

Promoting Systems Change in MetroWest

MetroWest Health Foundation Strategic Framework 2018-2022



METROWEST
HEALTH
FOUNDATION

Over the next five years, the MetroWest Health Foundation will build a future in which MetroWest residents **live and thrive in resilient, healthy, and equitable communities**. To achieve this vision, the foundation will shift from a programmatic focused approach to a more integrated, systems-change approach. The foundation's strategic framework to support this vision includes **three pillars** that encompass **six strategies**:

Pillar 1: Inclusive Communities

- **Strategy 1.1 - Advance health equity** with the goal to support broad community resident representation and participation in health-related initiatives and increase diversity and equity capacity of the health care and social service workforce
- **Strategy 1.2 - Ensure basic health needs are met** with the goal that individuals in MetroWest will have improved opportunities for basic needs to be met so that health outcomes are improved

Pillar 2: Efficient and Collaborative Systems

- **Strategy 2.1 – Integrate health, social, and community services** with the goal that health care systems, social service agencies, and community-based organizations are more aligned, have deeper relationships, and proactively work in a collaborative and coordinated manner in order to more effectively address social needs that impact the health and wellbeing of MetroWest community members
- **Strategy 2.2 – Facilitate information sharing and learning** with the goal that health care, social service, and other community stakeholders have adopted a learning orientation and proactively share information and key learnings within and among organizations to support effective action and continual improvement of policies and practices that lead to population health improvement

Pillar 3: Adaptable Leaders and Institutions

- **Strategy 3.1 – Foster innovation and practical solutions** with the goal that organizations and individuals in the MetroWest region take a new approach to collaborative problem solving that focuses on root causes of pervasive health challenges and fosters cross-sector solutions
- **Strategy 3.2 – Develop resourceful and effective leaders** with the goal that the MetroWest region benefits from a bench of leaders that can navigate uncertainty while keeping community health, resilience, and equity at the forefront of decision-making and management

Each of the pillars and strategies will be supported through specific investments (see chart below). These investments will include both **grantmaking** activities core to the foundation’s work, as well as expanded and deepened roles for the foundation in the areas of **convening and catalyzing collaboration, creating and sharing knowledge, influencing policy, and building partner capacity.**

MetroWest Health Foundation Investments by Pillar and Strategy

Pillar	Strategy	Investments
Inclusive Communities	Advance health equity	Support deepening health equity & inclusion transformation in MetroWest organizations
		Train the health and social service workforce to meet diversity, equity and inclusion needs
		Increase the diversity pipeline of future leaders in health and social service sectors
	Ensure basic health needs are met	Stabilize and promote innovation in organizations that serve the most vulnerable and marginalized to reduce health disparities
Efficient & Collaborative Systems	Better integrate health, social & community services	Foster new partnerships and collaborations among health and social service providers
	Facilitate information sharing & learning	Analyze and communicate current national and state developments and trends to facilitate shared understanding of the impact for MetroWest communities
		Provide continued leadership to a regional Community Health Needs Assessment and Plan
		Continue the MetroWest Adolescent Health Survey, and support community capacity to utilize the data to address identified challenges
Adaptable Leaders & Institutions	Foster innovation & practical solutions	Support innovation grants to address persistent community needs not solved with prior programmatic approaches
		Build multi-sector coalitions to foster collective problem ownership and solving
	Develop resourceful and effective leaders	Prepare leaders to lead system change and build healthy, resilient communities

These new pillars and strategies are by design complementary and reinforcing. While each strategy and investment is distinct, they are designed to reinforce impact across all 3 pillars. Through these pillars of building inclusive communities, supporting efficient and collaborative systems, and promoting adaptable leaders and institutions, the foundation will advance two primary community-level outcomes for the MetroWest region: (1) **a reduction in population-level disparities** by race and ethnicity in health and social determinant of health metrics and (2) **an increase in the resiliency** of MetroWest region practitioners, organizations, and community members.

As this strategic framework represents a shift from the foundation's work to date, it will be gradually implemented throughout 2018-2019. An initial plan for how these investments will be sequenced in their design, launch, and on-going implementation is outlined below:

In the short term (i.e., next 6 months), the foundation will focus on:

- ***Transitioning the grant cycle:*** Spring 2018 Transitional Grant Cycle (general operating support, Adolescent Health, opioid coalitions, Age-Friendly, health equity)
- ***Advancing health equity:*** Evolve Racial / Ethnic Work Group to a Health Equity Community of Practice
- ***Ensuring basic needs:*** Basic Health Needs operating support grant program
- ***Facilitating information sharing and learning:*** Continue Adolescent Health Survey with steps to take action based on findings

In the medium term (i.e., next 6-12 months), the foundation will focus on:

- ***Advancing health equity:*** Community Health Equity training
- ***Integrating health, social, and community services:*** Health care – social services partnership development (e.g., South Framingham coalition project)
- ***Facilitating information sharing and learning:*** CHNA thought leadership related to community resiliency
- ***Fostering innovation and practical solutions:*** Innovation grants program, including planning phase
- ***Developing resourceful and effective leaders:*** Revamp Health Leadership Program curriculum and program model; consider other leadership development opportunities

In the longer term (i.e., 12+ months, the foundation will focus on:

- ***Advancing health equity:*** Identify additional training and workforce development opportunities
- ***Facilitating information sharing and learning:*** Communicating state / national trends to local stakeholders
- ***Fostering innovation and practical solutions:*** Coalition building and convening around key pervasive challenges requiring cross-sector action