



Bridging *into the* Community



FOUNDATION for HEALTHY COMMUNITIES'
STRATEGIC PLAN 2020-2022



Foundation *for*
Healthy Communities



INTRODUCTION

In January 2019, the Foundation for Healthy Communities (FHC) engaged Lisa Butler (Product & Market Development Services) to lead the Foundation in the development of the organization’s strategic plan. Project work began in March 2019 and concluded in October 2019. Various constituencies including FHC staff, Board, and external partners contributed to the creation of this plan. This document presents key project results.



FOREWARD

The Foundation for Healthy Communities spent 2019 developing its 2020-2022 strategic plan, which builds upon the mission of improving health and health care for all in New Hampshire. We extend our deepest gratitude to those who participated in this process and look forward to working with our partners to implement the key strategies. Our new strategic plan is a recommitment to our collaborative engagement with an emphasis on continuing to build bridges into communities in New Hampshire. Relationships play a critical role in helping to advance health improvement throughout the state, and our success is contingent upon the active engagement of our partners working toward our common goals.



STRATEGIC PRIORITIES

The organization's strategic priorities fall into two distinct categories: Programmatic and Operational. Priorities in those respective categories are below, with activities for each strategic goal to follow:

Programmatic Strategic Goals

1. Expand and strengthen community connections
2. Build upon the impacts of ongoing programs
3. Identify and address opportunities to advance health equity
4. Convene partners on emerging health issues

Operational Strategic Goals

1. Clarify market positioning and build awareness
2. Diversify revenue, fundraising, membership
3. Support professional development for staff
4. Update key operational processes and systems
5. Explore risks/rewards of differentiated data services

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Diving down to a lower level, we developed activity priorities for both the Programmatic and Operational categories, outlined on the following pages. >>>



PROGRAMMATIC ACTIVITY PRIORITIES



1. Expand and strengthen community connections

- a. Build upon existing community relationships and create partnerships with other community-based organizations
- b. Deepen/extend partnerships with funders, insurers and other members of the New Hampshire healthcare landscape

2. Build upon the impacts of ongoing programs

- a. Continue to deliver and advance existing programs
 - Leverage FHC's reputation as a proficient quality improvement organization
 - Promote role as a facilitator/convener
- b. Cultivate spirit of nimble innovation to be responsive to health needs in the state
 - Maintain the ability to capitalize on emergent funding opportunities

3. Identify and address opportunities to advance health equity

- a. Utilize Community Health Needs Assessments and local and state health data to identify opportunities to advance health equity
- b. Solicit and respond to input from other partners working to promote equity

4. Convene partners on emerging health issues

- a. Gather partners for discussion of needs and gaps in the state
- b. Provide trusted environment for diverse organizations to partner on common issues



OPERATIONAL ACTIVITY PRIORITIES

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1. Clarify market positioning and build awareness

- a. Consider refresh of branding elements so constituents and the healthcare sector better understand FHC role and value-add
- b. Prioritize strategic communications to tell the FHC story of impact
- c. Standardize metric reporting across programs
- d. Maintain open communication streams with current and former stakeholders

2. Diversify revenue, funders, membership

- a. Improve engagement with insurers, endowments, and other funders
 - Pursue new relationships with potential funding organizations
- b. Expand technical assistance offerings

3. Support professional development for staff

- a. Support ongoing facilitation skill excellence
- b. Organize “Sales Opportunity Listening” training for Board and staff
- c. Solicit and respond to staff-identified professional development opportunities

4. Update key operational processes and systems

- a. Consider technology tools for efficiency
 - Streamline constituent management systems
- b. Introduce operational metrics and build alignment
- c. Enhance institutional flexibility and memory by cultivating a team-based, cross-training culture

5. Explore risks/rewards of differentiated data services

- a. Along with the New Hampshire Hospital Association, conduct a full analysis of the costs, benefits, risks, and rewards of developing robust data collection and analytic service capabilities
- b. Determine best role for FHC in the market
- c. Explore collaborations with partner organizations to provide capacity for data services