

**Division of Public Health  
Physical Activity Nutrition Obesity Prevention (PANO)  
Advancing Healthy Lifestyles Coalition  
STRATEGIC PLAN  
July 1, 2025 through June 30, 2028**

### **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 (2025 to 2028) (In order of importance from AHL Conference Poll of participants)**

- Collaboration and partnership 59%
- Increased partner and community engagement 58%
- Increasing access to healthy food 46%
- Report on accomplishments with performance metrics 39%
- Increasing obesity and chronic disease prevention 37%
- Research and data collection 23%



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**Strategic Goals**

- I. Community Engagement:** Increase awareness about the AHL Coalition and expand the PANO services landscape in Delaware by engaging partnerships, organizations, and the membership, and sharing resources and information.

Key Objective	Responsibility	Timetable	Accomplishments
1. Expand Resource page on the AHL website to include a summary of programs, products, or mission for each member organization.	Community Engagement	By 3/31/26	
<b>Key Actions:</b>			
<ul style="list-style-type: none"> <li>Develop and conduct a survey of the AHL Coalition membership</li> </ul>	Community Engagement in collaboration with Program		
<b>Measures:</b>			
<ul style="list-style-type: none"> <li>Percentage of member responses to survey.</li> <li>Download metrics of AHL Website.</li> </ul>			
2. Increase the number of members in the coalition from 109 to 117 by June 30, 2026, with a focus on front line workers (PCPs, Network Connect, nutritionists/dieticians, etc.) –	Community Engagement	By 6/30/26	
<b>Key Actions:</b>			
<ul style="list-style-type: none"> <li>Identify coalitions and organizations/individuals to engage</li> <li>Host two evening networking events for members who cannot attend quarterly meetings held during the day.</li> <li>Increase opportunities for member engagement.</li> </ul>	Community Engagement	October 2025 April 2026 and ongoing	
<b>Measures:</b>			
<ul style="list-style-type: none"> <li>Growth in membership and partner organizations.</li> <li>Number of members who attend events.</li> </ul>			

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3. Increase additional opportunities for member networking.		By 6/2026	
<b>Key Actions:</b>			
<ul style="list-style-type: none"> <li>Establish dedicated time at quarterly meetings for networking.</li> <li>Create opportunities for networking at the annual conference.</li> </ul>	GWA Conference Steering Committee		
<b>Measures:</b>			
<ul style="list-style-type: none"> <li>Number of members who attend events.</li> </ul>			
4. Identify new members from DTCC and Goldey-Beacom to join the student committee	Student Committee	By 10/ 2025	
<b>Key Actions:</b>			
<ul style="list-style-type: none"> <li>Recruit members and onboard them onto the AHL Coalition and student committee.</li> </ul>			
<b>Measures:</b>			
<ul style="list-style-type: none"> <li>Members are recruited.</li> </ul>			
5. Create new student subcommittees for all universities for focused activities on site at each University and for member selection for AHL student committee.	Student Committee	By 1/2028	
<b>Key Actions:</b>			
<ul style="list-style-type: none"> <li>Identify potential representatives for each university.</li> <li>Recruit members and onboard them to AHL Coalition and student committee.</li> <li>Establish subcommittees at each university.</li> </ul>			
<b>Measures:</b>			
<ul style="list-style-type: none"> <li>Subcommittees created.</li> <li>Number of members on each subcommittee.</li> </ul>			
6. Plan and implement the AHL Conference, annually which results in increased attendance, awareness, membership, and partners.	AB&C/AHL Conference Steering Committee, PANO	6/2026 6/2027 6/2028	

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<b>Key Actions:</b>			
<ul style="list-style-type: none"> <li>• Secure a venue</li> <li>• Create a theme</li> <li>• Identify and secure a venue, catering, and decor</li> <li>• Engage Coalition members in conference planning and execution</li> <li>• Develop an agenda</li> <li>• Recruit and engage presenters</li> <li>• Identify and engage keynote presenter</li> <li>• Recruit and engage vendors</li> <li>• Solicit and obtain sponsors</li> <li>• Design and develop collateral materials</li> <li>• Promote and market event</li> <li>• Manage invitations and registration</li> <li>• Manage CEU process</li> <li>• Conduct conference evaluation</li> <li>• Manage conference logistics</li> </ul>			
<b>Measures:</b>			
<ul style="list-style-type: none"> <li>• Number of attendees.</li> <li>• Number of new members who join as a result of the conference.</li> </ul>			
7. Plan and implement the AHL Student Conference annually, which results in awareness, increased attendance, membership, and partners.	AHL Student Committee, Delaware College and University Partners	12/2026	
<b>Key Actions:</b>			
<ul style="list-style-type: none"> <li>• Define clear objectives -Purpose</li> <li>• Engage and Identify professionals, organizations to partner/sponsors</li> <li>• Secure a venue and date (avoiding Mid-term, Finals, and Breaks)</li> <li>• Create a compelling theme</li> <li>• Identify and secure a catering, and decor</li> <li>• Develop an agenda- sessions and activities: panels, breakout workshops, demos, resource fair</li> <li>• Recruit and engage presenters</li> </ul>			

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<ul style="list-style-type: none"> <li>• Identify and engage keynote presenter</li> <li>• Recruit and engage vendors</li> <li>• Design and develop collateral materials</li> <li>• Promote and market the event</li> <li>• Manage invitations and registration</li> <li>• Manage class/instructor credits</li> <li>• Conduct conference evaluation</li> <li>• Manage conference logistics</li> </ul>			
<b>Measures:</b>			
<ul style="list-style-type: none"> <li>• Number of attendees.</li> <li>• Number of new members who join as a result of the conference.</li> </ul>			

- II. **Program:** 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.

Key Objectives	Responsibility	Timetable	Accomplishments
<b>1. Amplify and Repurpose the Webinar Series:</b> Increase visibility and engagement with the AHL Coalition's monthly webinar series by 50% by repurposing each session into at least two additional formats (e.g., blog post, infographic, or media clip) and promoting across at least two communication channels (e.g., newsletter, social media, partner emails).	Program Committee	By 6/2028	
<b>Key Actions:</b>			
<ul style="list-style-type: none"> <li>• Develop a content repurposing workflow (e.g., within 1 week post-webinar)</li> <li>• Recruit a rotating editorial team of coalition members to draft blog summaries</li> <li>• Collaborate with coalition members to assist in multimedia development</li> <li>• Track views, shares, and engagement across all platforms</li> </ul>			
<b>Measures:</b>			
<ul style="list-style-type: none"> <li>• 24 blog or visual content pieces published</li> </ul>		By 6/2028	

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<ul style="list-style-type: none"> <li>50% increase in webinar and/or recording views</li> <li>At least 50 combined blog/infographic/podcast interactions per year</li> </ul>		6/28 Annually, 6/26. 6/27, 6/28	
<b>2. Strengthen Stakeholder Engagement and Resource Connectivity to Improve Access to Healthy Foods.</b> Support at least 3 new initiatives that improve access to healthy foods in underserved communities across Delaware.	Program Committee in collaboration with the Community Engagement Committee	By 6/2028	
<b>Key Actions:</b>			
<ul style="list-style-type: none"> <li>Host one statewide stakeholder roundtable per year to identify needs, foster collaboration, and resource sharing.</li> <li>Identify and promote 10+ funding or technical assistance opportunities per year tailored to Delaware partners</li> </ul>	Program Committee	Annually, 6/26. 6/27, 6/28	
<b>Measures:</b>			
<ul style="list-style-type: none"> <li>10 new food access partners actively engaged</li> <li>10 stakeholder organizations report successfully accessing new resources or partnerships</li> </ul>	Program Committee	by 6/2028	
<b>3. Use State Data and Member Feedback to Identify Gaps in PANO Related Programs throughout the State.</b> Use findings from the AHL Coalition's annual membership survey, in conjunction with Delaware's obesity and chronic disease data, to identify at least three priority areas where PANO-related services are lacking, and coordinate two targeted coalition-led initiatives or resource alignments to address the identified gaps.	Program Committee	By 6/2028	
<b>Key Actions:</b>			
<ul style="list-style-type: none"> <li>Analyze annual membership survey responses to assess needs, barriers, and resource gaps</li> <li>Cross-reference survey findings with state and regional trends in obesity, physical activity, and chronic disease</li> <li>Facilitate focus groups or listening sessions with members from underserved or under-resourced areas</li> <li>Design solutions or initiatives based on the identified gaps (e.g., webinar topics, blog topics, guest speaker)</li> </ul>	Program Committee	Annually, 6/26. 6/27, 6/28	

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<b>Measures:</b>			
<ul style="list-style-type: none"> <li>At least 3 key service or support gaps identified</li> <li>2 coalition-led actions or resource realignments implemented in response to identified needs</li> <li>Representation from at least 2 high-need populations in follow-up initiative planning</li> </ul>	Program Committee	by 6/2027	

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

Key Objectives	Responsibility	Timetable	Accomplishments
1. Increase awareness of information and activity to current and prospective stakeholders with the use of the GroupMe app and social media.	Marketing & Communication Committee	7/2025 - 6/2028	
<b>Key Actions:</b>			
<ul style="list-style-type: none"> <li>Tag Coalition Chairs, co-chairs, and members in Coalition and PANO related social media posts to further reach.</li> <li>Encourage Coalition members to post and share information that furthers the Coalition's mission on professional social media platforms.</li> <li>Promote Coalition on Healthy Delaware social media platforms.</li> </ul>			
<ul style="list-style-type: none"> <li>Explore opportunities to share website information such as blog posts, events and webinars in the GroupMe App and social media.</li> </ul>	Committee Chair and Co-chairs		
<b>Measures:</b>			
<ul style="list-style-type: none"> <li>Metrics for popular posts.</li> <li>Increase in foot traffic to AHL website.</li> <li>Increase in the number of AHL member bloggers.</li> </ul>			

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2.	Showcase the activity of the committees, keeping stakeholders informed and attracting more participation.	Marketing & Communication Committee	7/2025 - 6/2028	
	<b>Key Actions:</b>			
	<ul style="list-style-type: none"> <li>Record interviews of chairs and/or co-chairs to showcase committee activities and current work.</li> <li>Post interviews on website and share on social media.</li> <li>Reach out to community influencers to share posts on professional social media platforms.</li> </ul>	Chair with Committee Chairs and Co-chairs		
	<b>Measures:</b>			
	<ul style="list-style-type: none"> <li>Number of views on interviews and shares.</li> </ul>			
3.	Regularly update the AHL Website as the primary marketing and communication tool for the AHL Coalition, posting events, meetings, resources, promoting events, and other information.	Marketing & Communications Committee with PANO, AB&C, and GWA	Ongoing	
	<b>Key Actions:</b>			
	<ul style="list-style-type: none"> <li>Review and update quarterly.</li> <li>Enhance website as needed to improve functionality.</li> <li>Add new information to promote committee and member sponsored events and PANO information.</li> </ul>			
	<b>Measures:</b>			
	<ul style="list-style-type: none"> <li>AHL website page visits.</li> <li>Information and frequency of downloads.</li> <li>URLS that drive traffic.</li> </ul>	AB&C		

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- IV. Policy:** Promote 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. (Rev. 1/29/26)

Key Objectives	Responsibility	Timetable	Accomplishments
1. Partner with the Delaware Council on Farm and Food Policy to promote PSE changes in at least one strategy area that improves access to healthy food in alignment with the Farm to Family Strategy (Food Access Strategy)	Policy Committee with the DE Council on Farm and Food Policy	by 6/30/28	
<b>Key Actions:</b>			
<ul style="list-style-type: none"> <li>After completion of AHL membership survey, use data gathered to determine how many organizations are doing nutrition education as a part of their work.</li> <li>Ensure our work aligns &amp; supports the chartered committees of the Food is Medicine (FIM) initiative</li> <li>Craft template policies using AHL messaging on nutrition to be shared with member organizations</li> <li>Partner with other key organizations as needed to achieve goals</li> <li>Encourage Council on Farm &amp; Food Policy &amp; DNREC to explore opportunities for partnership with the MPOs in Delaware to impact both Farm &amp; Food Policy food access &amp; SCORP strategies</li> <li>Monitor nutrition - related policies considered by and passed by the Delaware General Assembly</li> </ul>	Policy Committee Policy Committee with FIM, AHL Community Engagement Committee, DNREC/SCORP, MPOS	By 12/31/26  On-going  6/30/27  On-going  3/31/26  On-going	
2. Continue to collaborate with DNREC to identify at least one specific PSE change that is necessary to implement the SCORP to increase opportunities for physical activity and recreation	Policy Committee	by 6/30/28	
<b>Key Actions:</b>			
<ul style="list-style-type: none"> <li>After completion of AHL membership survey, use data gathered to determine how many organizations are promoting outdoor recreation and physical activity as a part of their work</li> </ul>	Policy Committee with DNREC/SCORP, AHL Community Engagement Committee, Council	12/31/26	

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<ul style="list-style-type: none"> <li>Explore the Nature Rx program concept (source Katera Moore, Chief Diversity Officer at DNREC) to see if it meets goals of SCORP and whether advocacy for implementation would be appropriate</li> <li>Gathering additional data from members on policy needs around SCORP if there is interest from DNREC (may fall under Community Engagement and Outreach committee or be in partnership with them)</li> <li>Partner with other key organizations in this space as needed to achieve goals (may fall under Community Engagement Committee)</li> <li>Encouraging Council on Farm &amp; Food Policy &amp; DNREC to explore opportunities for partnership with the MPOs in Delaware to impact both Farm &amp; Food Policy food access &amp; SCORP strategies</li> <li>Monitor physical activity and outdoor recreation - related policies considered by and passed by the Delaware General Assembly</li> </ul>	on Farm & Food Policy, MPOs	6/30/27	
		3/31/26	
		On-going	
		3/31/26	
		On-going	
3. Explore with Delaware Health Literacy Council the need for PSE changes to implement their Health Literacy Plan that works towards improving the health literacy of Delawareans	Policy Committee with the DE Health Literacy Council	by 6/30/28	
<b>Key Actions:</b>			
<ul style="list-style-type: none"> <li>Exploring the need for policy change in the Health Literacy plan recently published by the Delaware Health Literacy Council (this is in line with Goal 1, Objective 2 Promote health literacy in all communications, from PANO Strategic Plan)</li> </ul>		3/31/26	

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- V. AHL Management and Operations.** Provide oversight to the AHL Coalition by providing resources, facilitating meetings, providing guidance in strategic planning, leadership, sustainability and administrative support.

Key Objectives	Responsibility	Timetable	Accomplishments
1. The PANO Program supports the AHL Coalition, provides resources, oversight to vendor contracts, attends committee meetings, and enhances partnership opportunities.	PANO Administrator	7/2025 – 6/2028	
<b>Key Actions:</b> <ul style="list-style-type: none"> <li>Identify, share and post resources.</li> <li>Manage budget, contract with and oversee vendors,</li> <li>Update AHL website.</li> <li>Attend committee meetings.</li> <li>Work with AHL Conference Steering Committee to manage annual conference.</li> <li>Promote the AHL Coalition through PANO, collaborations.</li> <li>Align AHL activity with PANO Strategic Plan.</li> </ul>	PANO, GWA, AB&C, AHL Leadership Team and Committees, Collaboration partners		
<b>Measures:</b> <ul style="list-style-type: none"> <li>Annual contract managed with vendors.</li> <li>Updated website.</li> <li>Alignment of AHL Coalition with PANO Strategic Plan.</li> </ul>			
2. Annually, prepare, coordinate, and facilitate all aspects of quarterly meetings at which 40% of the membership attend.	Goeins-Williams Associates, Inc. (GWA)	2026 2027 2028	
<b>Key Actions:</b> <ul style="list-style-type: none"> <li>Identify and book facilities, meeting setup.</li> <li>Identify and engage presenters.</li> <li>Coordinate catering/food services.</li> <li>Prepare slide deck.</li> <li>Manage invites, registration, attendance.</li> <li>Facilitate/staff onsite meeting.</li> <li>Prepare meeting minutes.</li> </ul>	GWA		

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<b>Measures:</b>				
<ul style="list-style-type: none"> <li>Number of meetings and attendance (40% of members).</li> </ul>				
3.	Support all aspects of 5 subcommittee meetings: Community Engagement, Marketing & Communication, Policy, Program, and Student.	GWA with Committee Chairs	7/2026 - 6/2028	
<b>Key Actions:</b> <ul style="list-style-type: none"> <li>Advise and provide support to committee chairs.</li> <li>Host meetings virtually.</li> <li>Maintain meeting schedule and invites.</li> <li>Coordinate with chairs to development of meeting agendas, identify/invite speakers.</li> <li>Prepare meeting minutes.</li> <li>Update committee listing.</li> <li>Facilitating implementation of Committee action items.</li> </ul>		GWA		
<b>Measures:</b>				
<ul style="list-style-type: none"> <li>Meeting schedule is created and invites sent.</li> <li>Meeting minutes are prepared and posted.</li> <li>Committee listing is updated quarterly.</li> </ul>				
4.	Maintain and support the AHL Coalition membership.	GWA with Community Engagement Committee, Leadership Team, and PANO	7/2026 - 6/2028	
<b>Key Actions:</b> <ul style="list-style-type: none"> <li>Manage the recruitment and onboarding process.</li> <li>Maintain the membership database.</li> <li>Support member engagement activity.</li> <li>Maintain the Coalition distribution list.</li> <li>Facilitate communication between members.</li> </ul>		GWA		
<b>Measures:</b>				
<ul style="list-style-type: none"> <li>Number of members onboarded.</li> </ul>				

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	<ul style="list-style-type: none"> <li>Membership database updated quarterly.</li> <li>Membership distribution list updated quarterly.</li> </ul>			
5.	Support all aspects of Leadership Team meetings.	GWA	7/2026 - 6/2028	
	<b>Key Actions:</b> <ul style="list-style-type: none"> <li>Support and coordination with the Coalition chair.</li> <li>Maintaining meeting schedule and invites.</li> <li>Development of meeting agendas in concert with the Chair.</li> <li>Prepare meeting, minutes preparation.</li> <li>Facilitating action items.</li> </ul>	GWA with Leadership Team and PANO Administrator		
	<b>Measures:</b> <ul style="list-style-type: none"> <li>Meeting minutes are prepared and posted..</li> </ul>			
6.	Work collaboratively on administrative and marketing and communications in support of the AHL Coalition activities and events.	GWA	7/2026 - 6/2028	
	<b>Key Actions:</b> <ul style="list-style-type: none"> <li>Facilitate actions of the Marketing and Communications Committee and PANO</li> <li>Provide committee listings, membership database, distribution lists as requested</li> <li>Provide materials for updates to AHL website</li> </ul>	GWA with PANO, Marketing & Communications Committee, and AB & C		
	<b>Measures:</b> <ul style="list-style-type: none"> <li>AHL Website is updated on a quarterly basis.</li> </ul>			
7.	Facilitate an annual strategic plan update and annual report.	GWA	Annually	
	<b>Key Actions:</b> <ul style="list-style-type: none"> <li>Reach shared agreement on the Vision, Mission, and core values</li> <li>Determine and agree on committee objectives for the coming year that are measurable, and are in alignment with PANO strategic plan.</li> <li>Coordinate annual progress report on Coalition activities, programs, progress toward strategic plan, and impacts.</li> </ul>	GWA with the Leadership Team and PANO Administrator	6/2026 6/2027 6/2028	

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<ul style="list-style-type: none"> <li>Committee chairs provide quarterly updates against strategic planning goals and objectives.</li> <li>Lead Coalition sustainability planning, including efforts in securing funding and building a sustainable structure of Coalition.</li> </ul>		6/2027 - 6/2028	
<b>Measures:</b>			
<ul style="list-style-type: none"> <li>Strategic Plan is updated quarterly and annual Strategic Plan is completed and posted.</li> <li>Quarterly and annual report is prepared and posted.</li> </ul>			