



2023-2025

GALS Strategic Plan

Deeply rooting

Put together by GALS Staff and Board, 2022

PO Box 41074 Austin, TX 78704 | 512-934-2171 | www.galsaustin.org



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Executive Summary

2023-2025 at a glance

Mission

GALS is dedicated to providing emotional, physical, and informational support to birthing people and healthcare providers who are under-supported in order to improve birth outcomes and strengthen families.

Values

Compassion. Support. Empowerment. Respect. Community.

Vision

Through strong support during the childbirth experience, birthing people and health care professionals will have an increased belief and trust in birth and the parent's innate ability to parent, and it will be enough to change the culture of the community and create an infinite impact on the families of tomorrow.

The Work

GALS supports pregnant, birthing and postpartum folks through five programs: On-call, Prenatal, Jail Support, Postpartum, and Childcare for Black Families.

The Leadership

Morgan Miles is the Executive Director. Dominique Adeniyi is the Birth Programs Coordinator, Daylisha Hall is the Childcare Program Coordinator, Molly McConnell is the Data and Evaluations Coordinator, and Raichal McDonald is the Training and Outreach Coordinator.

The Community

GALS works in collaborative with other community based doula and parent support organizations through the Maternal Health Equity Collaborative, Perinatal Safe Zone, and Success by Six Coalition.

The System

GALS works tangentially to the healthcare system, supporting births in the Acension Seton network, St. David's Health Care, Baylor Scott and White, and others, and provides care at Birth Centers, and homebirths.

Financial Outlook

GALS is the first and only Value-Added doula services in Texas. This provides a fee-for service component to our no-cost programs. GALS is additionally funded through foundations, grants and donations.

Future Plans

Instead of expanding services through additional programs, GALS is using the next three years to invest into our current programs. GALS will work on quality improvement, and increased sustainability.

Who we are

GALS Austin, 15 years and counting



Morgan Miles

Executive Director

Doula and social worker since 2013, Morgan provides support for team, works in community with MHEC, and dreams up a world in which we've eliminated birth inequities in Central TX.



Raichal McDonald

Training and Outreach

Student Midwife, and longtime GALS birthworker, Raichal manages external partnerships and provides support to birthworkers as they onboard and work alongside GALS.



Molly McConnell

Data and Evaluations

Research meets ooey-goeyness with Molly. Our resident storyteller manages our data systems, supports data learning, envisions future need, and shares our successes and learning with the world.



Dominique Adeniyi

Birth Programs

Mom, Wife, Doula, Birth photographer, and Student midwife, Dominique helps all birth programs run smoothly. She welcomes families and shares them through GALS birth programs.



Daylisha Hall

Childcare Programs

Doula-ing the first perinatal childcare program in the country into existence, Daylisha trains and supports childcare Specialists, matching them with families to improve health outcomes.

GALS staff oversee 50+ Birthworkers and 5+ Childcare Specialists. These folks are on the ground supporting families throughout the perinatal period.

WHY DOULAS?

The word Doula refers to a trained and experienced professional who provides continuous physical, emotional and informational support before, during and just after birth. At GALS we use the terms "doula" and "birthworker" interchangeably.

From 2012 to 2015, at least 382 pregnant birthing people in Texas died from perinatal complications, according to State Health Services, and 89% of these deaths were preventable. While there is no one policy change that can solve this complex maternal mortality and morbidity crisis, Doula care is an evidence-based intervention and an essential step toward advancing maternal health equity and reducing mortality and morbidity.

GALS Programs

Birth Programs

GALS Birth Programs include on call support for people who are actively in labor, Prenatal Program (i.e. full spectrum doula support during pregnancy, birth and postpartum), Postpartum Program, and Jail Support Program in partnership with Travis County Correctional Complex.

Childcare Programs

Childcare for Black Mamas provides perinatal childcare support by Black providers for Black families who are receiving services from GALS, or another Maternal Health Equity Collaborative Organization. Childcare can be used for respite, doctors visits, mental health visits, or hospital admissions.

On Call Birth Support

Birthworkers provide support to anyone actively in labor and birthing alone or under-supported, through postpartum. This program is available 24/7, 365.

Postpartum Support

Support for individuals and families after the birth of their baby. GALS offers in home, individualized support that can include 20 or more hours of infant care, emotional support, light cleaning and cooking, as well as informational child-development support.

Training

GALS provides in house training and mentorship to new and established birthworkers and childcare providers. GALS also offers virtual childbirth/perinatal education courses for birthing folks and their support system.

Prenatal Program

Support for families and individuals beginning in pregnancy, including birth and postpartum support. This program models the traditional doula relationship for more the vulnerable families in our community.

Jail Support

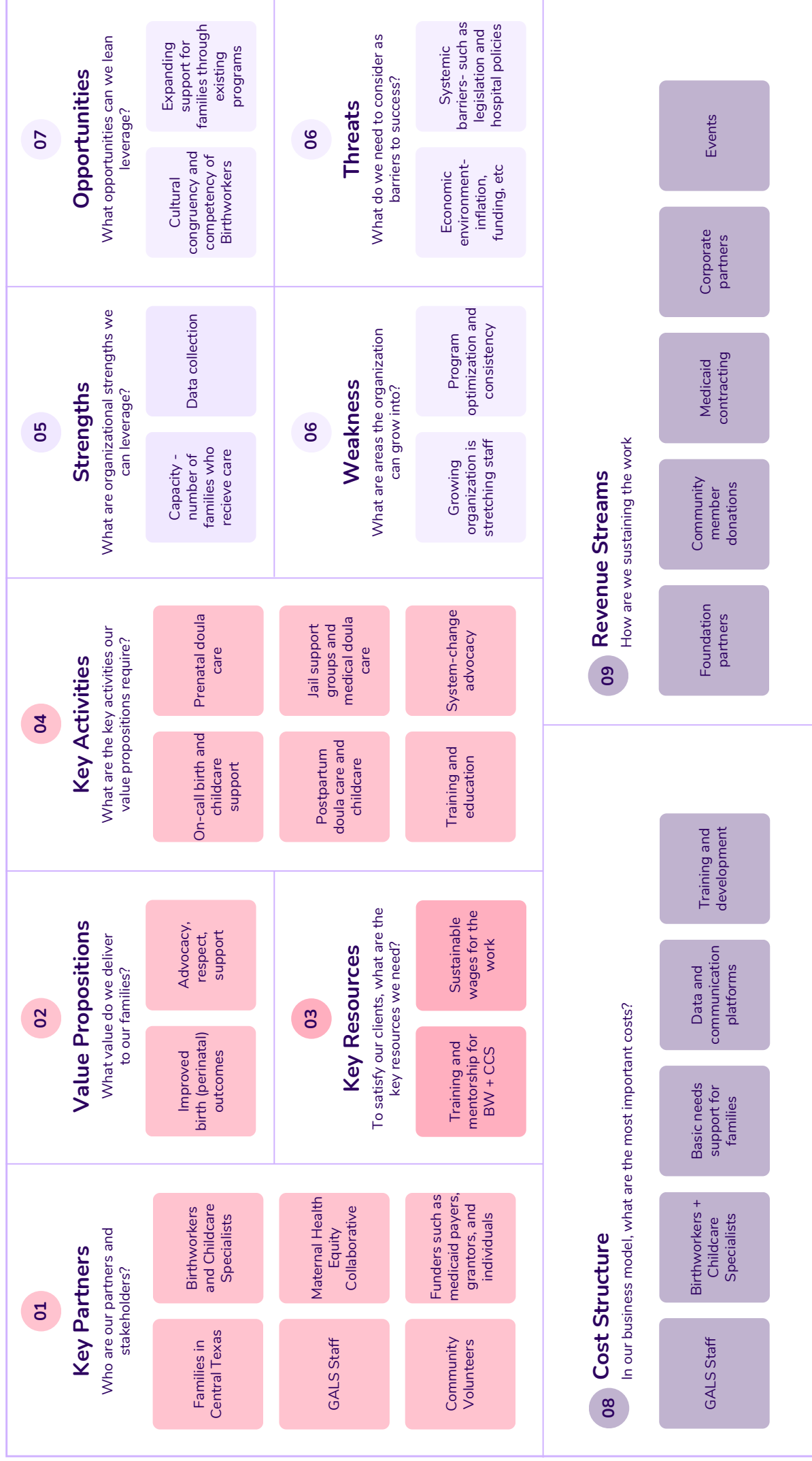
This partnership between GALS and the Travis County Correctional Complex provides weekly support groups (and fruits and vegetables) to those who are pregnant and incarcerated, as well as birth support if they go into labor while at TCCC, as otherwise they would be alone. Support includes lactation during incarceration-working to provide access to pumps, milk storage, and milk delivery options for the family caring for their little one.

Childcare Program

This is a partnership with the Maternal Health Equity Collaborative to offer perinatal childcare for Black families during doctor's visits, mental health care, birth, postpartum respite care, and more. This perinatal support is offered for families involved in GALS, Black Mamas ATX, Mama Sana Vibrant Woman, and Healing Hands Community Doula Project as a compliment to wrap around doula support.

Internal Analysis

Sustainability and areas for growth



Impact

The special sauce that is GALS Work



A crucial piece to GALS programs is our low barrier entry to birth support. GALS has a robust training program for new and experienced birthworkers to ensure quality and consistency with GALS Programs.

GALS is also delving into community building and advocacy in coordination with partners such as the Maternal Health Equity Collaborative and Texas Doula Association.

In 2022, GALS birthworkers attended 147 births in 10 languages. 31 families received in home postpartum care. Over 1,532 hours of care was provided across birth programs. 133 postpartum meals were provided. 130 families attended the community baby showers. Over 407 hours of childcare support given to 26 Black families.



One in four families would have labored alone without GALS

Testimonials

Prenatal Program

Aside from the previously mentioned support at a critical moment of my child's birth {Most helpful to me was Birdie reaffirming what I intuitively felt would help me during a crucial moment in labor despite the discouragement of my health-care provider.}, Birdie's visits to my home were very educational and fun, always equipping our family with greater knowledge (hip squeeze, birthing-ball movements, swaddling & diaper instructions, & the importance of emotional well-being at labor, e.g.) and even resources (the game-changing body pillow!) that proved essential to our family's comfort & security.

Postpartum Program

The postpartum visits and the emotional help for myself and my husband were the most helpful.

On Call Program

She made the experience the best that it could be. She was like an angel. Without her, I would have been really sad to be honest. She helped me make the whole experience more human. She was able to help me in so many ways- through friendliness, companionship, breathing techniques, education, pushing strategies, massage relief. I don't know what I would have done without her.

Childcare Program

I was able to get proper diagnosis of a postpartum complication. Rochelle treated my child like her own. {Because of the childcare program, I was able to attend to;} Pain management appointments and finding another place to live.

Previous Strategic Plan revisited

From the 2020-2023 Plan:

Through programmatic expansion, a targeted focus on health care professionals, additional training and support for current and future volunteers, and solidification of the nonprofit's foundations, GALS will move with the growth of the city and improve birth outcomes for those most vulnerable.

Priorities:

- 1 Program expansion for birthing individuals in under-resourced communities.
- 2 Volunteers and birth workers become highly trained, are retained in the organization, and offered increased support.
- 3 Health care professionals offered increased training and support.
- 4 Further investment in operational improvements to further organizational impact.

Successes and Learnings

None of us could have imagined the upheaval the world was about to face with the COVID-19 pandemic. Even still (and possibly because of), GALS was able to grow into the community, create longstanding partnerships, engage in advocacy work, and expand programming using a full-community needs assessment approach.

1. GALS and other perinatal organizations joined together under a Community Resilience Trust subgroup to advocate for better birth outcomes in spite of the pandemic. We were able to petition hospitals to allow doulas back into the birthing room and create safety. This partnership became the Maternal Health Equity Collaborative. Together we dreamed up the Childcare for Black Mamas program, and was awarded a \$1 million grant to become a Safer Childbirth City, and continue to meet weekly to this day!
2. GALS began the first community Baby shower in 2020, responding to the increased needs of families facing financial hardship with the pandemic. This is now a twice annual event involving all of our community partners.
3. GALS began weekly support and childbirth education groups, held virtually, for families worried about navigating the hospital system in the pandemic. This laid the groundwork for the establishment of the Perinatal Education course published in 2021 on Teachable.
4. GALS received a \$25,000 COVID relief grant from St. David's Foundation in 2020 to support the baby showers and help increase pay for birthworkers- providing them with more sustainability in a really unstable time. We were invited to apply for programmatic funding in 2021 and received joint funding from them and Episcopal Health Foundation to hire our first two full time employees.
5. GALS secured a doula pilot program with Medicaid MCO, Dell Children's Health Plan in June 2021. One year later, GALS was added as the first doula Value Added Service in the state.
6. GALS was unable to expand the Jail Program, as COVID eliminated program in most detention facilities. Eventually, GALS was able to get back into the Jail with virtual support, and advocated for the opening of a milk storage program to increase lactation among postpartum folks who are at Travis County Correctional Facility.
7. GALS began a pilot postpartum doula program in 2021 which included in-house doula training, and expanded that program in 2022. This program now supports families with over 20 hours of in-home care.
8. With increased funding, GALS contracted birthworkers (instead of being volunteers), paying them for the time they devote to families. The training and onboarding process was revamped, and GALS added additional trainings for folks via Teachable. The number of families supported has more than doubled.
9. We did not expand training services to support hospital staff. While this dream well-intentioned in the hopes of creating better birthing environments in the hospital, COVID made the relationships with hospitals more challenging. We realized that systemic change is sometimes possible through relationship building, and other times by holding folks accountable externally. GALS is committed to supporting healthcare staff by doing what we do best- holding space for families and supporting their births. GALS will continue to build partnerships when we can, and will work external to the system as needed to improve births.
10. GALS early on invested in data platforms for birth/childcare data, and for donor management. This has allowed staff to have a better idea of the impact of the work we are doing, and to target areas for quality improvement in real time. To learn more about the impact of GALS, visit givingaustinlaborsupport.org/gals-impact

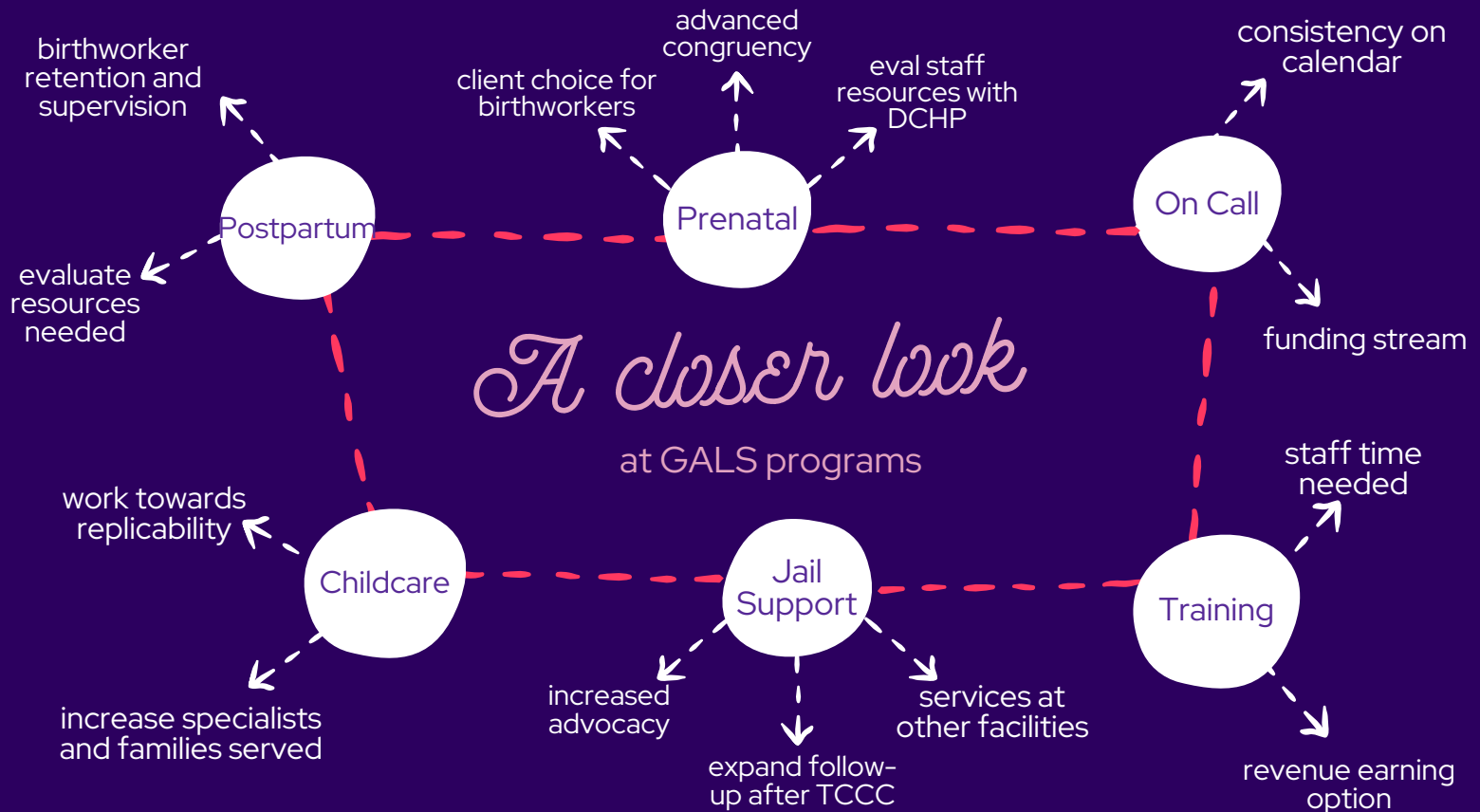
Next three years

Where we are going



Moving Forward...

GALS is positioned to continue wrap-around care for families through our five programs. In the years ahead, we will optimize impact through a deep reflection of operations and a focus on administrative development and external development/advocacy. We will add to the training, support, and development of the doula workforce, improving client outcomes by improving birthworkers.



Future Plans & Milestones

The next three years

- Strengthening administrative capacity
- Full Spectrum Birthworker Training and Advanced courses
- Donor and Volunteer engagement
- Advocacy for doulas- in hospitals and legislative session(s)
- Maternal Health Equity Collaborative partnership including continuing Childcare Services
- Sustainable funding (medicaid contracts, programatic and capacity building grants, donor growth, explore fee-for-service)
- Explore expansion of GALS Brand



Funding

Cultivating donor relationships and diversifying funding will be our main work. It's time to re-evaluate fundraisers and campaigns, and work to grow investment while maintaining community.

Collaboration

Growth is sustained by community. The MHEC has potential for filling in admin support, offering ways to increase sustainability in the doula workforce, and reduce staff burnout. Collaboration with advocacy groups, hospitals, and other CBO may help us navigate these new waters.

Staff

In the years ahead, we see a need for a part time development director, finance officer. Additional support may be needed with dispatch, outreach, and program coordination especially in Spanish. We will continue to weigh pros and cons of contract doula vs a full time model, and examine birthworker sustainability.

Admin and foundational growth

Future Plans & Milestones

2023



2023

Priorities

- Staff development
 - Coaching and training support
- Perinatal Education
 - Expanded content and languages
- Advanced Training
 - Trainings around topics like domestic violence, community based resources and more
- Donor pipeline
 - Cultivate meaningful full relationships that plug folks into the movement
- Advocacy
 - GALS, MHEC, and Texas Doula Association
- Family Choice
 - Clients have increased agency in their birthworker/childcare match

As the organization is growing, we are first focusing on staff development and support. In order for birthworkers and childcare specialists to be supported in their work with families, the staff must be confident in their leadership skills. We've located a coach and will be offering staff one-on-one and group support in 2023.

Families will gain access to new and improved perinatal education course, and it will be available in English and Spanish! Families getting the best care they can starts with education and knowledge of the birth process.

GALS is leaning into the upstream work in advocacy with MHEC and the Texas Doula Association- taking what we've learned from Medicaid contracting and supporting other doulas in creating sustainable birth work.

Staff complete group and individual coaching program

June

Clients can indicate which birthworker they want to work with them

December

March

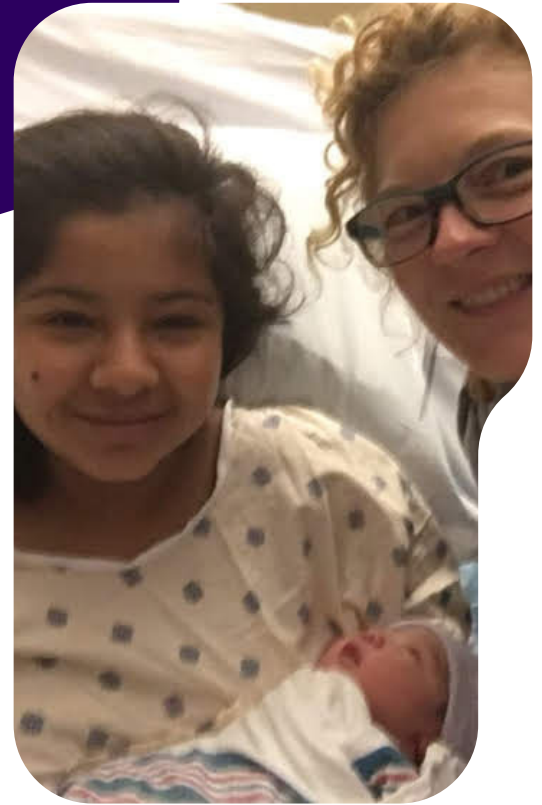
Perinatal Education is complete and translated into Spanish

September

Donor pipeline is put to use with 15th anniversary event

Future Plans & Milestones

2024



Priorities

2024

- Doula Training
 - Launch GALS birthworker expanded training
- Sustain Carework
 - EAP, pay, benefits, time off policies
- Fee for service model
 - Explore other payment models
- MHEC programs
 - Sustaining childcare program and pushing into next iteration of work
- Donor cultivation
 - Explore legacy circles, small events
- Staff expansion
 - Who is missing from the team?

Now that the staff is supported, this year we focus more on training for birthworkers and childcare specialists. We want families to have access to the highest quality care, for free. This comes with a supported workforce.

The Childcare Program 3 year grant is coming to an end. Sustainability planning is top of mind as we look to continue and expand the work we've started.

Carework sustainability addressed within benefits enrollment period

June

Childcare Program is extended through funding and MHEC support

December

April

Donor cultivation events begin

October

Expanded doula training pilot

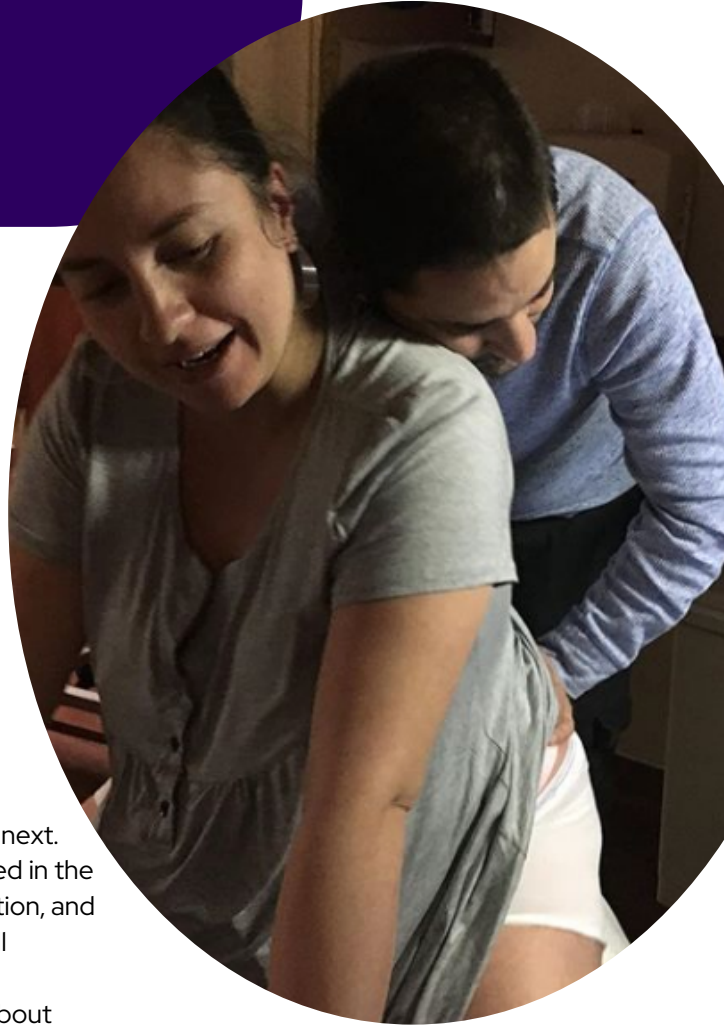
Future Plans & Milestones

2025

2025

Priorities

- Medicaid reimbursement
 - MCO or legislative expansion
- Program expansion
 - Explore other GALS cities
- Volunteer roles
 - Robust and supportive volunteer roles
- Diverse funding
 - grants, medicaid, donor, fee-for-service



In this final year of the Strategic Plan, GALS is looking at what's next. We are celebrating a sustainable financial model, we are engaged in the political process alongside the MHEC and Texas Doula Association, and we have a team of staff, birthworkers, donors, and volunteers all working together to improve birth outcomes and advance reproductive justice in Central Texas and beyond. This year is about introspection, reviewing successes and learnings, and leaning into what's possible in the later part of the decade.

Volunteer roles are solidified and expanded

April

Funding is diverse and sustaining into next budget cycle

November

January

Legislative session begins and GALS partners with other orgs to advance doulas and reproductive equity

July

GALS works to support other cities via expansion or through back-end/administrative support

Future Plans & Milestones

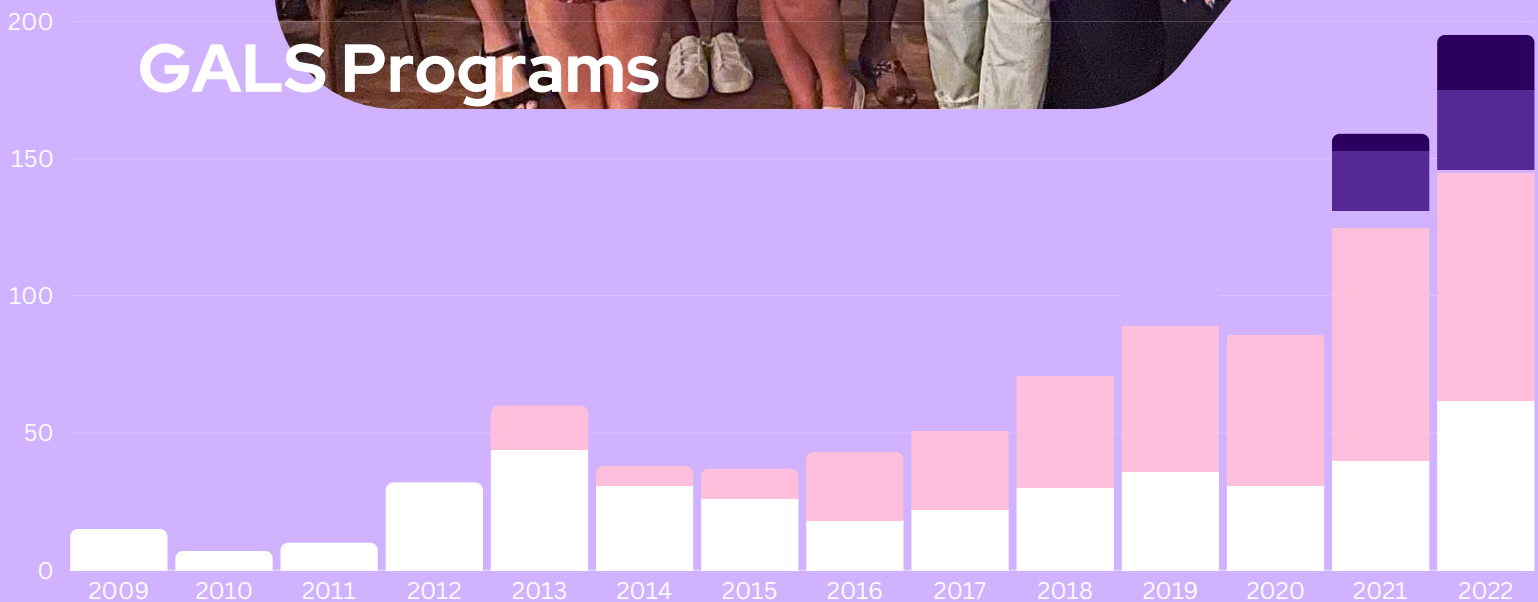
Growing reach of GALS Programs

Supporting more families

One thing we know is true, families in Central Texas want access to a doula, and they are trusting GALS to support them in their birth journey. GALS has seen our programs grow year over year, and we expect this trend to continue. While we aren't adding additional programs, we are deepening our programmatic impact, which will expand the number of people who have improved birth outcomes. We are continuing to invest in the community building of MHEC, and are excited at the possibilities that this partnership will create.



GALS Programs



Sustainability

How GALS uses funding, and how we are thinking about growth



Financial Requirements

Here is a breakdown of the 2023 budgeted expenses. GALS has a very low overhead, and spends the majority of money invested into programs. GALS will continue to model this type of expense portfolio as programs deepen impact.

	Value	Percentage
Salaries + fringe	\$323,910	34%
Contracted Birthworkers, Childcare Specialists	\$467,695	49%
Training, Client support, and Operations	\$62,989	6%
TOTAL	\$958,594	100%

Income vs. Expenses

Over the last strategic planning period, GALS had over 1000% growth. Moving into this period, GALS is looking to diversify funding sources, and invest into living wages for staff and birthworkers who improve outcomes for Central Texas families.

US\$ B	FY'20	FY'22	% change
Revenue	\$49,129.76	\$572,244.65	1064%
Expenses	\$39,966.87	\$482,066.45	1106%
Profit	\$9,162.89	\$90,178.20	884%



IMPROVING BIRTH OUTCOMES

ENSURING NO ONE BIRTHS ALONE

Contact us
for further
inquiries



morgan@givingaustinelaborsupport.org | 512-934-2171 | www.galsaustin.org