



**STRATEGIC PLAN**

**OF**

**HealthSpark Foundation**

**JULY 1, 2018 – JUNE 30, 2023**

**ADOPTED June 2018  
(RESOLUTION 2018-09)**

**Updated February 26, 2020**

# **2018 - 2022 Strategic Grantmaking Framework**

## **Vision**

We envision an equitable, connected, and thriving community.

## **Mission**

HealthSpark Foundation invests in nonprofit organizations, networks, and coalitions promoting a more just and healthy community.

## **Guiding Principles**

We, as an organization and as individual board members, community members, and staff, commit to the following Guiding Principles:

- **Justice:** We recognize that the roots of inequity run deep in our society, and we strive to understand our own roles in sustaining structural inequity. Seeking justice is integral to our work through the Foundation as well as our interpersonal interactions.
- **Inclusivity:** We believe that the lasting solutions to our county's deepest problems lie within our community. We seek to co-create solutions with community partners through meaningful and authentic relationships.
- **Integrity:** We strive to be transparent, ethical, and accountable to the community and ourselves in all we do.
- **Professionalism:** We are fair, respectful, honest, and professional in our work and conduct.
- **Excellence:** We hold ourselves to the highest standards in achieving philanthropic excellence.

## **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.