



STRATEGIC PLAN



**FISCAL YEAR
2027 - 2032**

MISSION

Physicians for Reproductive Health organizes, mobilizes, and amplifies the voices of medical providers to advance sexual and reproductive health, rights, and justice. Our programs combine education, advocacy, and strategic communications to ensure access to abortion care and equitable, comprehensive health care. We believe this work is necessary for all people to live freely, with dignity, safety, and security.

VISION

We envision a just and equitable world where all people are free to make their own decisions about their bodies, families, and futures.

WHO WE ARE

**COMMUNITY
FIRST**

At the core of our work is always the question “who will this impact most?” We bring necessary focus to the way that bans and barriers on health care disproportionately impact some patients and providers more than others.

VALUES DRIVEN

Trust, compassion, and equity are at the heart of everything we do. We lead with the facts: patients know best what they need for their own lives, we are all deserving of timely and compassionate care, and we need solutions that acknowledge the long history of harm creating inequitable outcomes for Black, Brown, and Indigenous communities.

**INCLUSIVE
& DIVERSE**

The diversity of PRH's staff, Board of Directors, and community of physician advocates is what makes us great. Informed by our different identities and lived experiences, our advocacy is informed by the real needs of real people wishing to create a world that's safer for all of us.

Since 1992, PRH has been a powerful physician voice in the reproductive health, rights, and justice movements. PRH's extensive network of physicians are trusted by policymakers, journalists, and allies to bring forward medical expertise as they advocate for patients. Whether it's speaking to media outlets, testifying in Congress and state legislatures, or submitting briefs to the Supreme Court, PRH brings clinical credibility and bridges the gap between frontline care and policymaking in ways few organizations can.

WHAT WE DO

POLICY ADVOCACY

NARRATIVE SHIFT & THOUGHT LEADERSHIP

ADVOCACY TRAINING & BUILDING COMMUNITY

STRATEGIC PARTNERSHIPS

MOBILIZATION OF PHYSICIANS





This is a pivotal moment for Physicians for Reproductive Health to advance a vision of equitable, evidence-based sexual and reproductive health care for all.

The urgency of this work has been shaped by a rapidly shifting federal and state landscape for comprehensive sexual and reproductive health care. Dramatic changes to the state and federal policy and legal environment have increased uncertainty and risk for patients and providers, while emboldening efforts to restrict abortion, transition related health care, contraception, and other essential maternal and reproductive health services, in particular for Black, Indigenous, Latine communities, immigrants, people with low incomes, LGBTQIA2+ communities, and all other marginalized communities.

Physicians are navigating an increasingly hostile and confusing landscape, where clinical decision-making is constrained by political interference rather than guided by medical evidence, patient needs, and respect for autonomy. At the same time, our communities are facing escalating attacks that make it harder for people to access sexual and reproductive care and live with safety and dignity. Immigrant communities and communities of color are experiencing increased surveillance, policing, and militarization that create fear around seeking health care and other essential services.

Pregnant people—particularly Black, Indigenous, and Latine people—are facing unprecedented criminalization for their pregnancy outcomes, often through their contact with health care providers. Transgender people are navigating laws that police nearly every aspect of their lives, from the bathrooms they use, to the health care they can access, to the sports teams they can join. Abortion bans continue to worsen the already devastating maternal health crisis. Misinformation and stigma are eroding public understanding of reproductive health care and undermine trust in medical expertise. We are up against a lot.

Yet even in this challenging environment, there are powerful opportunities. Physicians, across geographies, specialties, and from communities reflective of the patients they serve, are speaking out in unprecedented numbers. Courts, policymakers, and the public are increasingly seeking credible medical voices to counter ideology with science and patient-centered care. Innovative care models—including telehealth, cross-state collaboration, and new training pathways—are expanding what is possible. Like-minded physicians crave connection and community amidst a divisive and violent political environment aiming to isolate them.

Our strategic plan was developed in this moment that demands transformative change. Guided by our Board of Directors and Staff, and informed by input from physician leaders, partners, supporters, and community stakeholders, this process included reflection on our organizational history, analysis of the rapidly changing policy and care landscape, and a clear-eyed assessment of where our voice and expertise are most needed. This plan allows us to grow our base of values-aligned advocates, strengthen the skills and expertise of physicians in service of our mission and vision, and focus the way we are catalyzing our community into action.

This plan affirms PRH's unique role: mobilizing and supporting physicians as trusted advocates; advancing strategic communications that elevate clinical expertise and counter misinformation; and driving policy change through a focused policy and advocacy platform that protects patient access to comprehensive, compassionate care. This plan offers our staff the resources and clarity on how to show up in support of our network, and our supporters the new education, resources, and training they need to take on today's challenges and those still to come. Our intentionally intersectional approach ensures that these powerful physicians are ready and able to face the fight ahead. We are not backing down, we are only just getting started.

We are energized to share this strategic vision and invite you to join us in advancing it.

Today, there is a growing and diverse community of clinicians committed not only to providing high-quality care but also to shaping the policies and narratives that determine whether that care is possible. There is deepening recognition that reproductive health justice requires confronting systemic inequities and centering those most impacted by barriers to care. There is also clarity that threats to reproductive freedom, immigrant justice, racial justice, and trans justice are deeply interconnected; and so must be our work.

This moment offers us both urgency and hope—and a clear mandate for the work ahead.

PHYSICIANS FOR REPRODUCTIVE HEALTH'S THEORY OF CHANGE

Trained, organized, and connected physician advocates are powerful change agents that shift narrative, influence policy, build power, and expand access to comprehensive reproductive health care.

Organizational Priority	Five-Year Outcomes	Visionary Outcomes
Expand our network of advocates by developing an engagement framework and strengthening the Leadership Training Academy alumni participation structure.	- PRH maintains a deep understanding of our advocate community. - PRH network is increasingly engaged in advocacy at the federal and state levels in support of the PRH's policy and advocacy platform. - Physicians of all specialties see PRH as their reproductive health, rights, and justice advocacy home. - Leadership Training Academy alumni are networked in a regional structure.	A strong, active network of physicians supportive of reproductive health, rights, and justice. Policies that expand reproductive health, rights, and justice, especially to eliminate barriers to care for those most marginalized, including immigrants, trans people, low-income communities, and people of color. Policymakers and media use evidence-based facts rather than mis/disinformation.
Grow political power, take the steps to establish a 501(c)4 connected organization.	- PRH establishes a connected 501(c)4 organization. - Elected officials and policymakers see PRH as the go-to physician voice on reproductive health, rights, and justice. - Leverage physicians to push policymakers to embrace bold policies supportive of reproductive health care for all. - Promote and support PRH leadership and advocacy in other medical organizations.	
Formalize and implement a policy and advocacy platform and action plan.	- PRH physician advocate network aligned and organized around policy and advocacy platform and action plans. - PRH leads advocacy and legal campaigns tied to each policy and advocacy platform priority. - Policymakers, advocates, and partners see PRH as the lead organizer of physician voices.	
Advance a communications plan with increased avenues for physician advocates to shift the narrative, amplify our platform, and our brand.	- PRH expands platforms utilized to increase the impact of narrative change strategies. - Policymakers, the media, and the public trust evidence-based information on our policy and advocacy platform. - Diverse PRH physician voices are amplified to shift the narrative on bodily autonomy.	
Deepen strategic partnerships with movements for immigration, maternal health, and trans rights.	- Movement partners trust PRH as an ally and regularly engage with our network. - Allied groups utilize PRH resources and policy and advocacy platform. - PRH explores shared leadership opportunities.	
Strengthen PRH's capacity, sustainability, and movement infrastructure.	- PRH achieves sustainable and diversified revenue that supports strategic growth and reduces reliance on any single funding source. - PRH launches and begins growing an endowment that strengthens long-term organizational resilience. - Philanthropic, policy, and movement leaders recognize PRH as an indispensable leader in advancing reproductive health, rights, and justice. - PRH's Board of Directors actively contributes to organizational sustainability through governance, fundraising, and strategic leadership. - PRH demonstrates measurable impact through robust evaluation and learning systems.	

STRATEGIC PRIORITIES

Physicians for Reproductive Health's Theory of Change Detail

Vision	Strategy	Rationale	Five Year Outcomes
BUILD PHYSICIAN POWER	Strategy 1 Expand the PRH network of advocates by developing an engagement framework and strengthening the LTA alumni participation structure.	PRH can expand our impact by increasing advocacy and training opportunities for values-aligned physicians. We estimate there are hundreds of thousands of doctors in the US who can become vocal advocates for sexual and reproductive health care.	PRH maintains a deep understanding of our advocate community. PRH network is increasingly engaged in advocacy at the federal and state levels in support of the PRH policy and advocacy platform. Physicians of all specialties see PRH as their RHRJ advocacy home. LTA alumni are networked in a regional structure.
	Strategy 2 Grow political power, take steps to establish a 501(c)(4) connected organization.	To achieve meaningful policy change, we must grow our political power. A connected 501(c)(4) organization will provide additional avenues to promote evidence-based sexual and reproductive health policies and correct mis and disinformation from officials and candidates.	PRH establishes a connected 501(c)(4) organization. Elected officials and policy makers see PRH as the go-to physician voice on RHRJ. PRH network successfully engages in advocacy around the 2028 election. Leverage physicians to push policy makers to embrace bold policies supportive of reproductive health care for all. Promote and support PRH leadership and advocacy in other medical organizations.

Vision	Strategy	Rationale	Five Year Outcomes
DRIVE CHANGE	Strategy 3 Formalize and implement a PRH policy and advocacy platform and action plan.	A policy and advocacy platform aligns our strategies, will be a resource to focus our physician community, educate multiple audiences about our connected goals, and set clear priorities for planning and limited resources.	PRH physician advocate network aligned and organized around policy and advocacy platform and action plans. PRH leads advocacy and legal campaigns and engagement opportunities tied to each policy and advocacy platform priority. Policymakers, advocates and partners see PRH as the lead organizer of physician voices.
	Strategy 4 Advance a communications plan with increased avenues for PRH physician advocates to shift narrative, amplify our platform, and our brand.	Policymakers, media, and patients depend on the expertise of physicians. PRH needs to provide critical evidence-based information about sexual and reproductive health care.	PRH expands platforms utilized to increase impact of narrative change strategies. Policymakers, the media, and the public trust evidence-based information on policy and advocacy platform. Diverse PRH physician voices are amplified to shift narrative on bodily autonomy.
	Strategy 5 Deepen strategic partnerships with movements for immigration, maternal health, and trans rights.	As physicians we understand that these issues are interconnected for our communities, and for our scopes of practice. It is essential to work on these issues in partnership, especially when they are used as wedge issues to prevent progress.	Movement partners trust PRH as an ally and regularly engage with our network. Allied groups utilize PRH resources and policy and advocacy platform. PRH engages shared leadership opportunities.

Vision	Strategy	Rationale	Five Year Outcomes
SUSTAIN THE MOVEMENT	Strategy 6 Strengthen PRH's capacity, sustainability, and movement infrastructure.	To build an organization that will thrive for another thirty years, we have to build partnerships with more donors who support our vision and values, especially in the face of unpredictable changes in our current funding environment.	PRH achieves sustainable and diversified revenue that supports strategic growth and reduces reliance on any single funding source. PRH launches and begins growing an endowment that strengthens long-term organizational resilience. Philanthropic, policy, and movement leaders recognize PRH as an indispensable leader in advancing reproductive health, rights, and justice. PRH's Board of Directors actively contributes to organizational sustainability through governance, fundraising, and strategic leadership. PRH demonstrates measurable impact through robust evaluation and learning systems.



THANK YOU

We thank everyone who guided this strategic plan, especially to Miriam Yeung for her leadership through the strategic plan design process.

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MEMBERS & PARTNERS

Thank you to the over 100 people who completed surveys, participated in focus groups, and engaged in collaboration to make this plan possible.

SUPPORT PRH'S VISION!

JOIN US!

**THE CHALLENGES AHEAD ARE
SIGNIFICANT — SO IS THE
OPPORTUNITY.**

Together, we can build a future where physicians are equipped to lead, communities have access to compassionate care, and all people can make decisions about their bodies, families, and futures with dignity and autonomy.

Join us in bringing this vision to life.

Learn more at prh.org

Contact us at info@prh.org



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