



Endowment for Health Five-Year Strategic Plan:

Amped Up in Partnership with Communities

2024-2028

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We will listen with an open mind and an open heart; work to understand the circumstances and challenges faced by our partners and our communities; and do all we can to support our partners' vision toward improving the health and well-being of New Hampshire communities.

Introduction

In September 2021, the Endowment for Health Board of Directors launched a year-long strategic planning process to reflect on our past, contend with the present, and resource a future that provides good health and realized potential for all. We leveraged robust Board member dialogue, extensive committee engagement, and insights from our Advisory Council in developing this plan.

Board members initially considered four possible futures for the Endowment, representing a continuum from status quo to innovative risk taking. We grappled with the question of what “being bolder” meant for the Endowment. With profound acknowledgment of the myriad challenges facing Granite Staters, from health care quality, accessibility, and affordability, to multi-generational support, we narrowed our focus to the approaches most likely to embolden our work. With recognition of the four critical strategies and how they related to each other, we used these two scenarios as guardrails. We further grappled with questions related to resource allocation and spending, grantmaking process and philosophy, the Endowment’s voice and visibility, and the role of partners.

Our values – **equity, courage, partnership, compassion, integrity, and respect** – were focal points for discussions and decisions as we explored several questions: What does it mean for the Endowment to advance equity and to build community power? What are the right tools for the Endowment to use, beyond grantmaking? How does our reputation as a neutral convener advance or limit our impact?

Partner Feedback

As an expression of our value of partnership, we solicited feedback from twenty-five community partners in the fall of 2021. These statewide leaders included representatives from each of our funding areas: Children’s Behavioral Health, Early Childhood, Health Equity, Health Policy, and Healthy Aging. Partners were asked about their overall impressions of the Endowment, field-building effectiveness, grassroots engagement, advocacy, use of voice and visibility, and considerations for the future. That partner feedback undergirds our strategic direction.

Crosscutting Ideas: Impact and Capacity Building

Questions about capacity building and impact emerged over the course of the strategic planning process. To be more intentional with resource allocation and walk alongside community members, we reflected on how to define equitable and inclusive impact.

We agreed that defining impact is not a unilateral decision for the Endowment to make. It should be a conversation with grantee partners who are most proximate to the issues they are addressing. We will listen with an open mind and an open heart; work to understand the circumstances and challenges faced by our partners and our communities; and do all we can to support our partners’ vision toward improving the health and well-being of New Hampshire communities.

Our Work Going Forward

Over the next five years, our strategic priorities fall into three broad categories: Be Bolder, Keep Our Commitments, and Advance Systems-Level Change. Advancing this plan requires some operational changes within our organization to create flexible processes that will amplify our partnerships and accelerate our ability to respond to community need.

Our Mission

To improve the health and reduce the burden of illness for the people of New Hampshire – especially the vulnerable and underserved.

Our Vision

Good Health and Realized Potential for All

New Hampshire's prosperity depends on healthy people, strong families, and vibrant communities. We envision an equitable society that supports the physical, mental, and social well-being of all people – through every stage of life.

Our Core Values

Equity

The Endowment for Health will promote equity and fairness in all of our actions and decisions.

Courage

The Endowment for Health will have the courage to live up to our mission.

Partnership

The Endowment for Health will work in partnership with the people of New Hampshire.

Compassion

The Endowment for Health will approach our work with compassion and understanding for all of the people in the larger community of our state.

Integrity

The Endowment for Health will conduct itself with integrity in all of our actions, relationships and financial transactions.

Respect

The Endowment for Health will treat everyone with respect.

Strategic Plan at a Glance



Be Bolder

Amplify Our Voice

We will continue to make strategic use of our voice and amplify the voice of others, always standing beside our partners.

Expand the Table

We will expand the definition of partners to include networks of community members, organizations, and institutions that advance equity.

Center Equity in All Our Work

We will continue to expand our equity-centered, field building approach in all our Targeted Initiatives.



Foster Operational Change

Community-Centered Grantmaking

Our grantmaking will be informed by and with a network of community members, organizations and institutions that advance equity. We will ensure that a portion of the Endowment's grants are dedicated specifically to Black, Indigenous, and People of Color (BIPOC)-led organizations.

Empower Communities and Staff to Approve and Accelerate Grantmaking

The Endowment Staff will have greater autonomy to quickly review and approve grants, helping to provide more timely support for projects in communities and among target populations.



Advance Systems-Level Change

Increase Power Building in Communities

We will promote the power of local communities to come together to solve their own challenges.



Keep Our Commitments

Continuation of Targeted Initiatives with an Eye Toward Strategy and Innovation

We will continue to fund current Targeted Initiatives at approximately the same levels with additional funds where the budget allows to support flexible funds for innovation with the emphasis on Black, Indigenous, and People of Color (BIPOC)-led investments.

Revenue Growth

We will seek opportunities to increase revenue for the Endowment and its subsidiary, Health Strategies of New Hampshire, with a focus on enhancing our mission.

Greater Flexibility to Meet Emerging Needs

We will use a new guidance document to identify times when appropriating funds above 6% in any fiscal year can be permitted.

In It for the Long Haul

We will continue to manage our assets to exist in perpetuity.



Promise To Our Community

The Endowment continues to push for transformation, to make New Hampshire a state where opportunity is universal, where we lift each other up, and where justice and equity are the standard.

Our Staff and Board will regularly review progress on each of our strategic priorities and the direction for the future work with our community partners and other key partners of influence. Together we will identify new partners to join us in our collective work, take bold approaches to supporting communities and lend our voice, standing shoulder-to-shoulder with our partners.

Our work in the years to come will use an equity-centered approach to strengthen the field, change systems, and support communities to build a New Hampshire where everyone can belong and experience shared prosperity.

