



**COMMUNITY
HEALTH SYSTEMS
FOUNDATION**

Community Health Systems Foundation

STRATEGIC PLAN 2025-2027

Formed in Sept. 2021, the Community Health Systems Foundation (CHS Foundation) developed its 2021-2024 inaugural Strategic Plan that established infrastructure and basic operational systems for the new entity. This 2025-2027 plan represents the next phase of growth and advancement of the mission, vision, values, and priorities of the Board of Directors.

Community Health Systems Foundation

STRATEGIC PLAN 2025-2027

The strategic planning process reaffirms the mission and vision of the CHS Foundation Board of Directors and identifies the strategic priorities necessary to advance the vision and accomplish the mission.

Mission:

The mission of the Community Health Systems Foundation is to provide grants to nonprofit organizations that enhance the community's capacity to achieve optimal health, wellness, and quality of life.

Vision:

The Community Health Systems Foundation will be a well-known and impactful funder of organizations dedicated to addressing the pressing health needs in its catchment area.

Values:

We believe people should have equitable access to health care.

We will be fair and transparent in our grantmaking and related activity.

We will be nimble and strategic in our response to changing conditions that impact community needs.

We will be a convener, building our capacity and that of the community by facilitating the sharing of relevant information concerning community health needs.

CHS Foundation was formed in September of 2021.

Communities Served

Attleboro
Dighton
Easton
Franklin
Foxboro
Mansfield
Norton
North Attleboro
Plainville
Rehoboth
Seekonk
Taunton
Wrentham

Current State:

The CHS Foundation created its inaugural strategic plan in 2023. The focus of that plan was to create systems and infrastructure that would align with best governance and operational practices for private foundations. The CHS Foundation successfully implemented that plan and stands today as an organization with the capacity and systems in place to be an impactful funder supporting organizations that address current and emerging health issues.

The Foundation Board has conducted a planning process that included input from more than 50 community stakeholders through interviews, focus groups, and surveys, as well as a review of internal grantmaking data and external community health data. The planning process resulted in the following priorities, strategies and goals for 2025-2027.

Strategic Priorities:

Based on its' mission, vision and values, the Board of Directors has identified the following set of priorities, goals and strategies.

Priority I: Employing best practices, the CHS Foundation will be a transparent and impactful grantmaker for nonprofits addressing the health needs in our catchment area.

Committee Oversight: GRANTS COMMITTEE

- A. Goal:** The CHS Foundation will fund nonprofit organizations that demonstrate impact within our catchment area.
 - 1. **Strategy:** Develop grant guidelines that clearly identify grant application opportunities, requirements, foundation priorities and grant cycle timeline.
 - 2. **Strategy:** Establish and implement a clear and objective process for evaluating nonprofits and grant applications.
 - 3. **Strategy:** Inform nonprofits about the process, timing, and criteria to apply to CHS Foundation for a grant.
- B. Goal:** The CHS Foundation will measure and evaluate the impact of our grantmaking in our catchment area.
 - 1. **Strategy:** Conduct a review of best practices in the field of impact evaluation and determine a model to utilize.
 - 2. **Strategy:** Communicate to grantees how impact will be measured and ensure that grant applications and reporting templates align with our impact evaluation.

3. **Strategy:** Conduct annual impact evaluations of our grantmaking and communicate that impact to the public.
- C. Goal:** The CHS Foundation will establish general operating and programmatic grantmaking opportunities that align with the needs of our nonprofit partners.
1. **Strategy:** The CHS Foundation will establish protocols and requirements pertaining to its grantmaking.
 2. **Strategy:** The CHS Foundation will provide multi-year grants when appropriate to increase impact and reduce burden on our nonprofit partners.

Committee Oversight: INVESTMENT & FINANCE COMMITTEE

- D. Goal:** The CHS Foundation will establish short- and long-term goals for financial management that take into consideration our impact and capacity for grantmaking over the near and long term.
1. **Strategy:** Review data related to spending rate options, including, but not limited to, those that would result in eventual sunseting of the foundation and “in perpetuity” grantmaking.
 2. **Strategy:** Explore foundation-based fundraising best practices and determine if the Foundation wants to grow its fund by soliciting to advance its mission.

Priority II: The CHS Foundation will recruit an informed and dynamic Board of Directors that leverages the talent and expertise of all members to build the organization’s capacity.

Committee Oversight: GOVERNANCE COMMITTEE

- A. Goal:** The CHS Foundation will strengthen its governance policies and practices, and hold all members accountable to adhering to policies, best practices and expectations.
1. **Strategy:** Review and revise the conflict-of-interest policy.
 2. **Strategy:** Create a Board of Directors ethics & practices statement.
 3. **Strategy:** The bylaws of the Board of Directors will be reviewed by the Nominating and Governance Committee with recommendations made to the Board of Directors annually. (April annual meeting.)
- B. Goal:** The CHS Foundation will leverage the talent of each member of the Board of Directors to strengthen the capacity of the organization and ensure consistent and equitable Board engagement.

1. **Strategy:** The Governance Committee will conduct an annual survey of the Board of Directors. Survey results will be distributed and used to further strengthen governance practices and to address any emerging issues.
 2. **Strategy:** The Board will recruit a diverse range of individuals to serve on the Board of Directors, ensuring that expertise from a myriad of sectors and fields of experience are represented on the Board, and that individuals representing our broad catchment area are included in Board recruitment.
 3. **Strategy:** An information management practice will be developed to ensure all members of the Board have easy access to important board documents and information.
- C. Goal:** Provide opportunities to educate the Board of Directors on foundation best practices and on significant health issues.
1. **Strategy:** Create a Board education task force.
 2. **Strategy:** Create a Board education annual calendar.
 3. **Strategy:** Implement educational presentations, panels, and activities for Board members that align with the Foundation's mission.
- D. Goal:** The structure of Board and committee meetings will be reviewed and revised to optimize the participation and engagement of all members of the board or committee.
1. **Strategy:** Research board and committee meeting structures aimed at heightening participation and engagement of all board and committee members.
 2. **Strategy:** Develop a chart of work for the Board and for each committee, identifying priority work for the year by March of 2025.
 3. **Strategy:** Explore inviting community members to become involved in the foundation as a CHS Foundation committee member.

Priority III: CHS Foundation will elevate its external profile. We will engage with community partners to build our capacity to address health needs as we also build the capacity of our communities to address health needs.

Committee Oversight: MARKETING COMMITTEE

- A. Goal:** CHS Foundation will seek accreditation or certification by an established organization in the field (Candid or Guidestar.)
 - 1. **Strategy:** explore accreditation or certification options for private foundations.
- B. Goal:** CHS Foundation will convene community stakeholders and public officials annually to continue education on emerging health needs and to discuss collective impact opportunities.
 - 1. **Strategy:** select relevant health topics and area experts to provide updates and education for Foundation members and community leaders and public officials.
 - 2. **Strategy:** meet with other funders to discuss funding gaps and opportunities to collaborate.
- C. Goal:** CHS Foundation will have a more consistent and robust public presence.
 - 1. **Strategy:** develop an annual communications and marketing plan which is reviewed annually.

The CHS Foundation is grateful to our community partners who contributed valuable information and research that was utilized in creating this strategic plan. Information and sources that were used by the Board include:

- Stakeholder group sessions, including over 50 volunteers in the following groups:
 - Government and elected officials
 - Community leaders and other funders
 - Nonprofit leaders
 - Medical and mental health professionals
- Grant-making data from 2021-2024
- Grantee survey
- Board of Directors survey
- Two Board of Director planning sessions, October, and November 2024
- Bank of America spend down scenarios.
- Southcoast Community Foundation funders member survey data