improve success

Strategic Priority A, “Increase effective use of evidence-informed clinical and public health practice,” is supported by the following strategic objectives.

- Strategic Objective A-1, “Optimize public health systems and strategies to improve women and adolescent health”:
  - Focuses on effective implementation of the public health systems and strategies necessary to achieve demonstrated improvements and equity in preterm birth
  - Emphasizes addressing the social determinants of health and using a health equity lens to guide public health strategies
  - Stresses coordinating public health efforts with the clinical practices outlined in the strategic map and the March of Dimes Prematurity Roadmap
- Strategic Objective A-2, “Optimize clinical practices to improve women and adolescent health”:
  - Focuses on effective use of evidence-informed clinical practices to improve women and adolescent health
  - Includes working with appropriate partners to effectively implement the evidence-informed clinical practices of the March of Dimes Prematurity Roadmap
  - Stresses coordinating these clinical practices with the public health interventions outlined in the strategic map and the March of Dimes Prematurity Roadmap
- Strategic Objective A-3, “Support strategies to increase the intentionality of pregnancy”:
  - Emphasizes increasing the intentionality of pregnancy as a proven strategy for reducing premature birth rates
  - Includes a board range of education, prevention, public health and clinical interventions to increase the intentionality of pregnancy
- Strategic Objective A-4, “Ensure all women receive high quality prenatal care”:
  - Focuses on increasing access to prenatal care for all women – including those disadvantaged by being uninsured or underinsured – and aligning payment and funding to support access
  - Emphasizes working with providers and their partner organizations to increase the effectiveness of evidence-informed, culturally competent prenatal care and expand access to it
- Strategic Objective A-5, “Ensure appropriate care for all women with prior preterm birth”:
  - Focuses on expanding use of progesterone therapy and other evidence-based practices outlined in the March of Dimes Prematurity Roadmap
  - Emphasizes providing that care as part of a comprehensive approach and ensuring access to it for all women with a history of prior preterm birth

Strategic Priority B, “Expand discovery and accelerate translation and innovation,” is supported by the following strategic objectives.

- Strategic Objective B-1, “Implement public health/community-based research and program evaluation”:

- Focuses on linking public health strategies with community-based participative research and program evaluation to improve understanding of the unique resources and needs of communities with high rates of preterm birth
- Emphasizes using the results of that research to create innovative approaches for achieving improvements and equity in preterm birth
- Stresses implementing program evaluation to validate measurable improvements and transfer learning/best practices to other settings in culturally appropriate ways
- Strategic Objective B-2, “Expand basic, translational, clinical and health services research”:
  - Focuses on accelerating translation through stronger linkage across the continuum of research – including basic, clinical and translational research
  - Stresses increased use health services research to achieve improvements and equity in preterm birth
- Strategic Objective B-3, “Research effective adaptation and implementation of evidence to improve precision”:
  - Focuses on the need to improve precision in both public health and clinical practice
  - Emphasizes research to improve effective adaptation and implementation of evidence
- Strategic Objective B-4, “Provide career support for multi-level/multi-degree investigators”:
  - Recognizes the need to deepen the talent base of multi-level/multi-degree investigators in order to expand discovery and accelerate translation
  - Emphasizes providing the necessary career support to develop those investigators
- Strategic Objective B-5, “Foster collaborative community learning”:
  - Focuses on collaborative community learning as a key strategy for expanding discovery and accelerating translation
  - Emphasizes using that strategy to build the capacity of communities to develop and implement innovative approaches to achieving improvement and equity in preterm birth rates

Strategic Priority C, “Align multi-level support to improve health equity,” is supported by the following strategic objectives.

- Strategic Objective C-1, “Foster and support community/place-based leadership and engagement”:
  - Recognizes the critical role of leadership and community engagement in developing and implementing place-based strategies to improve health equity
  - Emphasizes aligning the efforts of the partner organizations to foster and support effective community/place-based efforts to improve health equity
- Strategic Objective C-2, “Foster and support population-based solutions”:
  - Focuses on the critical role of population-based approaches in achieving improvements and equity in preterm birth
  - Emphasizing aligning the efforts of partner organizations in using effective, collaborative approaches to foster and support population-based solutions
- Strategic Objective C-3, “Align federal, tribal, state, local and community policy initiatives”:
  - Focuses on implementing policy initiatives at multiple levels in order to support improvements and equity in preterm birth

- Stresses using Health in All Policies to align federal, tribal, state, local and community policy efforts
- Strategic Objective C-4, “Partner across sectors to impact the root causes of inequity”:
  - Recognizes the need to address the root causes of inequity in order to achieve improvement and equity in preterm birth and related health issues
  - Focuses on working with public and private partners across sectors to identify, prioritize, address and remediate the root causes of inequity

Strategic Priority D, “Develop and implement messaging, policy and practice strategies,” is supported by the following strategic objectives.

- Strategic Objective D-1, “Coalesce partners to support common messaging”:
  - Recognizes that each partner organization is engaged in extensive communication efforts to reach key constituents and audiences
  - Focuses on developing common messaging that can be implemented in a coordinated way across partner organizations to leverage the effectiveness and impact of communication
- Strategic Objective D-2, “Integrate messaging with other campaigns/efforts”:
  - Recognizes that each partner organization is involved in communication campaigns to reach its respective constituents and audiences
  - Stresses integrating common messaging into existing communications campaigns/initiatives to increase the collective impact of partner communication
- Strategic Objective D-3, “Engage partners to advocate policies supporting preterm birth goals”:
  - Focuses on using Health in All Policies to advocate for policies at all levels that support improvement and equity in preterm birth
  - Emphasizes aligning the advocacy agendas and efforts of partner organizations to optimize their effectiveness
- Strategic Objective D-4, “Establish a federal home for preterm birth efforts”:
  - Focuses on coordinating efforts to achieve demonstrated improvement and equity in preterm birth, including securing needed funding
  - Emphasizes creating a “home” within the federal government to support the coordinated efforts of partner organizations to achieve improvement and equity in preterm birth
- Strategic Objective D-5, “Align payment/funding with desired outcomes”:
  - Focuses on securing and deploying the funding to support efforts to achieve improvement and equity in preterm birth rates
  - Emphasizes aligning partner advocacy efforts to align payment practices to support achieving improvement and equity in preterm birth

Strategic Priority E, “Secure the funding and resources required for success,” is supported by the following strategic objectives.

- Strategic Objective E-1, “Tell the right story to each audience in a compelling way”:
  - Recognizes that reaching diverse funding sources with a compelling message requires adapting the messaging strategy to address the unique needs and goals of each potential funder

- Focuses on coordinating partner messaging strategies in order to tell the right story to each audience in a compelling way
- Strategic Objective E-2, “Align and strengthen staffing and infrastructure”:
  - Recognizes the need to secure adequate staffing and appropriate infrastructure to support the individual and collaborative efforts of partner organizations
  - Focuses on securing and deploying the staffing needed to support collaborative implementation of the strategic map
  - Emphasizes implementing the necessary infrastructure to ensure the effectiveness and sustainability of collaborative efforts to achieve improvement and equity in preterm birth rates
- Strategic Objective E-3, “Identify and cultivate relationships and prioritize potential funders/resources”:
  - Recognizes that securing initial and ongoing funding and resources requires long-term efforts to cultivate and maintain the relationships with donors and funders
  - Focuses on developing and implementing collaborative efforts to develop and maintain those prioritized relationships
- Strategic Objective E-4, “Improve “asks” to secure funding and coordinate where appropriate”:
  - Focuses on the critical role of “the ask” in securing funding and other resources
  - Emphasizes improving the capability of leaders and organizations to make effective “asks”
  - Stresses coordinating the efforts of partner organizations to secure funding and resources in order to optimize their effectiveness and avoid donor confusion and fatigue
- Strategic Objective E-5, “Provide appropriate funder and partner recognition”:
  - Emphasizes implementing appropriate recognition to express gratitude and appreciation to those individuals and organizations that provide financial and resource support
  - Stresses tailoring the approach to recognition – such as publicity, awards and other approaches – to the unique preferences of each donor and funder