

**Division of Public Health
Physical Activity Nutrition Obesity Prevention (PANO)
Advancing Healthy Lifestyles Coalition
STRATEGIC PLAN
September 2023**

Vision

The AHL Coalition uplifts the well-being of all Delawareans and breaks down barriers to achieve healthy lifestyles.

Mission

The AHL Coalition brings together coalitions and partners to focus on healthy lifestyles and equity through the PANO lens to leverage and expand resources in the community.

Core Values

- **Inclusive.** We embrace cultural inclusivity and work to understand and respond to different cultural needs of our counties and communities to ensure equitable access.
- **Build Trust.** We provide a safe and respectful space for diverse community representatives, and listen to communities to build trust and buy-in. Our efforts support community engagement and belonging.
- **Collaboration.** We practice shared responsibility, collaboration, and leadership with our member and partner organizations.
- **Collective action.** We strive to effect meaningful broad systems and cultural change of organizations and individual attitudes to impact social determinants of health and improve health outcomes.

Priorities (2023 to 2025)

- The most pressing need relating to health equity is to increase awareness.
- The area of focus should be mental health and wellness.
- The top outcomes for year one should be Increased community engagement.



Dr. Devona Williams, Facilitator
www.goeinswilliams.com

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Strategic Goals - ACCOMPLISHMENTS (FY25)

- I. Collaboration/Partnerships:** Engage coalitions and key representatives across the health system with a PANO focus to serve as a repository, knowledge sharing and networking vehicle.

Potential Actions:

1. Create a health community list serve on the PANO website.	<ul style="list-style-type: none"> • Provided an opportunity for AHL members to connect through the GroupMe app (December 24). AHL members were also offered the opportunity to be a part of United Us platform to be able to reach more constituents related to PANO. The events calendar was also added onto the AHL website to provide opportunities for members to share information and announcements about meetings and conferences.
2. Develop a repository of programs and best practices.	<ul style="list-style-type: none"> • Published reports and plans relating to PANO are routinely added to the AHL website.
3. Provide networking opportunities virtually and in-person for Coalition members and partners.	<ul style="list-style-type: none"> • Quarterly meetings were held in September, December and March with an average attendance of 45 people including members and non-members. Guest speakers gave presentations on topics of interest and partnerships have been established with presenters. • Members are provided networking opportunities at all quarterly meetings and at the annual conference. Approximately 40 Coalition members attended the 3rd annual conference. Members are also invited to special PANO sponsored events such as the Blue Rocks night.
4. Share data and published reports.	<ul style="list-style-type: none"> • Published reports are regularly shared by the PANO Administrator, other members, and the AHL Coalition facilitator which are posted

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	to the website. State plans, hospital needs assessments, and other reports are posted.
5. Engage in partnerships with businesses, health care community, state systems, local government, faith-based institutions, the re-entry community, the unsheltered, public safety, and school systems.	<ul style="list-style-type: none"> Membership has expanded to include nearly 70 multi-sector organizations and coalitions from health systems, government, nonprofit organizations, and education. Sponsorships for the annual conference are from these partnerships.
6. Encourage healthcare system collaboration.	N/A
7. Establish relationships with leaders of growing special population groups.	<ul style="list-style-type: none"> Through the Annual Conference and the Policy Committee, special populations have been engaged – seniors, intellectual disabilities, physically disabled, K-12 educators, the built environment, parks and recreation, grass roots community nutrition organizations, and higher education The Student Committee has been active and includes partners from the University of Delaware, Delaware State University, and Wilmington University, with undergraduate, graduate students and other members. Students participated as presenters in an AHL webinar (February) and the annual conference. Students also have surveyed students of the UD and DSU to determine their PANO needs. The student committee planned and executed a successful health fair on the DSU campus with more than 60 vendors and students from all over campus participated.
8. A Steering Committee will plan an annual conference.	<ul style="list-style-type: none"> The 2nd and 3rd annual conferences had engaged a Steering Committee which included a chair and co-chair who are members of the AHL Coalition. For the 3rd annual conference, additional members volunteered to be a part of the steering committee and other roles.

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	<ul style="list-style-type: none"> The 2nd conference was held at DSU June 4, 2024 with nearly 300 in attendance, over 20 presenters, and Jackie Joyner Kersee as keynote, with sponsors, and over 20 vendors. The 3rd conference was held at DSU on June 5, 2025 with 339 in attendance and 350 registered. Obi Obadike was the featured keynote speaker along with 20 presenters, and aa new addition - 10 poster session presenters. 12 sponsorships were obtained including DSU as premier sponsor and 5 new sponsors. 12 new members joined as a result of the conference. The conference brought in new partnerships with the food and nutrition systems and the built environment. In addition to the Steering Committee, Coalition members were active in the conferences as presenters, poster presenters, staffing and recruiting other members, and serving as an ambassador.
9. Evaluate the success of this goal and its outcomes.	N/A

II. Community Outreach Engagement and Access: Provide outreach opportunities to increase access to existing programs and services with a PANO focus, regardless of income, race, ethnicity, gender identification, age, ability, citizenship status, or geography.

Potential Actions:

1. Partner with the Statewide Health Improvement Plan to conduct a needs assessment and convene town halls. Conduct a Town Hall meeting in each county (or participate with other planned town halls). Solicit input from the community and from all	<ul style="list-style-type: none"> The Community Engagement Committee (resulting from the merger of the Community Outreach and Access Committee with the Collaboration/Partnership Committee) partnered with The Policy Committee, PANO and the Farm and Food Policy Council to host community conversations with grass roots community nutrition organizations to provide input to the final food access
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age groups on existing needs. Ask what the communities want and need. Partner with the SHIP or hospitals to obtain needs assessments and share data with health community.	<p>strategy. The Council submitted the final food access strategy to the General Assembly on June 1. statewide plan.</p> <ul style="list-style-type: none"> • All health systems needs assessments are posted on the AHL website.
2. Remove barriers to health care in economically depressed areas.	N/A
3. Increase visibility in the community of existing programs and services that are available especially those that help to reduce health disparities.	<ul style="list-style-type: none"> • The AHL Coalition has increased its visibility through the Annual Conferences and quarterly meetings. Membership in the Coalition grows after each conference and quarterly meeting. Members are recruiting other members and people are finding the Coalition through word of mouth and the Internet. This is expanding the number of service providers in the community. Membership has grown from 40 in 2023 to 108 as of June 2025. • Members regularly promote the AHL Coalition at their community events using talking points and brochure on the Coalition. • Members share their events on the AHL website and also share the website with other colleagues. • The Program Committee solicited the membership for programs and services they offer in the community. Responses were compiled and the information was added to the AHL website.
4. Utilize community navigators, and community health workers, to assist the community with clinical questions and health system communication.	N/A
5. Create mentoring and support programs.	N/A
6. Evaluate the success of this goal and its outcomes.	N/A

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III. Program Development linked to PANO: Identify gaps in services and programs that increase access to PANO related services that reduce health disparities, improve outcomes, and affect system or cultural change.

Potential Actions:

1. Access what is available for everyone, providing the tools and skills.	N/A
2. Identify and make available innovative evidence based community programs and preventative lifestyle practices and behavioral health.	N/A
3. Encourage municipalities to promote physical infrastructure to support healthy lifestyles.	N/A
4. Provide education on nutrition and wellness with facts, to change misperceptions.	<ul style="list-style-type: none"> The Program Committee, once reestablished in Early 2024, developed a live webinar lunchtime series called Bite Sized Bits. Three webinars were created in January, February and April and are designed to meet the information needs of members and non-members. Attendance was 37, 12, and 11, respectively. The webinars are posted on the website for others to view. The October and November webinars are planned.
5. Support and promote programs that make healthy lifestyles easier and promote healthy lifestyles.	<ul style="list-style-type: none"> AHL Coalition members share information about their programs and these announcements are posted on the event calendar on the AHL website. The Coalition supported the development of the AHL Healthy Schools Recognition Program, which aims to celebrate Delaware schools implementing healthy lifestyle interventions.
6. Find ways to make health resources and information on nutrition, wellness and	<ul style="list-style-type: none"> The Policy Committee has partnered with DE Parks & Recreation to provide input on making the parks more accessible for

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recreational programs more accessible to consumers.	recreation. Mike Tholstrup presented at the December meeting of the Coalition and the 3 rd Annual conference. See the Policy goal for additional information.
7. Evaluate the success of this goal and its outcomes.	N/A

IV. Marketing and Communication: Develop a marketing plan for existing programs linked to PANO and other Coalitions that promote equity and help reduce health disparities.

Potential Actions:

1. Develop a communication plan to reach the community with consistent language across the state on health and wellness.	<ul style="list-style-type: none"> The PANO administrator worked with AB&C Creative to develop a comprehensive separate website which is robust. The committee discussed strategies to engage the membership and provided feedback on the development of the AHL website. The committee developed talking points for members to use when attending community events to promote AHL and developed and developed guidelines for the use of GroupMe. The AHL website has become the primary marketing tool and central repository of information for the Coalition and it is maintained by AB&C with support by PANO Administrator. Contact Us forms have been added. It was used as a primary marketing tool for the annual conference with periodic updates on the agenda. Committees and their work is posted as are forms, reports and other information that can be downloaded.
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a. Consider literacy levels, dual language audiences, cultural and generational differences, and learning styles in communication strategies.	N/A
b. Utilize multiple forms of interaction and outreach and reach meeting people where they are. Reach people where they are and recognize the different communication needs of different generations. Use social media, and app for the health care system.	<ul style="list-style-type: none"> AHL Coalition uses PANO resources for social media and developed a comprehensive separate website for the Coalition. AHL member has written four blogs to appeal to members' and the public's interests. The Marketing Committee conducted video interviews with Committee Chairs to share what their committees work on – and for posting on the website. Additionally, the marketing chair has conducted video interviews during the annual conference to post participants feedback and positing on the website.
2. Develop a marketing campaign to encourage communities to change daily decisions, and create new creative daily habits for nutrition, exercise, and health. Target every year the biggest risk factors and use the same messaging. Develop new ways to educate the public and increase awareness on preventative care and lifestyle changes.	<ul style="list-style-type: none"> PANO developed and implemented the Trade Up for Health Campaign, which uses multi-media strategies to improve knowledge, skills, and attitudes around healthy eating and active living. AHL Coalition members were encouraged to share Trade Up for Health posts to further the reach of the campaign and bring messaging to their own audiences.
3. Use platforms to communicate with communities like Unite Us to promote programs (free to nonprofits).	<ul style="list-style-type: none"> This initiative was driven by the Collaboration and Partnership Committee and AHL members have been invited to be a part of the Unite Us Platform.
4. Develop marketing materials to communicate with legislators.	N/A

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- V. Policy:** Advocate for policy systems or environmental changes with a PANO focus that increase equitable access to health programs and services to increase access and reduce health disparities.

*Potential Actions:

1. Identify and pursue policy and legislature changes across the state that remove barriers to health equity. (i.e., Mental health/trauma, public safety, environmental disparities, food deserts/food swamp, etc.)	N/A
2. Expand Medicaid to offer more prenatal care and expand to children in western Sussex County, immigrants, and children *	N/A
3. Partner with DNREC on the SCORP Plan to ensure healthy and active living is addressed in the built environment.	<ul style="list-style-type: none"> AHL Coalition Policy Committee partnered with DNREC to provide input on the State Parks & Rec Plan for PANO. The AHL Coalition named as an implementation partner in the SCORP. Deciding next steps on providing input on further implementation. Assisting with providing feedback on Parks & Recreation marketing
4. Partner with the Farm and Food Policy Council to provide input on the State of Delaware Plan.	<ul style="list-style-type: none"> Partnered with the Community Engagement Committee and the Farm and Food Policy Council to conduct three community roundtables with grass roots food security providers
5. Engage a student intern to conduct an assessment of best practices for similar PANO programs in other states.	<ul style="list-style-type: none"> Engaged a graduate student intern from the University of Delaware to conduct a best practice assessment of other states' work relating to PANO

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Other:

Leadership Team and Operations

- Leadership Team
 - The number of committees was reduced from 7 to 6.
 - The Collaboration/Partnership Committee merged with the Community Outreach and Access Committee because of overlapping goals and formed a new Community Engagement Committee.
 - The Leadership Team met in September and December. Committee chairs gave feedback on Leadership Team structure and position descriptions. All committees established regular meeting times and a focused action plan for the year.
 - The Policy and the Program Committees had new chairs and worked to establish momentum after a slow start to their work.
 - All Committees are now active and have chairs and co-chairs. The Chair of the Leadership Team resigned in March and a new Leadership Chair was named in April.
- Staffing
 - The PANO Administrator continues to support the AHL Coalition, provides resources, support, and attends all meetings.
 - Goeins-Williams Associates, Inc. continues to provide meeting and conference facilitation support, and management of AHL Coalition Operations.