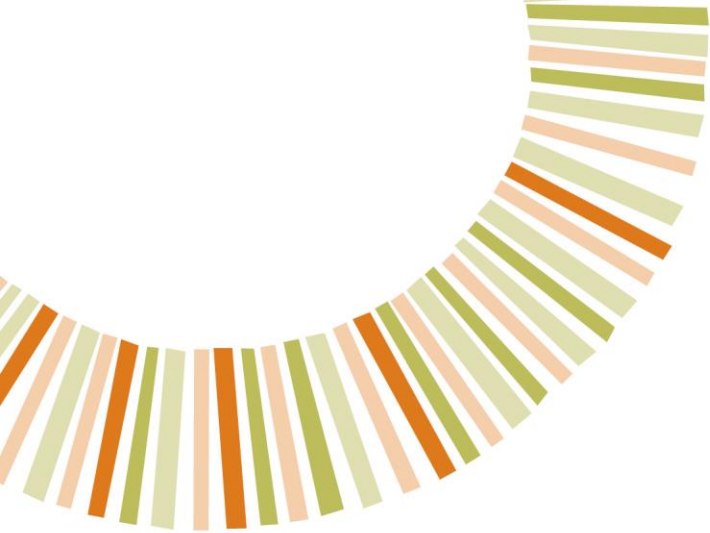




POTOMAC HEALTH FOUNDATION

STRATEGIC PLAN 2017-2020



December 7, 2016

accelerating performance *for* SOCIAL IMPACT

EXECUTIVE SUMMARY

Strategic Plan Overview 2017-2020

The strategic plan will:

Focus on
strengthening the capacity of the community to meet the health needs of the community

Position the foundation and organizations in the service area to increase **access to health care**

Identify **mental health care access** as an explicit focus of the foundation



Mission and Impact

Mission: To improve the health of the community by increasing access to health care for the medically underserved.

Goal/Outcome	Primary Strategy	Indicator
Strengthen the capacity of the community to meet the health needs of residents	Engage organizations in capacity building program	Indicator TBD based on capacity study
Improve access to primary health care in service area	Continue funding organizations that make up the health safety net for uninsured and underinsured	Indicator TBD based on capacity study
Improve access to mental health care in service area	Provide funding for mental health service delivery and training to meet mental health needs of residents	Indicator TBD based on capacity study

COMMUNITY CONTEXT

Service Area Demographics

Measure	Service Area 2000 est.	Service Area 2014 est.	County 2014 est.
% below poverty level	4%	6%	7%
% below 200 percent of poverty level	13%	18%	18%
% unemployed	3%	6%	6%
% uninsured	n/a	13%	14%
% renters	27%	29%	28%
% of renters paying 35 percent or more of income on rent	n/a	39%	39%

The population in the foundation's service area is changing: there is a growing low-income population.



Sources:

2014 Estimates: 2014 American Community Survey, United States Census Bureau

2000 Estimates: 2000 United States Census

Nonprofit Sector Capacity in 2016

Loudoun County

50 health/human services nonprofits filing Form 990

1:6,994 ratio of health/human services nonprofits to people

\$95.2 million total revenue reported to IRS

Prince William County

28 health or human services nonprofits filing Form 990

1:15,663 ratio of health/human services nonprofits to people

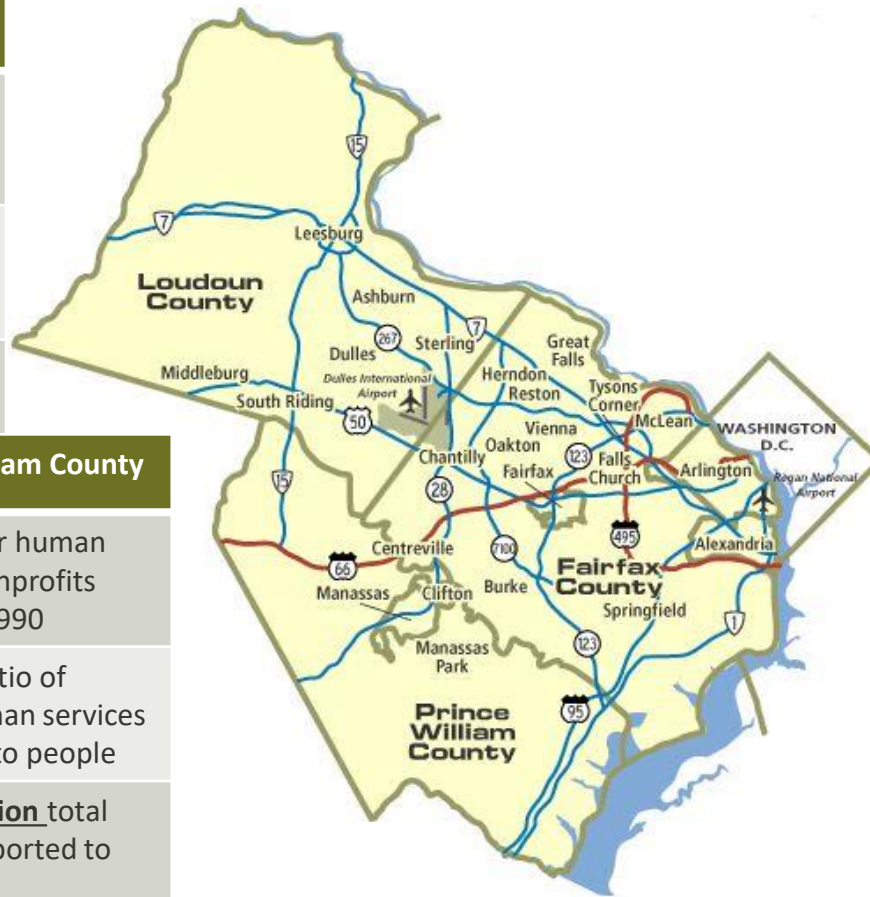
\$57.53 million total revenue reported to IRS

Fairfax County

248 health or human services nonprofit organizations filing Form 990

1:4,560 ratio of nonprofits to people

\$3.37 billion total revenue reported to IRS



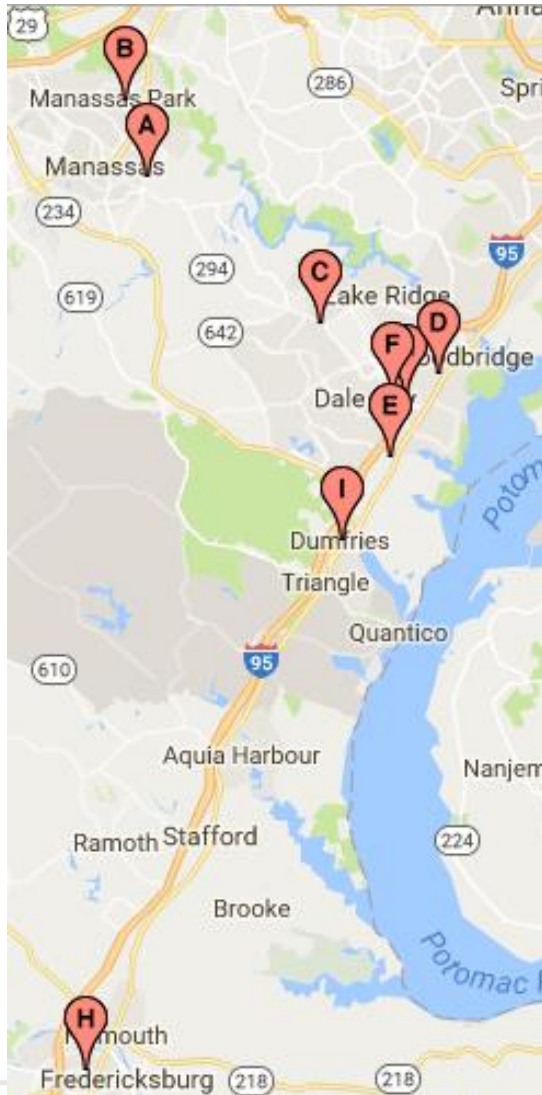
Prince William County has fewer health/human services nonprofits per capita than neighboring counties.

Closing Health Care Gap: Prince William County Budget FY 2017



The county's public health budget provides a small fraction of the uninsured with primary care health services.

Closing Health Care Gap: Primary Care Resources for the Uninsured

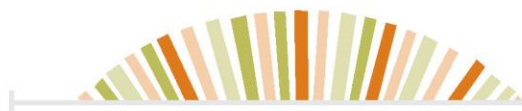


- A) Greater Prince William Community Health Center - Manassas
- B) Manassas Park Community Center
- C) Greater Prince William Community Health Center - Woodbridge
- D) Prince William Area Free Clinic
- E) Pediatric Primary Care Project
- F) Kaiser Permanente Woodbridge Medical Center
- G) Sentara Northern Virginia Medical Center – mobile clinics
- H) Lloyd F. Moss Free Clinic
- I) Greater Prince William Community Health Center - Dumfries

Addressing Mental Health: Prince William County Budget FY 2017



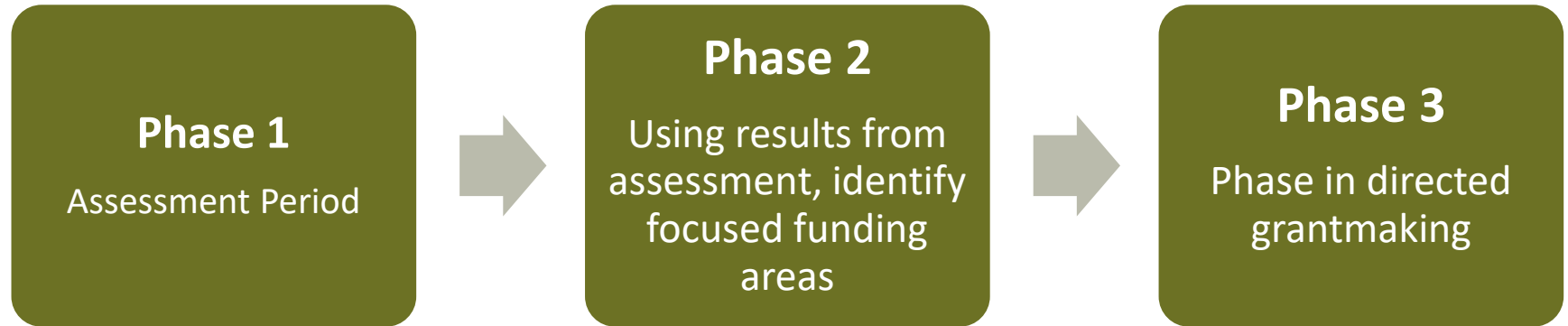
The county allocates a significant amount of resources to address mental health, with assistance from both state and federal government funds.



FOUNDATION STRATEGIES



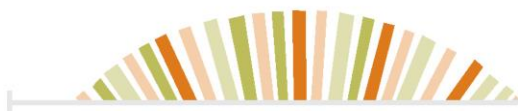
Phase in Directed Grantmaking



Assessment Period (Early 2017)

Partnering with key organizations, answer the following questions:

- What is the current capacity of organizations to meet the health and mental health needs of residents?
- What are ways to strengthen the capacity of organizations?
- What funding strategies have most potential for improving health care access and mental health for residents?



What are ways to strengthen the capacity of organizations to address health needs?

Assess the viability of the following strategies, and identify any other strategies:

- Capacity building grants
- Capacity building program and/or resource center
- Provision of technical assistance and/or training on specific topics

What funding strategies have most potential for improving health care access?

Assess the viability of the following strategies, and identify any other strategies:

Primary Health Care Access

- Fund and/or provide health consumer outreach, education, and insurance enrollment support

Mental Health Care Access

- Promote integrated model of care
- Build awareness about mental health and wellness in community
- Promote substance abuse screening and early intervention approaches

Both Primary and Mental Health Care Access

- Address social determinants of health as an explicit grantmaking focus
- Change health systems and policies through policy and advocacy work

Convene Community Conversations

Strategy	Tactics
Convene conversations on primary care access	• Develop partnerships with government and business sectors • Develop and hold series of conversations on health challenges and solutions for service area
Convene conversations on mental health access	

FOUNDATION OPERATIONS

Board and Staff Composition:

Recruit board and staff members with mental health expertise

Board of Directors (*one vacancy*)

- Recruit at least one board and/or committee member with mental health expertise

Executive Director (*existing position*)

- Oversees the overall management of foundation

Program Staff #1 (*existing position*)

- Manages health access-related grants

Program Staff #2 (*created in Year 2*)

- Manages mental health-related grants

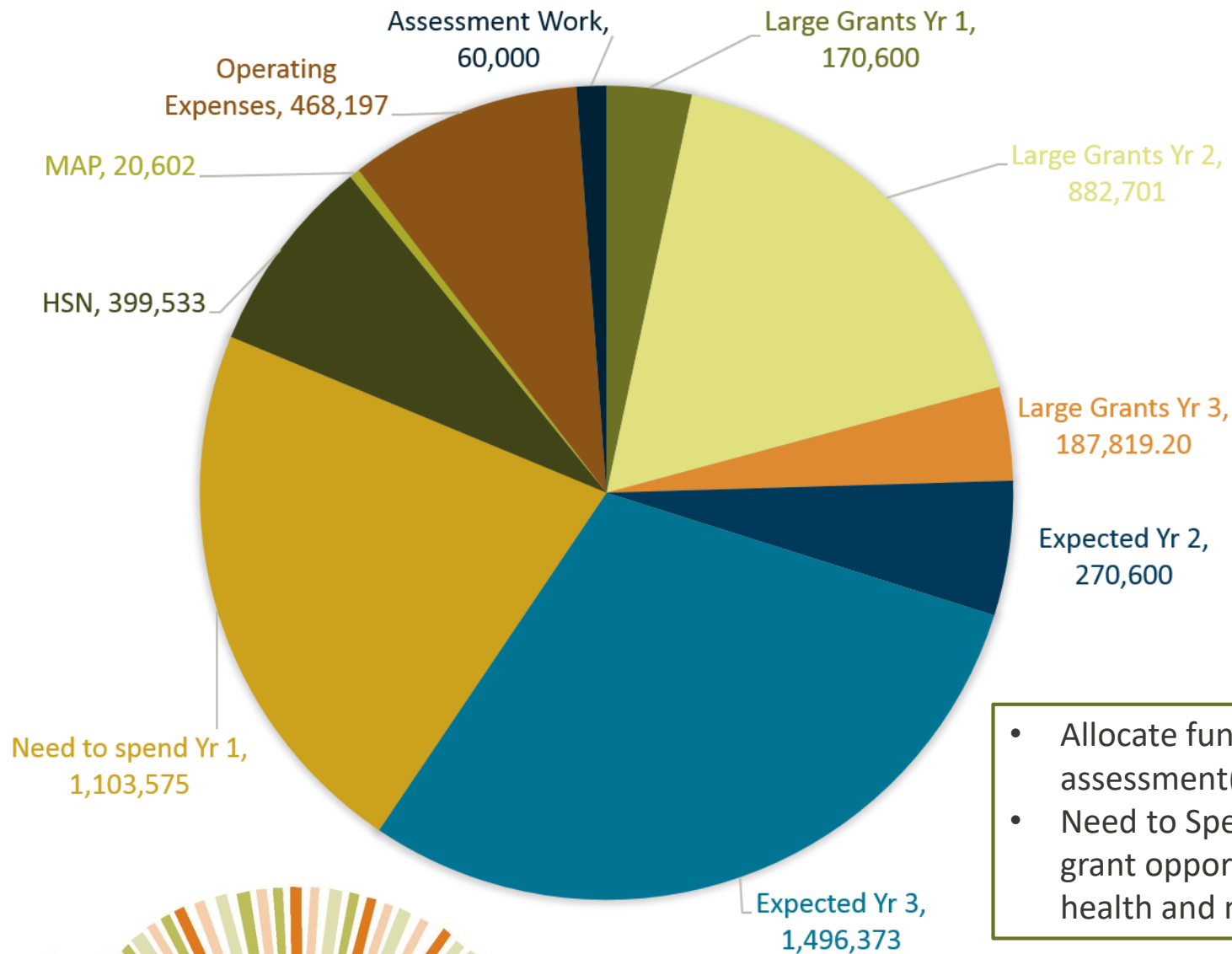
Program Staff #3 OR Contractor (*created in Year 2*)

- Builds capacity-building program

Administrative Assistant (*existing position*)

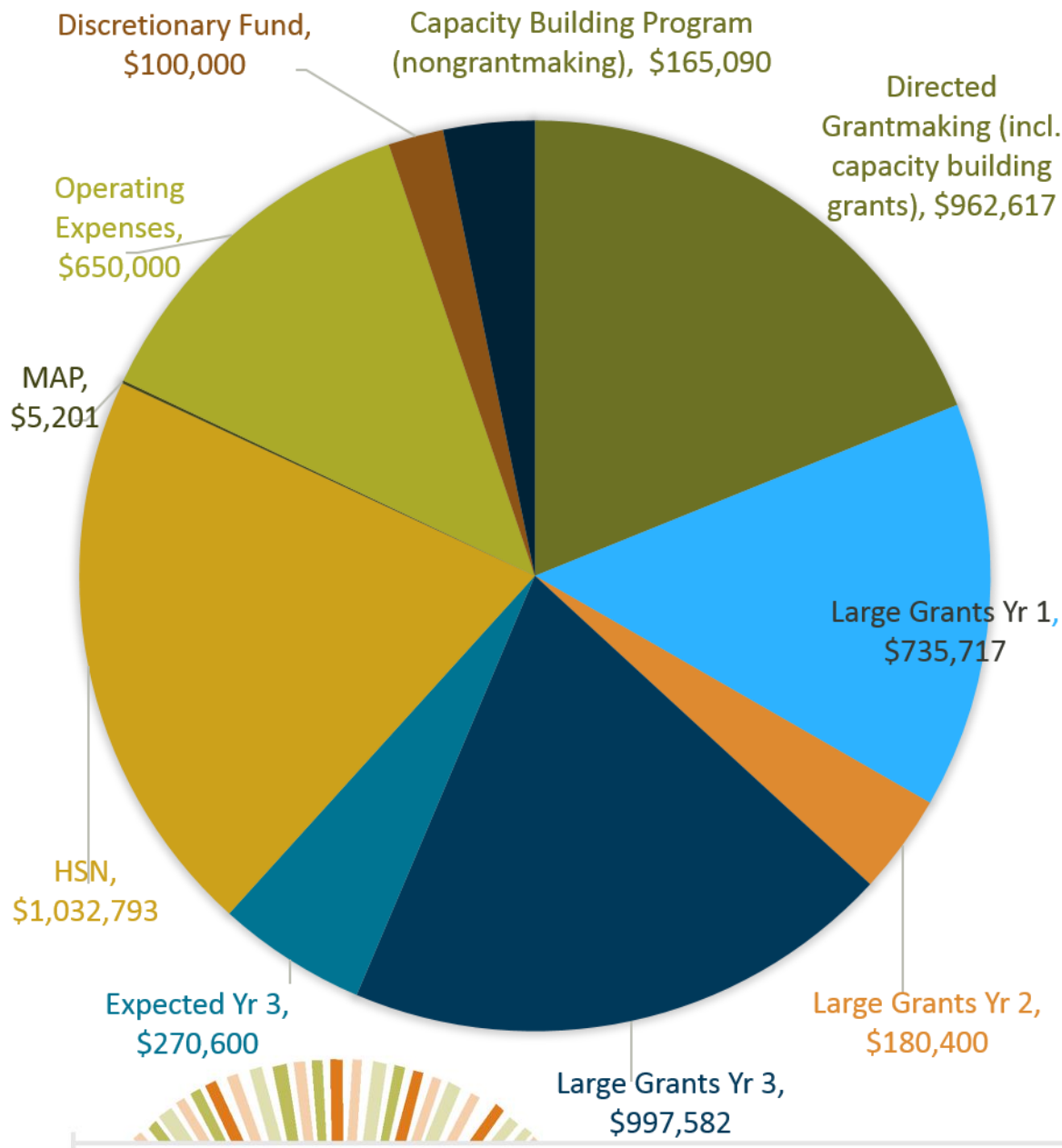
- Provides administrative support

FY 2017 Budget



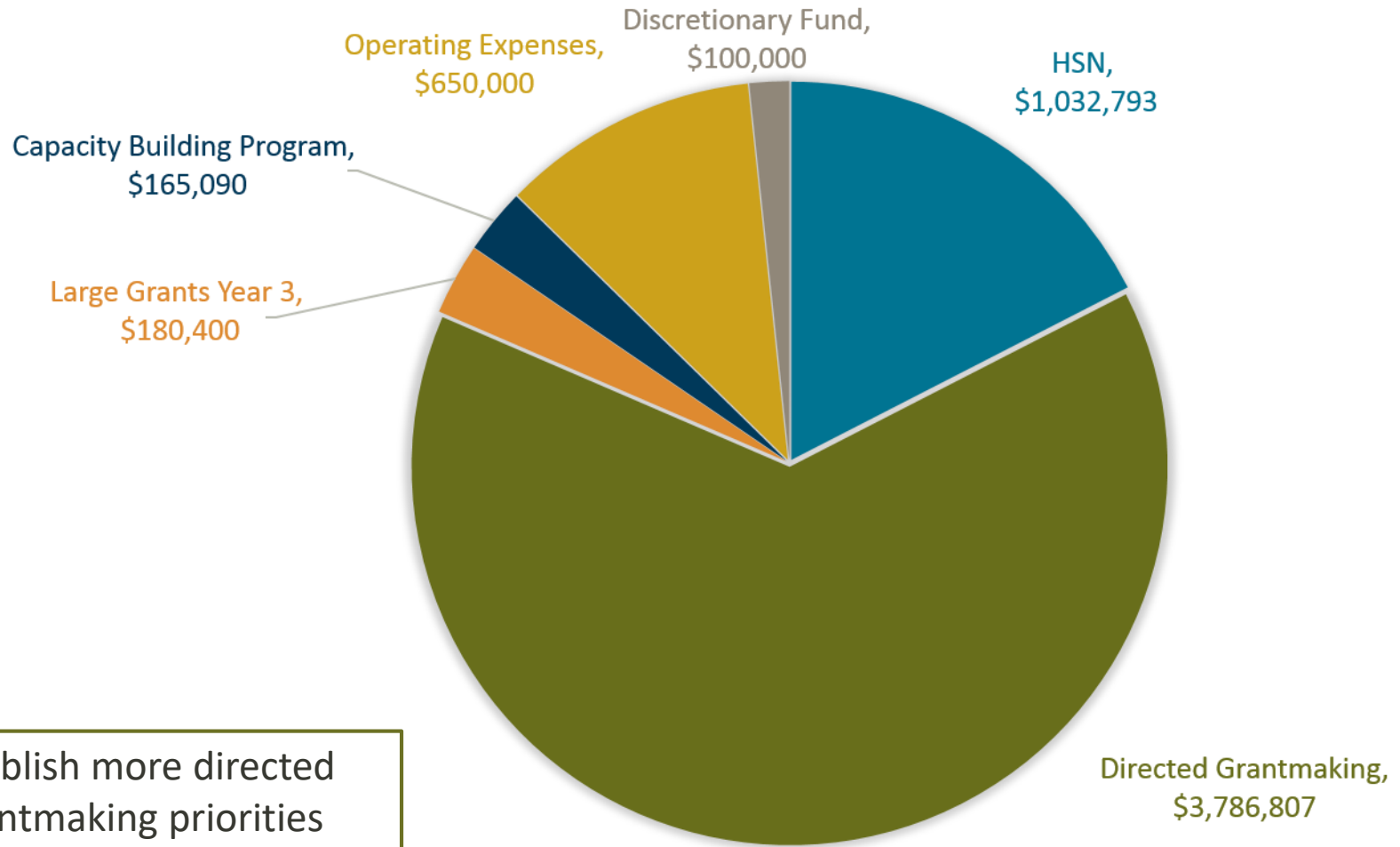
- Allocate funds to conduct assessment(s)
- Need to Spend Yr 1 – one-year grant opportunity prioritizing health and mental health access

FY 2018 Budget

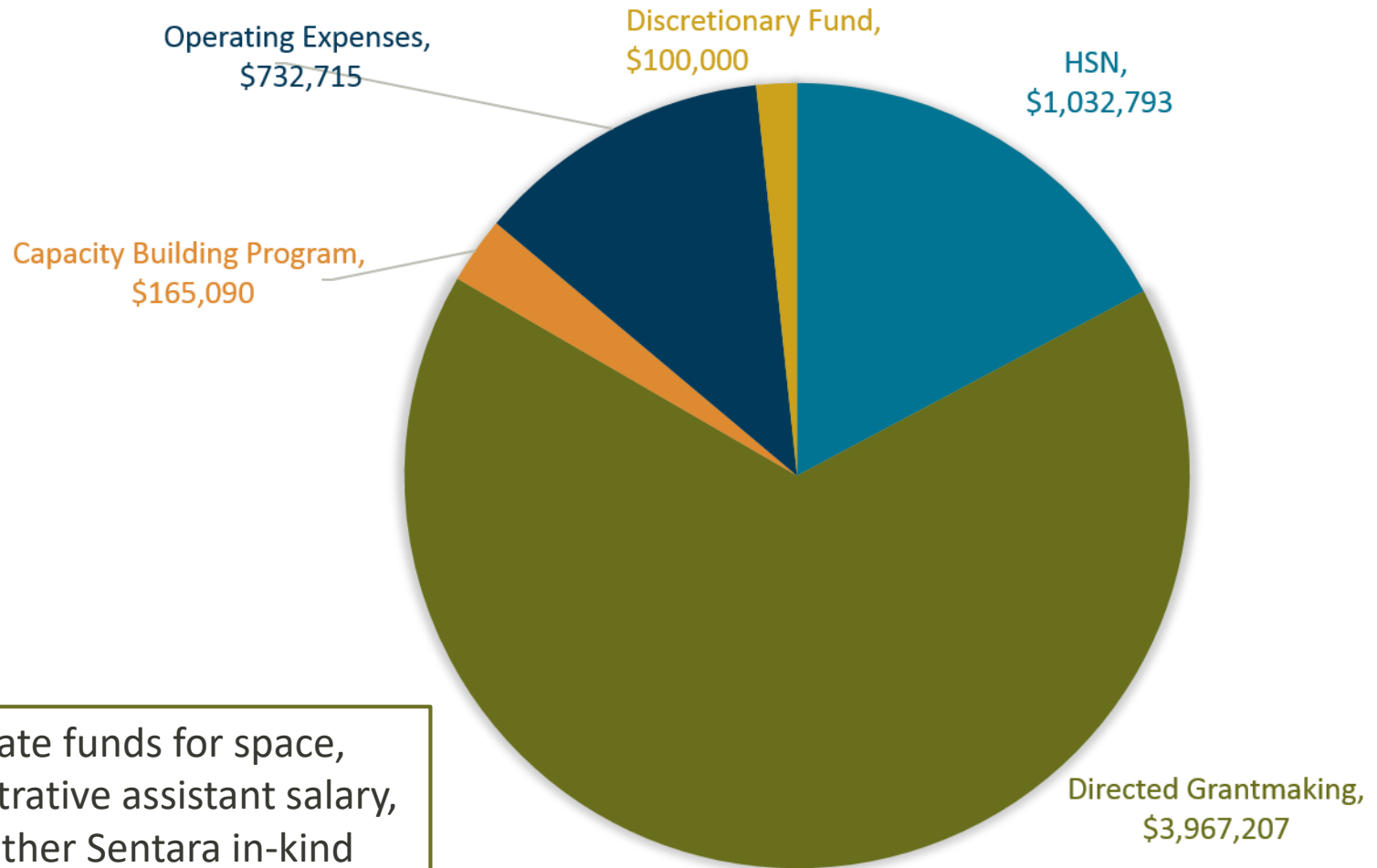


- Establish some directed grantmaking priorities, which may include capacity building and specific issues in areas of health and mental health access
- Allocate funds for capacity building program (non-grantmaking strategies)
- Hire one staff member with mental health expertise
- Depending on findings in Yr 1, may need to hire contractor or employee to build capacity building strategies

FY 2019 Budget



FY 2020 Budget



SUMMARY AND NEXT STEPS

2017-2020 Strategic Plan: Key Changes

Funding focus areas of Access, Prevention, and Innovation

Responsive large grants constituted most of the foundation's grantmaking strategy

Built the capacity of organizations through the Management Assistance grant program

Convened grantees at least twice per year

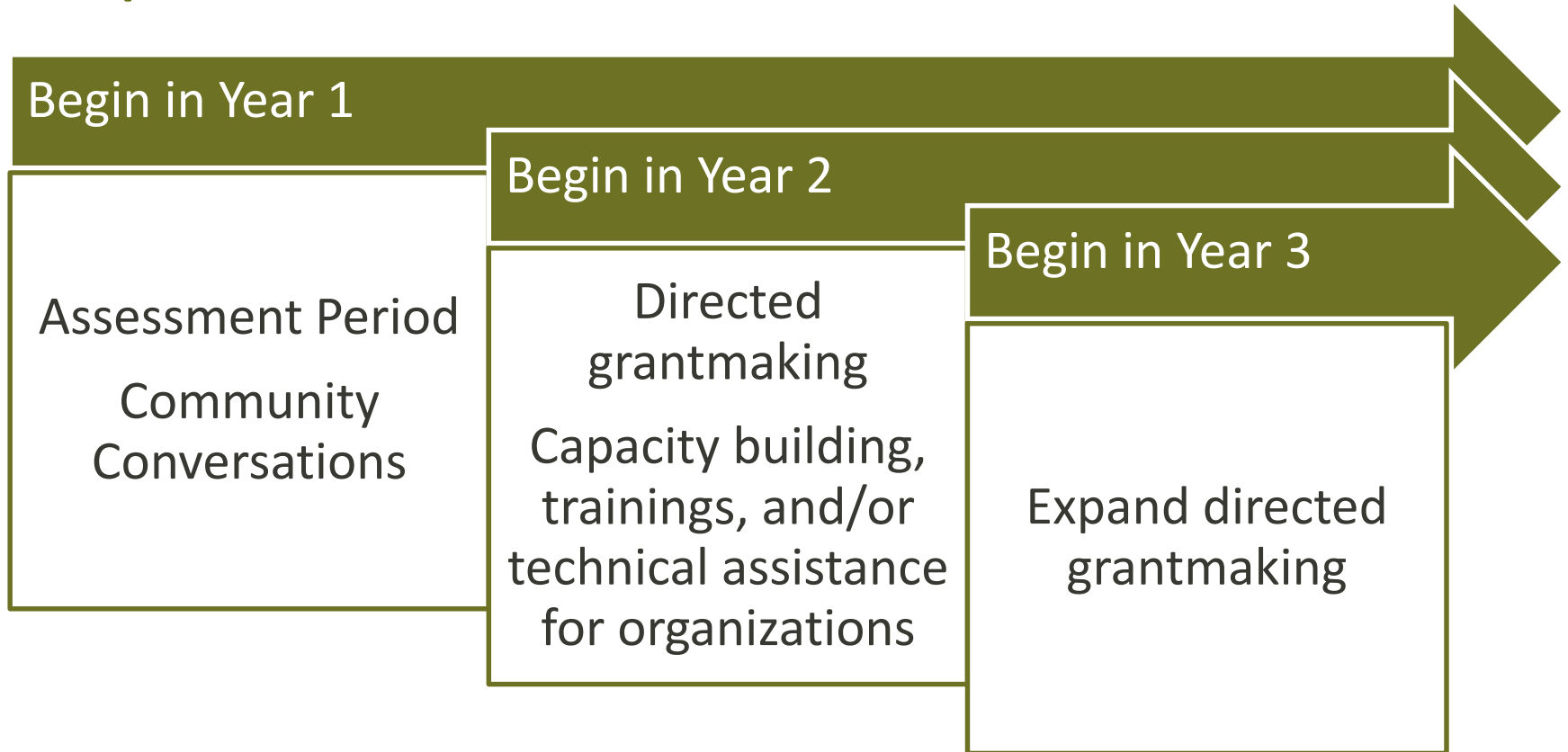
Foundation focus on health access and mental health; **funding focus areas** will be identified through an assessment process

Directed grantmaking will constitute most of the foundation's grantmaking strategy

Build the capacity of organizations through a combination of programming and grants

Convene community, including grantees, potential grantees, businesses, and government leaders, at health-focused meetings

2017-2020 Strategic Plan: Implementation Timeline



*See Implementation Plan for detailed action steps

Motion to Approve: Strategic Plan 2017-2020

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