

WILLIAMSBURG COMMUNITY HEALTH FOUNDATION STRATEGIC PLAN SUMMARY

Williamsburg Community Health Foundation's 2007-2011 Strategic Plan reflects that the Foundation will be more strategic in its grant making, will be a leader in educating and advocating for improved health care, and will continue to use its resources wisely and effectively for the benefit of our community.

The Strategic Plan is organized under three goals:

- 1) to make a positive difference in the quality of life and health of people living in Williamsburg and surrounding counties through grant making, education and capacity building programs;
- 2) to be a flexible and responsive leader, convener and innovator in addressing the critical and changing health needs of the communities within the Foundation's service area; and
- 3) to exercise responsible stewardship of the Foundation's financial and intellectual resources to assure the perpetual viability of the Foundation for the benefit of those living in Williamsburg and surrounding counties.

Under these goals are nine **key objectives**, which focus on **Access, Prevention, Non-Profit Capacity Building, Education and Advocacy, Responding to Health Care Needs, Communications, Financial Planning, Infrastructure and Internal Capacity, and Stewardship and Governance**. The Plan includes Strategies for each Objective, which will guide the implementation of the Plan over the next five years. These objectives and strategies are based on the key premise that all of the Foundation's grant making is strategic and that the impetus for the Foundation's grant making will shift over the next five years. It is important to note that the Foundation will continue its commitment to improving the community's health through competitive grant making. The Access, Prevention, and Capacity Building objectives will be implemented through a combination of Foundation initiatives and competitive grant making.

The nine **key objectives** and their related strategies are summarized below.

1. **Ensure access to affordable, comprehensive, and appropriate health care for low income, uninsured residents in the Foundation's service area** by continuing the implementation of a chronic care improvement model, strengthening health care safety net agencies, continuing a Medication Access initiative, and increasing access to primary health care services.
2. **Reduce the incidence of preventable illness and disease among residents in the Foundation's service area over the long term** by identifying and supporting prevention strategies that promote healthy lifestyles.
3. **Strengthen the capacity of local health-related non-profits to more efficiently serve residents in the Foundation's service area** by continuing implementation of a Management Assistance Program (LEAD!), expanding funding for professional development scholarships, and exploring best practice capacity building models.

4. The Foundation will **be a leader in educating and advocating for improved health care** by identifying critical health issues for Foundation research, education, and advocacy; and then develop a plan for responding to the identified issues by communicating, convening, advocating, and/or grant making.
5. **Ensure that Foundation resources are effectively utilized to address measurable and changing health care needs in the Foundation's service area** through implementation of its strategic plan, evaluation of the effectiveness of its grant making strategies, targeting grant dollars to competitive grant making, staying abreast of health care research, needs and trends, and conducting periodic needs assessments and community surveys.
6. **Develop a communications plan to educate the communities within the Foundation's service area about health care issues and the Foundation's goals and initiatives** and continue to recognize those citizens, agencies and institutions who have made a difference in healthcare in the community.
7. **Assure that the Foundation has a clear and well-executed financial plan that is aligned with strategic, operating, and program goals** by continuing to be guided by its Investment Policy, striving to maintain the "real" value of its invested assets, and exercising sound fiscal planning and oversight.
8. **Assure that the Foundation has the infrastructure and internal capacity it needs to successfully accomplish its mission** with skilled and capable trustees and staff who are guided by the Foundation's Vision, Core Values and Strategic Plan.
9. **Assure that the Foundation adheres to responsibilities outlined in the 2002 merger agreement with Sentara Healthcare.**

These nine objectives comprise the key elements of the Strategic Plan which will guide the activities of the Foundation's Board and Staff over the next five years. The Foundation's success in accomplishing the initiatives in the Plan will be assessed by the accountability measures established for each objective and strategy. In addition, the Plan will be reviewed and revised on an annual basis to assure that it continues to provide the direction necessary for the Williamsburg Community Health Foundation to be a vital resource for strengthening the health and wellbeing of people living in Williamsburg and surrounding counties.