



## Strategic Plan 2022 – 2025

The Phoenixville Community Health Foundation (PCHF) is pleased to present this strategic plan that will guide our work for the next three years. We conducted a thorough planning process including research, surveys, and interviews with stakeholders and residents to better understand current community needs; facilitated discussions on diversity, equity, and inclusion; and affirmed that we are in the process of adopting many of the principles of trust-based philanthropy.

**We will continue to offer grants to health and human service organizations serving the greater Phoenixville region that address one or more of our strategic goals.** Additionally, we will engage in other initiatives and activities, such as offering training to our nonprofit partners and serving as a convener to further advance these goals.

### 2022-2025 PCHF Strategic Goals

- Ensure equitable access to high-quality and affordable health and human services for all residents in the greater Phoenixville region
- Promote and strengthen access to timely mental health and substance abuse services, especially crisis intervention
- Support efforts to prevent homelessness and services for those experiencing housing insecurity, and expand opportunities for healthy, safe, and affordable housing
- Enhance the quality of services in the region by investing in nonprofit capacity building and development, and by encouraging partnerships and innovation

### A Foundation for the Future

For more than 20 years, we have supported the greater Phoenixville area and the many talented nonprofit organizations that work to create a healthier community. A lot has changed over that time, and change continues at an accelerating pace. Technology is more embedded in our lives than ever. Demographics are shifting, and our society's difficult but necessary discussions on diversity, equity, and inclusion are proceeding. The healthcare system faces growing challenges, including the ongoing COVID-19 pandemic. And funders are reexamining how they can best help their grantees and communities by reducing inherent power imbalances through trust-based philanthropic practices. We want to be a Foundation for the future - an organization that assists people in our service area while also striving for our own continual improvement. Although this plan covers three years, **we acknowledge that our goals and strategies may change, and we must remain adaptable.**

### Strategic Plan Development

A committee of eight board members worked with staff over the course of several months in 2021 to conduct research, discuss findings, and develop the strategic plan. We also retained consultant Bob Prachar of Springer Leadership to conduct surveys and interviews with key stakeholders to gain more insight into the greater Phoenixville region's needs.

As a starting point, the Strategic Planning Committee **reviewed reports and data.**

- Previous community health needs assessments from the Foundation and Phoenixville Hospital, including its most recent one in 2019.
- Robert Wood Johnson Foundation's County Health Rankings for Chester and Montgomery counties in Pennsylvania.
- Data from Montgomery and Chester counties on overdoses and drug usage as well as recent overdoses in Phoenixville Borough.

We then **sought feedback from key stakeholders**

- Staff worked with Springer Leadership to develop an online survey sent to 190 individuals, most of whom are staff at area nonprofits. Sixty-seven people responded for a response rate of 35.3%.
- Consultant Bob Prachar conducted 14 in-depth interviews with a variety of stakeholders including grantees and other nonprofits, municipal and county leaders, and funders.

And we **received input from community residents.**

- In summer 2021, we entered into a partnership with PA Health Access Network (PHAN) on their [BeHeard BeHealthy PA](#) campaign. More than 50 area residents signed up to participate in survey panels over a two-year period to identify their barriers to achieving good health. Data from the first two surveys were included in the committee's consideration.

## **Overview of Findings**

From our research, the **top two areas of need for residents in the greater Phoenixville region are access to mental health services and affordable housing.** Other areas of need include:

- Affordable health insurance
- Substance abuse programs, services, and support
- Access to primary care providers
- Healthy food
- Transportation
- Co-pays and other out of pocket health care expenses
- Emergency support services including assistance with utilities

Additionally, there is strong consensus that those whose first language is something other than English are the most under-served population in the area.

Our research confirmed our expectation that needs identified in previous strategic plans - **access to health and human services and affordable housing - remain stubbornly persistent. Access to mental health and substance abuse services has grown more dire** since our last strategic plan, so we added a goal specifically to focus on that need.

## **Trust-Based Philanthropy**

At a retreat in October 2021, **our board affirmed we are a [trust-based funder](#).** This opens possibilities for **working with grantees in new ways based on stronger, transparent relationships and trust while still being fiscally responsible and cognizant of our underlying fiduciary responsibilities.**

**Trust-based philanthropy is a national movement and philosophy centered on advancing equity, shifting power, and building mutually accountable relationships between funders and grantees.** When funders establish and nourish relationships with their nonprofit partners, honest conversations about community needs and workable solutions become more feasible.

Trust-based philanthropy **provides funders with recommendations on how to evolve their grantmaking practices**, such as streamlining paperwork, being transparent and responsive, soliciting and acting on feedback, offering support beyond the check, and other activities that place more of the work of grantmaking on the funder.

This allows nonprofits more time to focus on fulfilling their missions, and more opportunities for meaningful change. While we have already adopted a number of these trust-based practices - including simplifying our grant application, providing technical assistance and capacity building trainings, and fostering an environment that supports honest communication - **we will dedicate time to determining how else we can strengthen as a trust-based funder and bring those ideas to fruition.**

## **Diversity, Equity, and Inclusion**

During the first half of 2021, our board and staff engaged in facilitated conversations on racial equity and how it impacts our work. The Strategic Planning Committee brought back that facilitator, Dwayne Wharton of Just Strategies, to assist in integrating what we have learned into this plan.

We recognize that health disparities persist, notably for black and brown, LGBTQ, people with disabilities, and other under-resourced communities. **Language reflecting a greater emphasis on equity has been added** to the plan as well as to our vision, mission, and values.

Additionally, **we recognize the need to hear directly from those most affected by health disparities.** Recent partnerships with the Pennsylvania Health Access Network and others are allowing us to **build and strengthen connections with faith, immigrant, and other communities to better understand their situations, perspectives, and ideas for how to reduce disparities** and improve their health and wellbeing. We will encourage our grantees to engage in similar dialogues with the community and support them in those efforts. We acknowledge, however, **we have a long way to go.**

## **Guiding Principles**

As part of this process, we reviewed and revised our vision, mission, and values.

### **Vision**

To make the greater Phoenixville region one of the healthiest places for all in Pennsylvania.

### **Mission**

We work to improve the health and quality of life for all people in the greater Phoenixville region by increasing equitable access to quality health and human services and promoting healthy communities through grantmaking and collaboration with health, civic, business, nonprofits, and community partners.

### **Values**

- Ethical and accountable behavior to preserve our community's trust
- Partnering in the spirit of service with the communities we serve

- Equitable responsiveness and sensitivity to our community's needs
- Fair, respectful, honest, and professional relationships
- Remaining centered on learning, evolving, and improving our impact

## **2022-2025 PCHF Strategic Goals and Objectives**

**The following strategic goals and objectives will guide our work over the next three years.** These goals are presented in no particular order. Each is important to achieving our vision of making the region one of the healthiest places in the Commonwealth.

**Goal:** Ensure equitable access to high-quality and affordable health and human services for all residents in the greater Phoenixville region

### **Objectives**

- Provide funding to ensure that all have access to medical, dental, and vision care
- Fund education and advocacy programs and services that reduce health disparities based upon income, race, ethnicity, gender identity, age, sexual orientation, disability, or immigration status
- Fund organizations that provide a range of human services to help people achieve stability and live healthy and productive lives
- Strengthen the pipeline of the next generation of health and human services professionals by providing support for college scholarships and certificate programs

**Goal:** Promote and strengthen access to timely mental health and substance abuse services, especially crisis intervention

### **Objectives**

- Engage providers, government officials, and the community to understand the existing landscape of mental health and substance abuse services and identify gaps
- Work with the community to develop possible solutions to fill gaps and fund and evaluate pilot projects within mental health and substance abuse services
- Educate the community and health and human service providers and assist with the rollout and implementation of the 988 national suicide and mental health crisis hotline

**Goal:** Support efforts to prevent homelessness and services for those experiencing housing insecurity, and expand opportunities for healthy, safe, and affordable housing

## Objectives

- Fund organizations working to prevent homelessness and serve people experiencing homelessness in the region
- Provide grant funding for the development of additional affordable housing units in the greater Phoenixville area
- Provide grant funding to preserve and improve the habitability of existing affordable housing units
- Explore bringing innovative solutions to increase the amount of affordable housing in the greater Phoenixville area
- Support organizations that enhance public safety

**Goal:** Enhance the quality of services in the region by investing in nonprofit capacity building and development, and by encouraging partnerships and innovation

## Objectives

- Offer workshops, training, and funding for nonprofits to improve and expand their capacity and operational skills
- Partner with other regional entities to provide additional training opportunities for nonprofit staff and board members
- Provide opportunities for nonprofits to share their expertise with others and collectively problem solve

## Implementation Plans

We will **implement this plan through our continued grantmaking and capacity building programs** for health and human service nonprofit organizations serving the greater Phoenixville area. We will also **examine how to reduce barriers for our grant applicants and strengthen our relationships and trust with them.**

We will **further our work as a “systems integrator.”** Funders are frequently at the intersection of community-based nonprofits, government officials and policymakers, advocates, and community members. We will **connect with residents and create new conversations with diverse communities.** We will use our unique position to bring these various entities together to learn from each other and **co-create solutions that have the potential to address our goals.**

And we will monitor this plan throughout its life and **periodically report on our progress.**

## Thank You

We thank our survey respondents, interviewees, the Strategic Planning Committee, board, staff, consultants, and others for helping to shape this plan. And we are eternally grateful for the many health and human services organizations in the area and for all that they do for our neighbors. We are a healthier, more vibrant community thanks to their work and dedication.