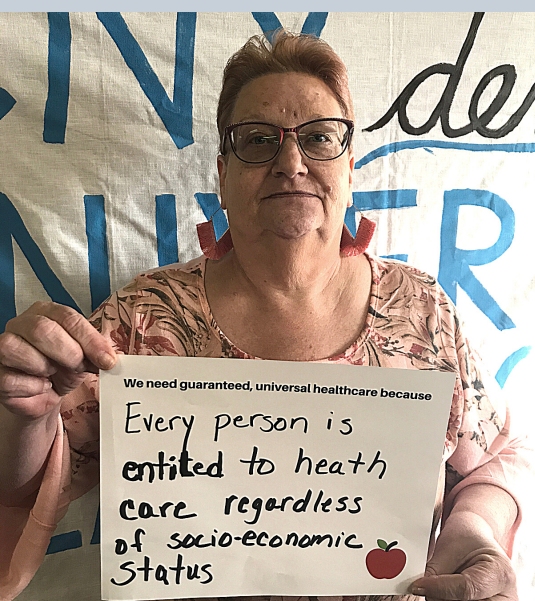




Strategic Plan 2020-2025 Summary



A New Vision for More Equitable Health Care

The Health Foundation for Western and Central New York, with the approval of our Board of Trustees, is proud to announce a new strategic framework that will guide the work of the Health Foundation through 2025.

This plan reaffirms the Health Foundation's commitment to children ages zero through five who are impacted by poverty; older adults; and the community-based organizations that serve them. Our longstanding commitment to supporting programs, partnerships and organizations that improve the health of our community remains strong and unchanged.

The strategic planning process resulted in a new vision statement, three long-term goals, and corresponding midterm goals.

Our mission will remain improving the health and health care of the people and communities of western and central New York.

Our New Vision

A healthy central and western New York where racial and socioeconomic equity are prioritized so all people can reach their full potential and achieve equitable health outcomes.

How Did We Determine Our New Vision?

The Health Foundation's new vision is the result of an extensive process that included meeting with, listening to and reviewing:



The process also included a series of focus groups and workshop sessions with Health Foundation staff and trustees. The resulting information was the basis for a new strategic plan that seeks to address the highest priority health needs in our region by building on our existing strengths and developing new ways of meeting those needs.

The health inequities experienced by communities of color and low-income populations in both regions, including urban and rural areas, are clear and in some cases increasing over time. The Health Foundation has committed to working to improve regional health outcomes with a specific focus on these populations.

We see our new plan as a natural evolution of our work, because the Health Foundation has always focused on improving the health of underserved communities. Our new vision represents a sharpened, more specific approach that recognizes the role of race and socioeconomic status in health disparities.

Snapshot Data: Health Inequity

In New York State, Black women are approximately three times more likely to die of pregnancy-related causes than white women.

- NYSDOH, 2019

Socioeconomic status can have a greater impact on health than factors like obesity or high blood pressure.

- The Lancet, 2017

Expansion of health insurance coverage is linked to a reduction in racial health disparities.

- Commonwealth Fund, 2020

The Way Forward: Pursuing Our New Vision



We will pursue our new vision through a set of long- and mid-term goals supported by strategies that include: program development, grantmaking, community partnerships and convenings, capacity building, and advocacy.

Our team recognizes this will require a long-term and rigorous commitment to developing and instituting organizational policies, practices and behaviors that are based in the principles of racial and socioeconomic equity. While we acknowledge we are at the beginning of an ongoing journey of learning and improvement, our initial efforts will include (but are not limited to):

- Engaging with, listening to and learning from experts and leaders in racial and socioeconomic health equity and justice;
- Proactively building new relationships with grassroots organizations that may have previously faced barriers to working with the philanthropic community;
- Using our platform to advocate for positive change and challenge policies that perpetuate unfair systems and inequities in health care

Our new strategic plan comes at a time when the COVID-19 pandemic has highlighted and exacerbated existing inequities, and the resulting economic crisis has put immense strain on community-based organizations on the front lines of these issues.

We remain committed to partnering on solutions for the acute stage of this crisis, even as we work to address the long-term issues that cause barriers to health equity.

Long- and Mid-Term Goals

LONG TERM GOAL #1: Individual well-being is promoted and addressed for both children and older adults

Corresponding Mid-term Goals

- Communities are equipped to deliver trauma-informed practices and invested in preventing trauma
- Children have access to high-quality, social emotional learning support
- Social isolation and related behavioral health issues among older adults and caregivers are addressed

LONG TERM GOAL #2: Community-based organizations and health systems are collaborative and sustainable

Corresponding Mid-term Goals

- CBOs are financially sustainable, strong and working collaboratively with health and other systems
- Communities and health systems are working collaboratively to become age-friendly

LONG TERM GOAL #3: Racial and socioeconomic equity are prioritized and all people are served by trusted, unbiased, high-quality care

Corresponding Mid-term Goals

- Equitable care and insurance are available and accessible for all people
- All mothers are served by trusted, unbiased, high-quality infant and maternal health care
- Family caregivers of older adults are valued and supported

Our theory of change describes how we plan to pursue our vision and goals and make an impact on the communities we serve through various strategic approaches. The Health Foundation's key focus areas will continue to be young children impacted by poverty, older adults, and community health capacity.

Vision

A healthy central and western New York where racial and socioeconomic equity are prioritized so all people can reach their full potential and achieve equitable health outcomes.

Strategic Approaches

- Build on existing work in social-emotional learning and trauma-informed care for children
- Develop and support new efforts to promote trauma-informed care for older adults
- Support existing and new initiatives in understanding and preventing adverse childhood experiences
- Explore and expand efforts to reduce social isolation and depression in older adults and their caregivers

Mid-Term Goals

- Communities are equipped to deliver trauma-informed practices and invested in preventing trauma
- Children have access to high-quality, social emotional learning support
- Social isolation and related behavioral health issues among older adults and caregivers are addressed

Long-Term Goals

Individual well-being is promoted and addressed for both children and older adults

Strategic Approaches

- Support cross-sector collaboration and convenings that help health systems recognize the value of CBO partnerships and social needs integration
- Continue and expand efforts to improve capacity and sustainability of CBOs
- Advocate for and continue partnering on initiatives to make communities livable and age-friendly at the state and local levels

Mid-Term Goals

- Community-based organizations are financially sustainable, strong and working collaboratively with health and other systems
- Communities and health systems are working collaboratively to become age-friendly

Long-Term Goals

Community-based organizations and health systems are collaborative and sustainable

Strategic Approaches

- Continue to advocate for universal health care and access to quality health care
- Support and explore deeper role in addressing health system implicit bias, racial discrimination and knowledge gaps that lead to inequitable health outcomes, especially for mothers of color
- Build capacity for and expand access to support for family caregivers

Mid-Term Goals

- Equitable care and insurance are available and accessible for all people
- All mothers are served by trusted, unbiased, high-quality infant and maternal health care
- Family caregivers of older adults are valued and supported

Long-Term Goals

Racial and socioeconomic equity are prioritized and all people are served by trusted, unbiased, high-quality care