



Potomac Health
Foundation

**Strategic Plan
2023-2026**

Approved June 7, 2023



Strategic Plan Focus

- **A portfolio analysis that:**
 - Addresses the proper balance among program, general, operating, discretionary, capacity-building grants
 - Utilization of the Social Determinants of Health (SDOH) to strengthen mission and core competencies
 - Defines measures to strengthen the foundation's assessment of grantees performance and inform decision-making
 - Strengthen the foundation's role as a convener of and advocate for the community it serves
- **Development and implementation of strategic planning framework and process that:**
 - Integrates the foundation's portfolio
 - Provides audit trail of decisions
 - Establishes a repeatable process that builds institutional knowledge
 - Fosters collaboration amongst stakeholders, grantees, and the Potomac Health Foundation

Planning Assumptions

- **The Potomac Health Foundation is an independent philanthropic health organization located in Prince William County**
- **The Potomac Health Foundation serves eastern Prince William County, southeastern Fairfax County and North Stafford County**
- **The Potomac Health Foundation's independence, mission and geographic focus will not change between CY2023 – 2026**
- **The demand for public health services will continue to increase**

Mission Statement and Strategic Goals

The mission of the Potomac Health Foundation is to improve the health of our service area by investing in programs that promote the health of the medically underserved

- Goal # 1. Strategically Invest in the Full Spectrum of Health Care Services
- Goal #2 Strengthen PHF's role of convener to provide/share information to/with the grantee community and stakeholders

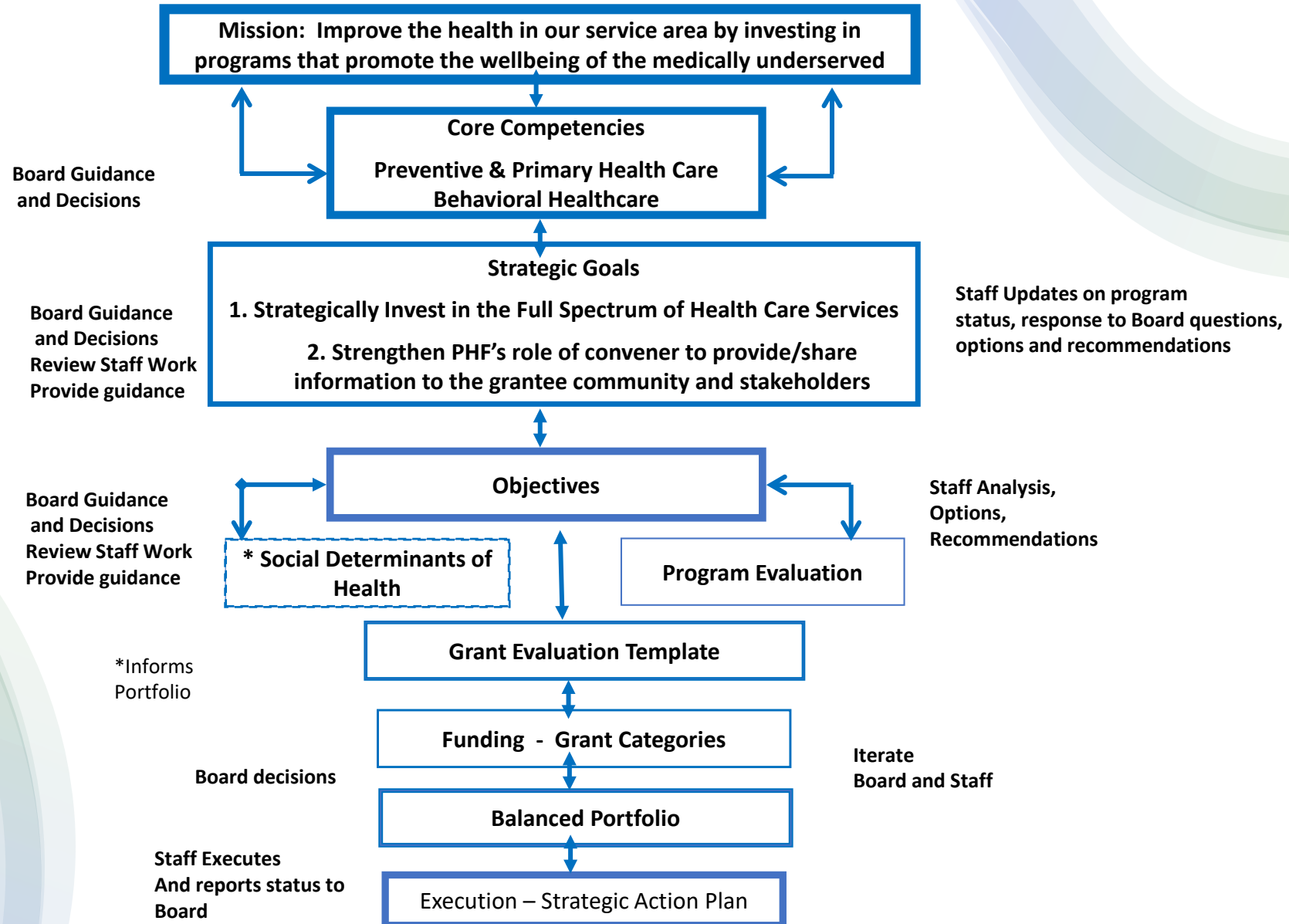
Assessment Findings

- **Portfolio tension between reactive and proactive decision-making**
 - Reactive funding driven by COVID epidemic
 - Contingency fund could address most emergency requirements
 - Fund could limit disruptions across portfolio when there is an emergency
- **Many programs straight lined during COVID years; continued in 2023**
- **Some grantees have received significant funding since 2011 without demonstratable results**
- **Peanut buttering**
- **Some grants are outside of mission**
- **Lack of metrics**
 - Difficult to measure if objectives are being met without ability to define what you want, review of incremental outputs and outcomes (e.g., impact)
 - Often rely on grantee self-assessments to make decisions
 - Measurements can inform intuitions about certain programs

Assessment Findings

- **Redundancy**
 - Some needed
 - Significant savings if divest non-essential programs
 - Money could be used for contingency fund and going deeper on key initiatives
- **Rebalancing portfolio**
 - No definition of what constitutes a balanced healthcare portfolio
 - Trends are to narrow number of programs and go deeper
 - ❖ Adoption of this strategy would benefit PHF
 - Develop contingency fund
 - Informed divestiture and investment at enterprise level
 - Utilize social determinants of health to sharpen focus on core competencies, goals, and programs that support and enable PHF mission

Strategic Planning Framework



Overview of Strategic Plan

- **Top-down and bottom-up methodology enables structured dialogue amongst community, grantees, and PHF staff and Board**
 - Repeatabile process that builds institutional knowledge
 - Focuses discussions on strategy and program; budget is allocation function to achieve strategy and program
 - Improves clarity of issues and decisions – objective and subjective (there will always be some)
 - Metrics to inform decision-making
- **Achieves divestiture, investment, and refocusing by CY2024-2025 cycle**
- **Balanced portfolio that aligns and supports PHF mission and core competencies**
 - Integrates 57 stovepipes into an integrated program
 - Eliminates non-essential programs and redirects funding to reinforce mission and core competencies (e.g., manages risk)
 - Establishes contingency fund for emergencies
 - Utilizes SDOH to strengthen program alignment to support PHF mission

Overview of Strategic Plan

- **Audit trail of decisions that:**
 - Creates learning organization
 - Facilitates lessons learned
 - History of decisions
- **Manages risk through:**
 - Increased transparency
 - Use of quantitative and qualitative metrics to evaluate programs
 - Allows program adjustments through iterative evaluation of outputs
 - Measures impact (e.g., outcomes)
 - Contingency fund that hedges against portfolio disruption if there is an emergency
- **Convener role fosters collaboration, facilitates partnering, informing community of PHF's goals and objectives through each planning cycle**
 - Fosters common metrics
 - Iterative discussions
 - Improves outreach

Strategic Plan CY2023 – 2026

Phase #1: CY2023 – 2024 Grant Cycle

- **Approve the Strategic Plan and Strategic Action Plan (June 2023)**
- **Implement recommendations where possible in CY2023-2024 cycle**
 - Divestiture (e.g., some already underway)
 - Apply new criteria for awards where possible
- **Utilize grant evaluation template to assess programs for consistency with PHF mission, core competencies, goals and objectives in each program category**
- **Develop and implement metrics**
 - Request grantees to provide qualitative and quantitative metrics (where possible)
 - ❖ Evaluate and utilize for overall portfolio assessment
 - ❖ Request stakeholders provide metrics that they used
 - Meet with key stakeholders to discuss metrics and adopt those that PHF agrees to
 - Focus PHF activity on operationalized objectives' metrics as inputs CY2024-2025 Plan
 - Implement metrics for CY2024-2025 cycle (e.g., Developed in CY2023-2024 cycle)
 - Identify metrics gaps and initiate development in CY2024-2025 cycle

Grant Evaluation Template

**Type of grant :
Grantee Organization**

Process – A common tableau for measuring grantee's progress and achievements

- Grantee submits

With application

- PHF provides feedback and recommends changes
- Grantee and PHF discuss/agree
- Grantee uses as progress report to PHF
- PHF provides iterative feedback
- PHF uses as internal evaluation of grant type or service area
- Develop metrics for future grants

Inputs	Processes/Activities	Outputs	Outcomes	Impact
Indicators / targets for inputs	Indicators / targets for processes/activities	Indicators / targets for outputs	Indicators / targets for outcomes	Indicators / targets for impact
Means of verification (data sources)				
Risks and assumptions				

PHF, 2021

Implement Strategic Objectives

Goal # 1. Strategically Invest in the Full Spectrum of Health Care Services

Obj. 1. Invest in evidence-informed and practice-based community wellness and preventive health programs to improve population's health by 2026

Obj. 2. Invest in effective behavioral healthcare/substance abuse programs

Obj. 3. Increase investment in oral healthcare to vulnerable and underserved populations

Obj. 4. Increase availability and impacts of primary healthcare clinics through investment in the areas that PHF serves

Obj. 5. Continue to invest in program that increase access to RX medications for underserved populations

Obj. 6. Fund food programs/capabilities that deliver/provide fresh, nutritious food to underserved population areas (e.g., distribution hubs, storage capabilities and community gardens)

Obj. 7. Fund programs that assist people to gain access to Medicaid and other health insurance programs that have been reduced due to post-COVID government cutbacks



Implement Strategic Objectives

Goal #2 Strengthen PHF's role of convener to provide/share information to/with the grantee community and stakeholders

Obj. 1. Hold one to three meetings per year with stakeholders, grantees organizations, selected Board members and Executive Director to:

- Share perspectives of the status of work in areas served by PHF
- Identification of gaps, redundancies, and emerging requirements
- Utilize outputs to inform upcoming strategic planning cycle

Obj. 2. Staff convenes groups to discuss and collaborate with grantees and stakeholders on topics related to PHF's grant program

- Topics/issues that emerge through interactions with stakeholders, grantees, site visits, and reviews
- Working group level

Obj. 3. Establish new or re-establish grantee collaboration/mtgs that have been successful, e.g., Food Council, etc.

Strategic Plan 2023 – 2026

Phase #1: 2023 – 2024 Grant Cycle

- **Plan for CY2024-2025 Grant Cycle**
 - Apply information collected and insights from CY2023-2024 cycle
 - Determine what metrics will be applied
 - Identify gaps in metrics that need to be filled
 - Identify lessons learned and tweak plan and guidance in CY2024-2025 plan
 - Get Board approval for planned approach and update
- **Convene meeting with grantees and stakeholders to inform them of PHF's CY2024-2025 strategic direction and the implications on upcoming cycle**
 - Discuss lessons learned from CY2023-2024 cycle metrics
 - Discuss metrics and utilization of grant evaluation template
 - General outline of CY2024-2025 cycle

Phase #2: 2024 – 2025 Grant Cycle

- **Utilize lessons learned from CY2023-2024 grant cycle to inform Phase 2**
 - Achievement of objectives (see Strategic Action Plan)
 - Initiatives that worked/did not work
 - Successful outputs/outcomes
 - Gaps in metrics
 - Tweaks to process
- **Review and update plan, objectives, etc. as needed**
 - Update Strategic Action Plan (ED responsibility and provided to Board for approval)
- **Incorporate the Grant Evaluation Template across process**
 - Key to objective analysis
 - Audit trail of decisions over the CY2024-2025 grant cycle will inform Phase 3
- **Incorporate metrics (where can) as part of guidance to grantees**
 - Address how gaps in metrics will be managed (e.g., quantitative and qualitative)
 - Ensure that metrics are measuring things important to PHF decision-making

Phase #2: 2024 – 2025 Grant Cycle (continued)

- **Complete divestiture of programs identified as not core to PHF's mission**
 - Utilize funds to increase funds in core programs (e.g., fewer programs, go deep, etc.)
 - Establish contingency fund
 - Review enabling programs identified in SDOH analysis
- **Ensure that Contingency Funding has outputs/outcomes tied to funding**
- **Updated Plan for CY2025-2026 Grant Cycle discussed with PHF stakeholders and grantees**
 - Convene community to inform/discuss CY2025-2026 grant cycle plans and expectations
- **Update Strategic Action Plan**
- **Outcome: More disciplined process; informed decision-making, risk is managed**
 - Focused Program
 - Funding critical SDOHs that directly enable PHF mission, core competencies, and objectives
 - ❖ Health Care and Access - PHF mission focus
 - ❖ Economic Stability – Key enabler
 - ❖ Social and Community – Key enabler
 - ❖ Neighborhood and Build Environment – underfunded
 - Audit trail of decisions
 - Institutionalized planning and programming phases

Phase #3: 2025 – 2026 Grant Cycle

- **Complete implementation**
- **Identify lessons-learned, gaps, etc.**
- **Re-baseline any changes to the program**
 - Update priorities and objective
 - Re-evaluate metrics and fill gaps
 - Tweak process as needed
- **Update Strategic Action Plan**
 - ED updates and provides to Board for review and approval
- **Develop guidance for next cycle**
- **Outcome: Institutionalized process**
 - Adoption of metrics that
 - Inform decision-making
 - Creates an informed process that tracks decision-making
 - Provides audit trail of decisions