Foundation *for* Healthy Communities

2025-2027

Strategic Plan

Building healthy communities in New Hampshire.

Contents

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Introduction

Founded in 1968 as an education and research organization for the New Hampshire Hospital Association (NHHA), the Foundation for Healthy Communities (FHC or Foundation) was reorganized in 1995 to meet the needs of a changing healthcare system. Today, the Foundation is a partnership between New Hampshire hospitals, health plans, home care agencies, community organizations, and other healthcare stakeholders focusing on quality of care, access to health services, health equity, and prevention as the major priorities of work, aligning with the Foundation's mission of improving total population health for all communities.

To ensure that the organization is well-positioned for long-term mission impact and sustainability, the Foundation embarked on a strategic planning initiative.

FHC retained Gallagher Consulting Group Inc. ("Gallagher") to facilitate the planning process. Gallagher implemented an inclusive approach to planning which invited input from key stakeholders such as members of the Board of Trustees, staff, funders, partners, and other key external stakeholders. The process also involved planning sessions with the Board of Trustees, and the staff.

This document is the result of the effort. The following strategic plan will guide FHC from FY 2025 – 2027. It is designed to be a dynamic, living, breathing blueprint that can be adjusted to respond to significant changes in the environment to meet the health care needs of all people in New Hampshire.

Who **WE** Are

VISI👁N

All people of New Hampshire achieve their highest potential for health and well-being.

MISSI🎯N

To build healthier communities for all by leading partnerships, fostering collaboration, and creating innovative solutions to advance health and health care.

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Who WE Are

Core Values

Collaboration

We foster a culture of belonging through leadership, diversity, lived experience, and supportive relationships.
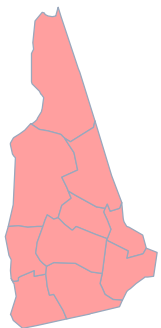
Community

We believe in the power of community to create equity, build trust, and allow for listening and contributing.

Compassion

We aim to carry out our work with humility and respect for individual values, beliefs and priorities.

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Who **WE** Are

Diversity Statement

The Foundation for Healthy Communities is committed to advancing the health and well-being of all people in New Hampshire. To advance our missions, we value inclusive care that recognizes and affirms every individual's unique characteristics, culture, and experiences. We believe that all people deserve respect and to be accepted as they are, free from discrimination and bias.

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Strategic **Goals**

1

Programming

Collaborate with partners to provide programs and solutions to advance quality, patient safety, and health equity and to address the most pressing health needs of all people in New Hampshire.

2

Awareness and outreach

Increase awareness by clarifying and elevating the brand, boosting outreach efforts, and articulating our mission impact to key stakeholders and the community.

3

Fiscal stewardship and strength

Increase and diversify funding while demonstrating sound fiscal stewardship to ensure sustainability.

4

Organizational Excellence

Achieve organizational excellence through commitment to the highest standards of operational practices and fostering a mission-driven culture.

Goals & Objectives

01 Programming

Collaborate with partners to provide programs and solutions to advance quality, patient safety, and health equity and to address the most pressing health needs of all people in New Hampshire.

Objective

A. Strengthen existing programs

Assess, expand, and deepen current suite of programs and initiatives to increase favorable health outcomes and improve health equity

Key tactics:
- Regularly consult the community needs assessment reports and the expertise on FHC's Board to ensure that programming remains focused on the most critical needs in NH
- Conduct program analysis to determine funding/resource needs and to enhance alignment
- Leverage role as collaborative, credible health improvement organization to maintain and increase funding, partners, and participation in current programs
- Explore opportunities to expand behavioral health programming to include pediatric/youth
- Continue to convene organizations and provide trusted environment to discuss health issues and how to improve health equity for all

Objective

B. Program alignment

Increase alignment among all programs to enhance effectiveness and optimize resources

Key tactics:
- Create opportunities during full staff meetings to share briefings from each program to keep each other informed
- Develop a master calendar of events and conduct weekly huddle meeting to highlight "events of the week"
- Encourage cross-collaboration among programs to share connections, data, and potential joint funding opportunities

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Goals & Objectives

Programming (continued)

Collaborate with partners to provide programs and solutions to advance quality, patient safety, and health equity and to address the most pressing health needs of all people in New Hampshire.

Objective

C. Measurement and data

Develop and implement a robust approach to aggregating data and generating program outcomes to demonstrate impact and advance health equity

Key tactics:
- Create KPIs/outcomes for each program
- Create aggregated KPIs/dashboard to demonstrate impact of all programs
- Leverage CMS and related data
- Develop evaluation methods to better measure program performance
- Explore opportunities with higher education and grant partners to leverage their expertise to support measurement efforts
- Leverage data to demonstrate need to remove inequities in health care system

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Goals & Objectives

02 Awareness and outreach

Increase awareness by clarifying and elevating the brand, boosting outreach efforts, and articulating our mission impact to key stakeholders and the community.

Objective

A. Brand assessment and refresh

Analyze and refresh the brand to ensure that it best represents the organization and positions FHC for future success

Key tactics:
- Secure external expertise to facilitate brand assessment and provide recommendations e.g., brand equity, name, colors, graphic treatment, tagline
- Ensure that potential brand enhancements balance, align, and provide flexibility with individual programs/initiatives and the Foundation's affiliation with the NHHA
- Vet any potential brand adjustments with stakeholders
- Implement and rollout brand refresh

Objective

B. Value proposition/message platform

Develop a dynamic and compelling value proposition that tells the story of FHC and articulates the collective mission impact of its programs and initiatives

Key tactics:
- Aggregate and leverage positive outcome data from all programs and initiatives
- Create a story bank of anecdotes and testimonial of FHC's positive influence on the citizens of New Hampshire and share broadly using multi-media platforms
- Educate current and prospective funders/donors about collective mission impact
- Identify and incorporate brand strengths into message platform, e.g., convener/collaborator, FHC delivers solutions, credible, quality improvement

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Goals & Objectives

02 Awareness and outreach (continued)

Increase awareness by clarifying and elevating the brand, boosting outreach efforts, and articulating our mission impact to key stakeholders and the community.

Objective

C. Strategic partnerships and outreach

Cultivate, strengthen, and activate strategic partnerships and expand outreach efforts to advance the mission

Key tactics:
- Strengthen relationships with hospitals and health systems in New Hampshire
- Expand outreach to providers and other members of the healthcare community beyond hospitals and health systems
- Continue to work broaden stakeholder groups who participate in and benefit from FHC programming and initiatives so that we can advance the health of all people in the state
- Provide regular communication/updates to funders, prospective funders, and influencers
- Cultivate relationships with additional constituent groups including higher education, employers, and insurers

Objective

D. Targeted communication

Develop and implement a targeted communication and marketing work plan to increase engagement, promote programs, and support funding efforts

Key tactics:
- Promote FHC staff as subject matter experts to leverage earned media opportunities
- Develop master marketing and communication calendar to coordinate all program events and activities and leverage as marketing opportunities, e.g., Foundation Forum
- Ensure that marketing/communication work plan incorporates organization-wide element and individual, customized approaches for each program
- Continue to develop and strategically communicate regular annual reports for stakeholders and funders

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Goals & Objectives

03 Fiscal stewardship and growth

Increase and diversify funding while demonstrating sound fiscal stewardship to ensure sustainability.

Objective

A. Contributed revenue and grants

Continue development efforts to secure new sources and maintain existing funding from the public sector, foundations, and corporations

Key tactics:
- Develop a staffing assessment to identify needs and Create a comprehensive case for support that demonstrates the collective impact of all FHC programs and initiatives using clear KPIs
- Continue to pursue public sector funding, i.e., grant renewals, new funding
- Identify possible opportunities to pursue unrestricted funding based on the collective offerings of FHC
- Continue to leverage mission-relevant grant opportunities presented to FHC
- Explore opportunities to partner with other organizations to pursue funding
- Secure external development and fundraising expertise
- Leverage Board members to support funding efforts
- Enhance and refine grant management function
- Maintain the ability to capitalize emergent funding opportunities

Objective

B. Earned revenue

Identify and pursue opportunities to increase earned revenue

Key tactics:
- Explore potential fee-for service offerings, e.g., CEUs, trainings, evaluation, regulatory readiness
- Create and package potential sponsorship opportunities

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Goals & Objectives

03 Fiscal stewardship and growth (continued)

Increase and diversify funding while demonstrating sound fiscal stewardship to ensure sustainability.

Objective

C. Fiscal stewardship

Demonstrate sound fiscal stewardship by adhering to best practices and protocols

Key tactics:
- Ensure robust financial reporting and transparency for funders and other stakeholders
- Determine and follow best practices for financial reserves
- Conduct annual independent audit

Objective

D. NHHA partnership

Continue strong relationship with the NHHA to preserve funding for programming which benefits hospitals, health systems, and the state

Key tactics:
- Strengthen regular communication and alignment between FHC and NHHA staff
- Demonstrate value proposition, positive outcomes, and ROI for hospital and health systems
- Continue to provide programming and services that help hospitals and health systems achieve quality health outcomes, e.g., CMS, accrediting agency equity measures

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Goals & Objectives

Organizational excellence

Achieve organizational excellence through commitment to the highest standards of operational practices and fostering a mission-driven culture.

Objective

A. Talent management and culture

Foster a dynamic, positive workplace dedicated to developing staff so that they can reach their potential and advance the mission of FHC

Key tactics:
- Advance innovative and effective methods to attract and retain quality, diverse staff
- Develop a staffing assessment to identify needs and inventory resources
- Maximize the use of external partners and resources, e.g., vendors, pro bono partners
- Provide ongoing training and professional development opportunities for staff
- Provide team building, social opportunities, and appreciation events for staff
- Develop a succession plan for emergency situations and planned transitions for key leadership roles
- Explore opportunities to provide DEI training for staff

Objective

B. Technology and data

Optimize the use of technology and data to improve operations, increase efficiencies, and promote quality outcomes

Key tactics:
- Enhance data analytics capabilities to enhance operations and yield impact data to demonstrate mission impact
- Improve methods to share data and information throughout the Foundation and with NHHA
- Leverage existing technology (hardware and software) at FHC, e.g., SharePoint
- Explore opportunities to increase efficiencies using technology, i.e., A/I, automation

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Goals & Objectives

04 Organizational excellence (continued)

Achieve organizational excellence through commitment to the highest standards of operational practices and fostering a mission-driven culture.

Objective

C. Performance management

Execute operational improvements that increase productivity and efficiencies

Key tactics:
- Explore need and feasibility of adding an operations coordinator role to staff
- Enhance internal communications and increase cross-programmatic collaboration
- Document and update organizational procedures (SOPs) as appropriate

Objective

D. Board governance

Follow best practices for governance to recruit, retain, and develop highly-qualified, diverse, engaged Board members and prepare future leaders of FHC

Key tactics:
- Identify opportunities for Board members to serve as ambassadors for FHC
- Continue to clarify and educate Board members about roles, responsibilities, including fiduciary duties
- Identify and pursue potential candidates to enrich and diversify the Board
- Create specific job descriptions for Board member and committee charters to clarify expectations
- Provide robust onboarding, education, and briefings for Board members

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