



ADVANCING COMMUNITY HEALTH, EQUITY & OPPORTUNITY

Phoenixville Community Health Foundation Strategic Plan 2026 – 2031



INTRODUCTION

PCHF leadership is pleased to present its new Strategic Plan, which will guide the next five years of our work in the Phoenixville area community.

At the core of this plan is the belief that a holistic approach to health - one which centers equity and community impact - is critical. Individual and community well-being extends far beyond medical care. Housing, food access, and mental health support, in conjunction with accessible and equitable health care, are the bedrock of a truly healthy and vibrant Phoenixville.

We are proud to partner with nonprofit organizations, public institutions, and community leaders to support the health and well-being of the Greater Phoenixville Area. Through this planning process we saw the need to evolve our mission, vision, and priorities. Our new strategy includes a deeper emphasis on addressing the systemic factors that influence health, focusing our funding priorities and centering equity in our grantmaking, increasing the capacity of our partner agencies, and strengthening our network to build collaborative efforts across the region.

We are deeply grateful to everyone who shared their time, perspectives, and experiences to help shape this plan. Developed in collaboration with board members, staff, and community stakeholders, the plan reaffirms the Foundation's commitment to partnership, equity, and community voice while introducing new opportunities for systemic impact and more effective philanthropy.

PCHF'S ROLE IN THE COMMUNITY

During the strategic planning process, we began to better understand the roles PCHF plays in our community and beyond. Through these roles PCHF helps create the conditions that allow communities to thrive:

- ***Strategic Funder***

Providing grant funding to nonprofit organizations and initiatives that improve health and well-being across the region.

- ***Catalyst from Systems Change***

Supporting strategies that address the root causes of inequities in housing, food access, health care, and economic opportunity.

- ***Convener & Connector***

Bringing together organizations, institutions, community leaders, and residents to strengthen collaboration and alignment.

- ***Capacity Builder***

Supporting the development of strong organizations, networks, and leaders - particularly among historically under-resourced groups.

STRATEGIC PLANNING PROCESS

This strategic plan was developed through a collaborative process led by our partners at Just Strategies, which involved board members, staff, community partners, and regional stakeholders.

As part of the process, Just Strategies undertook the following:

- ***Planning & Coordination***

Conducted an introductory meeting, project kickoff, and monthly management meetings.

- ***Discovery & Assessment***

Performed document review, surveys, focus groups, environmental scans, and SWOT analysis.

- ***Workshops***

Held staff and board workshops to explore a shared understanding of equity, foster alignment, and define strategic priorities.

- ***Strategic Planning Committee***

Convened three meetings to define priorities, develop action plans, and finalize the strategic plan.

The data and input gathered during each stage of the planning processes were invaluable. Through insights provided by PCHF leaders, partners, and community members, several themes emerged consistently:

- Strong community partnerships are essential to lasting impact
- Equity must remain central to the Foundation's approach
- Systems-level strategies are necessary to address root causes
- Collaboration across sectors is critical to solving complex challenges
- The Foundation can play an important role as a connector and facilitator

These themes serve as the foundation for our new mission, vision, and values, and they shape the priorities outlined below.

THE PATH FORWARD

Over the next five years, PCHF will transform. Our core mission – to support equitable health and well-being among our community – will stand strong. Our grantmaking will become more focused, our partnerships will strengthen, and our work will more deeply address the root causes of the challenges facing our community.

We are committed to transforming with transparency. We will communicate changes to programs, funding priorities, grant processes, and collaborations to our partners with clarity and honesty, always giving context and providing additional support to our stakeholders where we can.

These changes will be gradual - our team has already begun the implementation stage of the plan, and we look forward to rolling out the first stage soon. We are honored to undertake this transformation alongside our many community partners and neighbors.

The work ahead will require patience, courage, and sustained partnership. But the opportunity is equally powerful: to contribute to a future where every person in the greater Phoenixville region has the opportunity to live a healthy, stable, and fulfilling life.

MISSION STATEMENT

The Phoenixville Community Health Foundation partners with organizations and communities to collectively ensure that greater Phoenixville area residents have equitable access to the conditions and resources needed to live healthy, thriving lives.

VISION STATEMENT

A healthy, inclusive, and equitable greater Phoenixville region where every resident belongs and has the opportunity to live a full, dignified life.

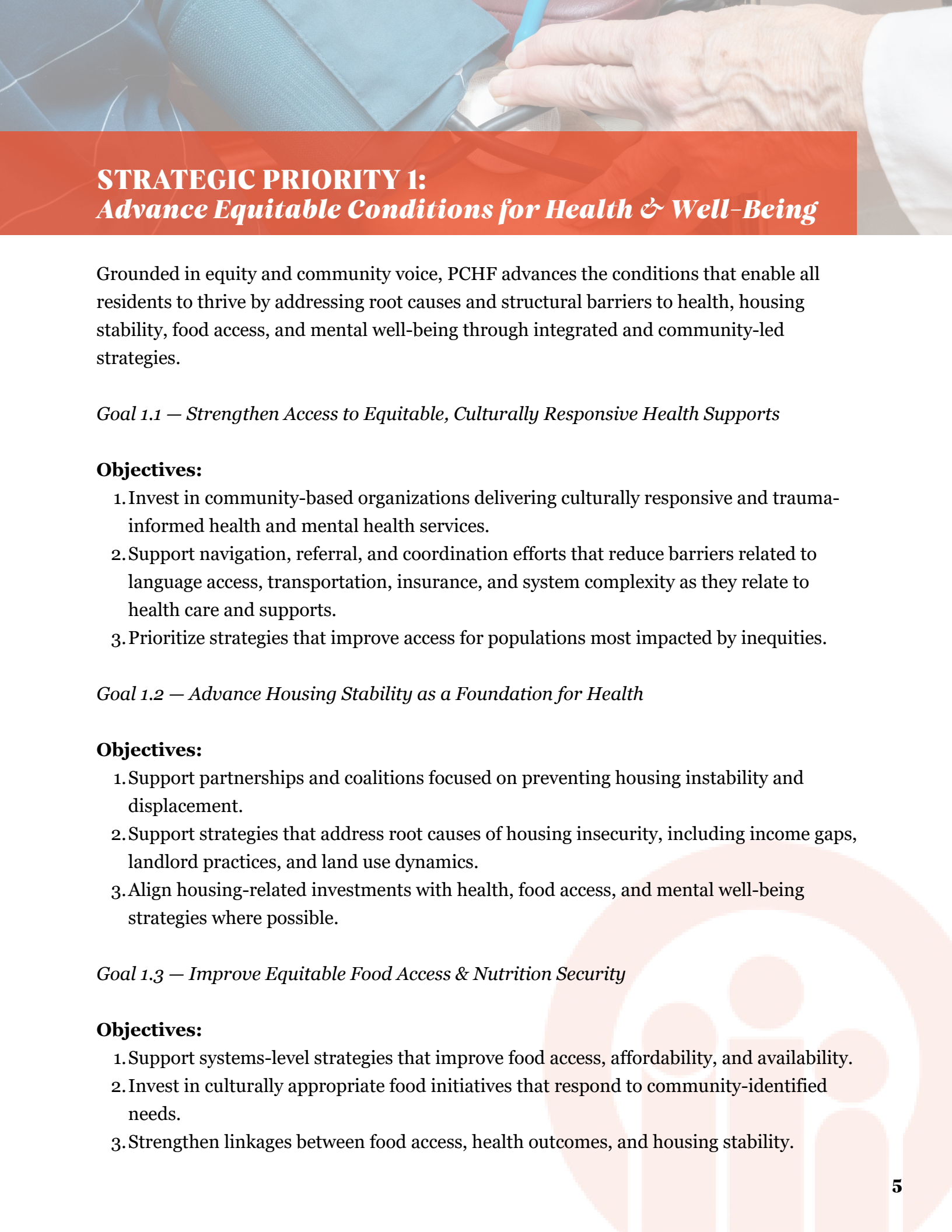
CORE VALUES

1. **Equity & Compassion:** We remove barriers and center those who have been overlooked. We show up with empathy, humility, and genuine care for every person and community we serve.
2. **Collaboration & Shared Power:** We believe the best solutions are created together. We listen deeply, honor lived experience, and lift community voices—sharing power in ways that strengthen trust and belonging.
3. **Trust & Transparency:** We build relationships rooted in honesty, clarity, and respect. We communicate openly about how and why decisions are made and strive to be reliable partners in every interaction.
4. **Learning & Adaptability:** We stay curious and open. We learn from our partners, our community, and our own experiences—growing and adjusting as needs evolve and new possibilities emerge.
5. **Responsible Use of Resources:** We apply our resources with courage and care, stewarding them in ways that support long-term, equitable health and well-being for the entire Phoenixville community.

STRATEGIC PRIORITIES

The Foundation's work over the coming years will focus on five interconnected strategic priorities. Each priority includes goals and objectives that guide funding decisions, partnerships, and organizational actions.

1. ***Advance Equitable Conditions for Health & Well-Being***
2. ***Strengthen Community Partnerships, Networks & Capacity***
3. ***Advance Equity-Centered & Trust-Based Grantmaking***
4. ***Deepen PCHF's Internal Equity, Culture & Organizational Effectiveness***
5. ***Promote Systems Change & Community Voice***



STRATEGIC PRIORITY 1: ***Advance Equitable Conditions for Health & Well-Being***

Grounded in equity and community voice, PCHF advances the conditions that enable all residents to thrive by addressing root causes and structural barriers to health, housing stability, food access, and mental well-being through integrated and community-led strategies.

Goal 1.1 — Strengthen Access to Equitable, Culturally Responsive Health Supports

Objectives:

1. Invest in community-based organizations delivering culturally responsive and trauma-informed health and mental health services.
2. Support navigation, referral, and coordination efforts that reduce barriers related to language access, transportation, insurance, and system complexity as they relate to health care and supports.
3. Prioritize strategies that improve access for populations most impacted by inequities.

Goal 1.2 — Advance Housing Stability as a Foundation for Health

Objectives:

1. Support partnerships and coalitions focused on preventing housing instability and displacement.
2. Support strategies that address root causes of housing insecurity, including income gaps, landlord practices, and land use dynamics.
3. Align housing-related investments with health, food access, and mental well-being strategies where possible.

Goal 1.3 — Improve Equitable Food Access & Nutrition Security

Objectives:

1. Support systems-level strategies that improve food access, affordability, and availability.
2. Invest in culturally appropriate food initiatives that respond to community-identified needs.
3. Strengthen linkages between food access, health outcomes, and housing stability.



STRATEGIC PRIORITY 2: *Strengthen Community Partnerships, Networks & Capacity*

PCHF strengthens a connected and collaborative nonprofit ecosystem by convening partners, building trust, and supporting the capacity of organizations and networks—particularly those led by and serving historically marginalized communities.

Goal 2.1 — Position PCHF as a Strategic Connector & Convener

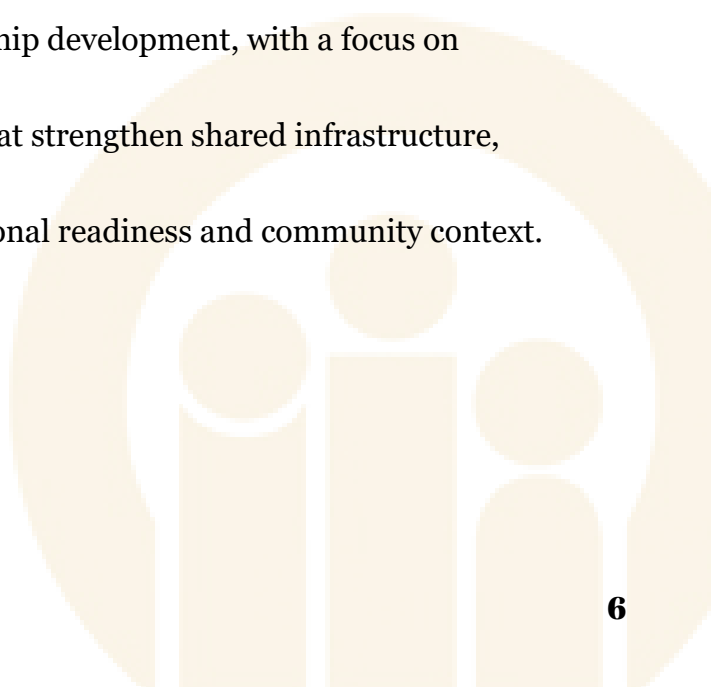
Objectives:

1. Convene cross-sector partners across health, housing, food, education, government, and community-based organizations.
2. Use convenings to surface community priorities, reduce silos, and strengthen alignment across efforts.
3. Clearly articulate PCHF's role as a listener, connector, and facilitator, rather than a director of outcomes.

Goal 2.2 — Build Organizational & Collaborative Capacity

Objectives:

1. Expand access to technical assistance and leadership development, with a focus on small, grassroots, and BIPOC-led organizations.
2. Support coalition- and network-level strategies that strengthen shared infrastructure, coordination, and collaboration.
3. Tailor capacity-building approaches to organizational readiness and community context.





STRATEGIC PRIORITY 3: *Advance Equity-Centered & Trust-Based Grantmaking*

PCHF advances equity-centered grantmaking by aligning funding practices with community priorities, reducing barriers to access, and supporting organizations working to address root causes of inequity.

Goal 3.1 — Improve Clarity, Access & Consistency in Grantmaking

Objectives:

1. Communicate funding priorities, pathways, timelines, and decision-making criteria with greater clarity.
2. Continue reducing administrative burden, particularly for small and grassroots organizations.
3. Build on trusted relationships to strengthen consistency and transparency across grant processes.

Goal 3.2 — Embed Equity in Funding Decisions

Objectives:

1. Apply equity frameworks to inform funding decisions.
2. Prioritize under-resourced and BIPOC-led organizations.
3. Increase support for systems-level and issue-focused efforts aligned with community-identified priorities.



STRATEGIC PRIORITY 4: *Deepen PCHF's Internal Equity, Culture & Organizational Effectiveness*

Deepen an equitable, transparent, and high-functioning organization by strengthening internal culture, clarifying roles, and applying an equity lens across governance, operations, and organizational practices.

Goal 4.1 — Strengthen Internal Culture & Alignment

Objectives:

1. Establish shared organizational language and understanding of equity.
2. Build norms that support trust, transparency, shared learning, and collaboration.
3. Strengthen communication across staff, board, and committees.

Goal 4.2 — Align Governance, Operations & Strategy

Objectives:

1. Clarify board and committee roles related to strategy, oversight, and decision-making.
2. Strengthen decision-making processes to improve clarity, accountability, and follow-through.
3. Build internal capacity for data, evaluation, and learning to inform strategy.

Goal 4.3 — Embed Equity in Internal Policies & Practices

Objectives:

1. Review and update organizational policies through an equity lens.
2. Provide ongoing equity and inclusion learning for board and staff.
3. Establish tools to track progress toward equity-related goals.



STRATEGIC PRIORITY 5: *Promote Systems Change & Community Voice*

Promote community power and advance systems-level impact by centering lived experience, supporting collaborative solutions, and engaging in efforts that address structural barriers to health and well-being.

Goal 5.1 — Center Community Voice & Lived Experience

Objectives:

1. Engage residents and community members in co-designing solutions to priority issues.
2. Strengthen advisory structures that reflect diverse lived experiences.
3. Integrate qualitative community insights into strategy, learning, and grantmaking.

Goal 5.2 — Advance Systems Change Through Issue-Focused Engagement

Objectives:

1. Engage in coalitions and advocacy efforts addressing root causes of inequity, consistent with PCHF's governance policies.
2. Support systems-change strategies aligned with community-identified priorities (e.g., housing, food access, health, mental well-being).
3. Use findings from assessments and environmental scans to guide strategic investments and partnerships.