



STRATEGIC PLAN

OF

HealthSpark Foundation

JULY 1, 2018 – JUNE 30, 2023

ADOPTED June 2018

(RESOLUTION 2018-09)

2018 - 2022 Strategic Grantmaking Framework

MISSION

HealthSpark Foundation invests in systems change opportunities in Montgomery County, Pennsylvania to promote consumer access to safety net services and leverage public and private resources promoting quality outcomes.

VISION/GUIDING PRINCIPLES

- Transparency in all decisions and actions
- Ethical behavioral to preserve public trust
- Accountable actions
- Compassion for the community, its people and the organizations providing solutions
- Responsiveness and sensitivity to the diverse needs of the community
- Fair, respectful, honest and professional relationships with all who encounter the foundation
- Passion in the pursuit of philanthropic excellence

VALUES

Stewardship – we are mindful of the responsibility and obligation to ensure our resources (financial assets, staff, building, etc.) are well managed and sustained. We strive to be prudent decision makers, willing to assume some risk to advance promising ideas and opportunities. We seek board members, staff, community volunteers, consultants, grantees and other partners that share these values.

Collaboration – we are passionate about empowering systems and organizations to work together, sharing our knowledge with others and encouraging others to share what they learn with one another and with the foundation. We believe that being a collaborator with others is the quickest and most effective approach to solving the problems we address since we cannot achieve our goals by ourselves.

Empowerment – we recognize that the challenges of living in poverty are daunting for the individuals experiencing poverty, the organizations that provide services and supports to overcome the effects of poverty and for the overall health and wellbeing of the community. The foundation’s systems change approach seeks to improve access, navigation and coordination of services across systems of care and to promote quality outcomes by leveraging public and private resources.

Diversity, Equity and Inclusion

Since 2014, HealthSpark Foundation staff, board members and community volunteers have engaged in a series of learnings and experiences designed to enhance personal and organizational awareness and commitment to building and operating a culturally aware, competent, diverse, equitable and inclusive organization. Individuals have engaged in group and personal learning hosted by local, regional and national groups.

The composition of the board and community volunteer program participants have become increasingly diverse. Since its inception, the board's diversity has increased on several dimensions including the number of women, people of color, geographic areas represented and age of board members. Individuals elected to hold leadership roles have also become more diverse. Outside of the foundation, staff continues to engage with grantees and others to raise awareness of our expectations that grantees build cultural awareness, continue efforts to establish a more diverse staff and board and consider how institutional bias and racism are contributing to inequitable programs and services.

SUMMARY

HealthSpark Foundation will continue to evolve its grantmaking focus over the next decade with a goal of ***“Assuring a nimble, real-time, resilient quality health and human services safety net system”*** by sharpening its focus on a system change approach to address health disparities that hinder access and quality outcomes, and seeking opportunities to ensure the financial and organizational health of the safety net system.

In pursuit of the foundation's vision, the board approved the Safety Net Resiliency Initiative in 2017. The foundation intends to build upon the lessons learned from its past work and achievements – with particular attention to Your Way Home, the Montgomery County Anti-Hunger Network, the Hospital Partnership and North Penn Commons – to help inform our future strategy with this new, yet closely aligned focus on the safety net system.

The Resiliency Initiative has been designed to inform the staff and board of opportunities the community values and believes are important to address. Many philanthropic leaders consider a community-driven process to represent “best practice”, however, with any new business paradigm shift there are risks. In this case, there is the uncertainty of what the community defines as opportunities worthy of philanthropic support and investment. The HealthSpark staff intends to leverage its own expertise and knowledge about systems change and evolution to help inform the community process and hopefully that will contribute to educated and decisive investment decisions.

The safety net service delivery system is primarily supported with government funding. The county is often the conduit to access most, but not all these funds. Other sources include direct federal and state financial support provided through the federal Housing and Urban Development Agency (HUD), the federal States Department of Labor and the Pennsylvania Department of Labor. In Montgomery County, the majority of programs and services are operated by nonprofit organizations contracted by one or more of these agencies. The county commissioners are highly invested in the HealthSpark Resiliency Initiative, because the programs and services are considered essential and some are mandated by state/federal governments.

The fundamental service components of the county's safety net system include:

- Access to public benefits and utility assistance
- Food and nutrition

- Housing
- Health services
- Education
- Child care
- Job training
- Violence prevention
- Transportation
- Substance abuse treatment services

As the grantmaking program evolves from its earlier focus on housing, health and food/nutrition, the board is committed to protecting its past investments in these programs and will consider funding requests that help transition these past investments to either integrate with the Safety Net Resiliency Initiative, and/or to a stable ending point where the foundation's grants are no longer required to support the progress achieved.