



## **STRATEGIC ROADMAP**

**2021 – 2024**

# Executive Summary

## Introduction

Established as a conversion health foundation in 2005 following the sale of Chestnut Hill Hospital, Green Tree Community Health Foundation strives to improve the health of individuals within the community. The Foundation has provided grants to nonprofit organizations that serve the needs of the frail and isolated elderly, the hungry and food insecure, and children in the catchment areas of the former Chestnut Hill HealthCare System. With new executive and board leadership in place since 2018, the Foundation recognizes changes in the local landscape and foundation trends and, in response, aims to develop its first comprehensive strategic plan.

## Process and Approach

Green Tree’s Strategic Roadmap evolved through a collaborative process led by an eight-person strategic planning committee comprised of board and staff members, including the Board Chair and Executive Director. Their approach to planning is based on the framework of Real-Time Strategic Planning, developed by the national consulting firm, La Piana. Rooted in an understanding of the Foundation’s identity and place in the communities it serves, the strategic road map is designed to increase alignment between the board and staff in what the Foundation does, why, and how. The process also identifies what strategic advantages distinguish Green Tree from other funding organizations in the region so they can be leveraged best. The immediate path forward is designed around an urgent challenge or opportunity, framed as a key question, that gets addressed by key strategies articulated in the roadmap.

## Vision, Mission, and Guiding Principles

Green Tree updated its vision, mission, and guiding principles based on input from the broader community as well as similar health conversion foundations and local health data:

### Vision

We envision a community where everyone has a fair and just opportunity to achieve optimal health.

### Mission

Green Tree supports communities in NW Philadelphia by building on the assets of organizations that work to address systemic health inequities in order to build healthy, vibrant neighborhoods.

### Green Tree’s Guiding Principles

Health Equity	Stewardship
Community Stakeholders	Dignity
Commitment	Transparency

## Overview of the Landscape

Data collected through interviews, surveys, and focus groups revealed stakeholder desire for Green Tree to increase transparency in how it works, diversity throughout the organization, and accountability to the communities served. While Green Tree serves as a community convener, stakeholders believe the Foundation could enhance its role in this space, in keeping with best practices in philanthropy. The board and staff also deepened their understanding of the ways in which social determinants of health, such as poverty and access to healthcare, are directly linked to dramatic inequities within Green Tree's current service area.

## Strategic Framework

Following a board-staff retreat, the committee worked to refine the key concepts and develop goals and action steps to address the key strategic question for Green Tree. The overall framework is highlighted as follows:

**Strategic Question:** How do we evolve to achieve our goal of health equity in a changing world?

**STRATEGY 1:** Narrow focus to concentrate on communities most harmed by health inequities

**STRATEGY 2:** Increase community engagement in decision-making

**STRATEGY 3:** Embrace advocacy

## Implementation

Having reached a new stage of development, Green Tree will rely upon professional staff to lead operations and strengthen organizational infrastructure, enabling the board to focus on governance matters. The workplan to actualize strategic priorities will be executed within defined budget parameters and will be monitored to ensure achievement of benchmarking goals.

## Moving Forward

Green Tree's strategic roadmap is designed to provide a flexible framework for achieving strategic priorities. The board and staff are committed to reflection and learning throughout the evolution of Green Tree's work, as successful implementation of the plan hinges upon the engagement of board and staff in their respective roles. Since this process is intended to be iterative, board and staff can use the tools that were developed on an ongoing basis to address new strategic opportunities and challenges as they arise.

## Introduction

Established as a conversion health foundation in 2005 following the sale of Chestnut Hill Hospital, Green Tree Community Health Foundation strives to improve the health of individuals within the community. The Foundation has provided grants to nonprofit organizations that serve the needs of the frail and isolated elderly, the hungry and food insecure, and children in Northwest Philadelphia and Eastern Montgomery County, areas served by the former Chestnut Hill HealthCare System. With new executive and board leadership in place since 2018, the Foundation recognized changes in the local landscape as well as in foundation trends, then set out to develop its first comprehensive strategic plan. With one-third of the board new last year, the Foundation was well-poised to revisit its mission and clarify its role in the community as well as its vision for the future. Amid the pandemic, which took hold locally midway through the planning process, the Foundation adapted to advance planning efforts in order to respond effectively to heightened urgencies throughout the community.

## Process and Approach

Green Tree's Strategic Roadmap evolved through a collaborative process led by an eight-person strategic planning committee comprised of board and staff members, including the Board Chair and Executive Director. Their approach to planning is based on the framework of Real-Time Strategic Planning, developed by the national consulting firm, La Piana. Rooted in an understanding of the Foundation's identity and place in the communities it serves, the strategic road map is designed to increase alignment between the board and staff in what the Foundation does, why, and how. The process also identifies what strategic advantages distinguish Green Tree from other funding organizations in the region so they can be leveraged. The immediate path forward is designed around an urgent challenge or opportunity, framed as a key question, that gets addressed by key strategies articulated in the roadmap.

This process is intended to be replicable, providing a framework for considering and responding to new strategic challenges and opportunities as they arise in "real-time." As questions get addressed through the successful execution of stated strategies, new opportunities and challenges can be explored through a similar process using the tools that were developed to ensure alignment among the strategies, values, and priorities of the organization.

A process map illustrates where each of the following key milestones fit in the planning process:



### History and Background

Following the sale of Chestnut Hill Hospital in 2005, Chestnut Hill Healthcare Foundation was established as a conversion health foundation to improve the health of individuals within the communities served by the hospital. In response to a community needs assessment, the Foundation initially focused on funding agencies that support the elderly, vulnerable children (and families), and individuals who were uninsured. After changing its name to Green Tree Community Health Foundation in 2008, the Foundation moved to Germantown, then back to Chestnut Hill three years later. To increase grantmaking effectiveness, the Foundation adjusted its catchment area in 2013 to the ten zip codes most served by Chestnut Hill Hospital, then narrowed its focus areas in 2017 to: hunger and food insecurity, vulnerable and isolated elderly, and at-risk youth. The following year, the founding ED departed the Foundation and was succeeded by Bethany Flood, who had served as Grants Program Manager for five years. Despite its relatively small size, the Foundation had awarded 400 grants totaling \$7.5M by 2020, touching the lives of more than 400,000 individuals and families in the community.

That said, the role of conversion health foundations is evolving nationwide and the health needs throughout local communities are changing, especially in light of the ongoing pandemic and consistent inequities throughout society. To ensure continued impact and ongoing sustainability, the Foundation aims to strengthen its effectiveness while determining how to better support local organizations in improving the health and well-being of the community.

### Vision, Mission, and Guiding Principles

Green Tree's updated vision, mission, and values are the result of reflections on input from the broader community, similar health conversion foundations, and local health data. In addition to these statements, the board explored and clarified an organizational identity statement as a baseline for strategy development (See Appendix A).

### **Vision**

We envision a community where everyone has a fair and just opportunity to achieve optimal health.

### **Mission**

Green Tree supports communities in NW Philadelphia by building on the assets of organizations that work to address systemic health inequities in order to build healthy, vibrant neighborhoods.

### **Green Tree's Guiding Principles**

#### **Health Equity**

Increasing opportunities for everyone to live the healthiest life possible, no matter who we are, where we live, or how much money we make.

#### **Stewardship**

Careful and responsible investment in community health

#### **Community Stakeholders**

Diversity of thought, perspective and experience are imperative to successful outcomes.

#### **Dignity**

Recognizing the inherent value in every person

#### **Commitment**

Dedicated to improving the health and wellness of our community

#### **Transparency**

Practicing clear, open communication and ongoing self-evaluation

### **Overview of the Landscape**

In recognition of ongoing changes in the community and foundation landscape, Green Tree's Strategic Planning Committee launched the planning process by conducting an environmental scan. The data collected through interviews, surveys, and focus groups uncovered critical information about current trends and impressions of Green Tree Community Health Foundation, which informed the planning process.

The environmental scan highlighted a desire for Green Tree to increase transparency in how it works, diversity throughout the organization, and accountability to the communities served. The full board lifted up the need to engage community members, particularly those most directly impacted by health disparities, in Green Tree's decision-making processes. Input from community stakeholders also showed that stakeholders view Green Tree as playing a critical role as a community convener yet believe the Foundation could enhance its role in this space.

There is wide acceptance of this approach in the broader philanthropic sector, with data showing that when done well, convening can augment grants and increase their effectiveness, leading to strengthened collaboration between organizations and coordinated collective action.

The board explored other best practices in philanthropy and how these are evolving, with more and more foundations embracing “Trust-based Philanthropy,” a framework that seeks to address power-dynamics across foundation and grantee partners and to increase diversity, equity, and inclusion. Central to the approach is the idea that, while traditional frameworks allow funders to define impact goals for grantees to live up to, Trust-based philanthropy recognizes that grantee partners are the ones who are best-suited to define and assess their own success.

Through exploration of local data, Green Tree’s board and staff also deepened their understanding of the ways in which social determinants of health, such as poverty and access to healthcare, are directly linked to inequities within Green Tree’s current service area. A dramatic example is found in data demonstrating that the average life expectancy for a community member born in parts of Germantown is 14 years lower than a community member born in Chestnut Hill. The COVID-19 crisis, as well as the murder of George Floyd and the resulting protests, have further highlighted historic and deeply embedded systemic inequities, with increasing evidence that racial and ethnic minority groups are being disproportionately affected by COVID-19.

In the context of the community input and analysis, the board identified Green Tree’s key competitive advantage as the organization’s more than 15-year history as a steward of resources in the local community, responsiveness and engagement with community organizations, and position as one of the few funders providing general operating support. This understanding was central to the strategy development work that followed.

### Strategy Criteria

The board and staff together agreed on a set of questions that will serve as a filter for assessing any potential strategies in the coming years. Strategic questions arise more than once every 3-5 years. In a dynamic and rapidly changing environment Green Tree needs to be poised to respond flexibly. These questions can be used in the form of a matrix, to evaluate multiple strategies or approaches against a standard set of criteria (see Appendix B).

1. Is the strategy aligned with Green Tree’s mission, vision, and guiding principles?
2. Does the strategy leverage and/or enhance our strategic advantage(s)?
3. Do we have the financial resources to implement this strategy?
4. Do we have the capacity (among board and/or staff) to implement this strategy?

5. Does this strategy address issues of power and equity in our community by focusing on the root causes of problems?
6. Does this strategy reflect the community's health priorities by addressing areas of greatest need?
7. Does this strategy keep us in compliance with the restricted donations and covenants in our foundation's charter?
8. Does this strategy enhance our ability to serve as a convener around common themes and broader concerns of the community?
9. Does this strategy help us achieve the impact we intend?

### Theory of Change

Green Tree Staff and board developed the organization's working theory of change, a tool used to describe the process of planned change, from the assumptions that guide its design to the long-term goals it seeks to achieve. By mapping a process of change from beginning to end, a theory of change establishes a blueprint for the work ahead and anticipates its likely effects. The below diagram highlights Green Tree's theory of change.





# Green Tree Strategic Framework



Following a board-staff retreat, the committee worked to refine the key concepts and develop goals and action steps to address the key strategic question for Green Tree. The overall framework is highlighted as follows (reference the full workplan in Appendix D):

## **Strategic Question:**

How do we evolve to achieve our goal of health equity in a changing world?

## **STRATEGY 1: NARROW FOCUS TO CONCENTRATE ON COMMUNITIES MOST HARMED BY HEALTH INEQUITIES**

### **Outcomes:**

- All of Green Tree's grant funds are targeted to zip codes in Northwest Philadelphia with the lowest life expectancies and facing the greatest barriers to health access.
- Green Tree has built strong relationships with organizations working to address both direct needs and systemic inequities, especially those led by BIPOC who typically have limited access to traditional funding sources.
- Green Tree board and staff engage in ongoing learning about the historical and systemic factors that contribute to health inequities in the communities served.

Goal 1: Limit funding to zip codes in Northwest Philadelphia

Goal 2: Adjust grantmaking approach to concentrate on health equity through direct services and systems change work.

Goal 3: Build board understanding of health equity and the foundation's role in addressing it.

## **STRATEGY 2: INCREASE COMMUNITY ENGAGEMENT IN DECISION-MAKING.**

### **Outcomes:**

- Green Tree staff and board members have an increased understanding and awareness of power dynamics in funding relationships and are actively working to build spaces within the institution that address these.
- Green Tree is broadly viewed as a diverse organization that authentically values and listens to communities served.
- Community members and leaders most harmed by health inequities are involved at every level of Green Tree's decision-making.
- Green Tree promotes narratives that affirm the leadership of existing community leaders and supports community-led efforts.

Goal 1: Implement community grants process.

Goal 2: Expand role as community convener.

Goal 3: Build strong ongoing relationships with grantees to determine capacity building needs.

Goal 4: Ensure that Green Tree's board reflects the communities served.

## **STRATEGY 3: EMBRACE ADVOCACY**

### **Outcomes:**

- Green Tree staff, board, and constituency has increased awareness of health data, community health needs, and ways to actively create change (e.g. donate food, volunteer, complete the census, etc.).
- Green Tree is actively leveraging its voice as a community institution to lift up health inequities.
- Green Tree is viewed by constituents and by other funders as a strong advocate for health equity.
- Grantee organizations have increased local support for advocacy efforts that promote just systems impacting access to health.

Goal 1: Build board understanding of the foundation’s role in advocacy.

Goal 2: Increase constituent awareness of health equity issues impacting the communities we serve.

Goal 3: Collaborate with other funders.

## Implementation

Having integrated board development and education efforts, the planning process enabled the board and staff to see how the Foundation has evolved beyond start-up to a new stage of development. At this new juncture, where professional staff is empowered to lead operations and strengthen organizational infrastructure, the board’s focus should shift to governance matters which will require a new type of engagement, facilitated by the following:

1. Delineate roles and expectations of board and staff members in plan implementation –
  - Governance: The board is responsible for monitoring implementation of the plan (through the monitoring of mutually established key goals for years one, two, and three). The board also provides expertise where needed and leverages networks to connect staff with critical resources.
  - Operations: Implementation of the plan falls primarily to staff and board members/volunteers functioning in a staff capacity (and therefore reporting to the ED in the execution of operational activities).

2. Board development –

To ensure alignment between organizational needs and board engagement, these steps are essential:

- Build the board composition strategically, through an ongoing and formal board recruitment process that aligns with stated organizational needs, strategic priorities, guiding principles, and best practices;
  - Revisit and revise the board committee structure to ensure board committees are focused on governance, not operational, activities;
  - Select committee chairs who understand the roles of their committees and have sufficient capacity to lead;
  - Build board education into the annual board development workplan and continue to educate the board, as a whole, about expectations of board members, committee chairs, and board officers, as well as staff.
3. Integrate the strategic plan into all organizational efforts –

To implement the plan successfully, it should be used to inform the current and ongoing work of the board and staff:

- Meeting agendas should be created accordingly, with strategic priorities in mind.
- Board and staff members must understand their respective roles in achieving all strategic goals.
- The planning process should be ongoing (by design, the completion of this set of strategies and action steps will prepare the Foundation to identify a new opportunity or challenge that builds upon the outcomes of the plan; thus, the planning process can be considered iterative).
- Ensure the executive committee or Strategic Planning Committee (through semi-annual meetings) assumes responsibility for overseeing plan implementation, holds the board and staff accountable, and allows for exploration of new challenges and opportunities as needed.

## Budget Implications

The strategic goals and workplan have been created to fit within a financial budget structure similar to Green Tree's current year budget. Should there be a desire to increase or alter the work within any one of the strategies, a review of the budget and staff capacity would be necessary.

There are several areas of Green Tree work that will need to be adjusted in order to maintain the current budget structure while working to complete the three strategies as they are laid out in this document.

- **Fundraising:** Green Tree will not be expanding our fundraising efforts. The annual appeal, Giving Tuesday, and a spring ask will continue, but fundraising events and concerted efforts to increase giving will not.
- **Communications:** We will continue to outsource social media planning and newsletter work as much as possible. We will continue newsletters at a reduced size and regular emails. The purpose of communications will be to support the advocacy strategy.
- **Volunteer Program:** The volunteer program as it stands will be eliminated. Moving forward, community members' involvement will be incorporated into and support the community engagement strategy.
- **Community Conversations:** While these have been on hold for the last year, we will no longer continue this program. Staff time will be used to increase the number of convenings as requested by our non-profit community and used to build collaboration within our region.

- **Larger & Fewer Grants:** In order to better serve the community, to improve the grants process, to improve our relationships within the nonprofit community, and in order to adjust allocation of staff time Green Tree will award fewer and larger grants.
- **Messori Nursing Award:** Green Tree, as is required, will continue to hold the nursing award process. We will no longer hold an annual event as it is both staff time consuming and financially not in our best interest. The nursing award will continue to be awarded to a nurse on the staff of Chestnut Hill Hospital.

### Key Monitoring Goals

To ensure the board and staff integrate the strategic framework into all activities and keep plan implementation on track, the following benchmarking goals have been developed:

By the end of Year One:

- A data dashboard reflecting key health equity statistics of our catchment area will be used for annual analysis
- Board members will be able to articulate changes to mission, vision, and guiding principles
- The nonprofit community will be aware of changes to Green Tree's focus, mission, and grants process
- Green Tree's board education task force will be in place and a plan will have been initiated
- The governance committee will have a first draft of new board recruitment and board evaluation process
- An ED reporting process will be created in order to communicate progress on strategies

By the end of Year Two:

- A community grants review team and process will be in place that includes a feedback loop
- Green Tree will rely on community members to give direction to convening goals
- The board will actively recruit from the catchment area in order to full previously identified gaps (S3.G4.2)

By the end of Year Three:

- Green Tree will review and find that we have made measurable progress toward achieving outcomes as set forth in the strategic work plan

\*It is expected that an annual review of and update to the strategic plan will occur.

## Moving Forward

Green Tree's strategic roadmap is designed to provide a flexible framework for addressing the timely opportunity around which it was developed. This framework includes an outline of that opportunity, along with intended strategies, outcomes, and goals, plus an addendum with action steps, timelines, and resources needed for implementation. Plans will be approached with an evolutionary eye. A commitment to reflection and learning, particularly in the context of Green Tree's dedication to community leadership, will lead to evolution of the work. Successful implementation hinges upon the engagement of both board and staff in the learning process, functioning intentionally in their respective roles. Furthermore, since this process is intended to be iterative, board and staff can use the tools that were developed on an ongoing basis to address new strategic opportunities and challenges as they arise.

## Acknowledgements

Green Tree Community Health Foundation thanks the members of its Strategic Planning Committee for leading us through this comprehensive planning process. We also wish to thank the entire board and staff, as well as all of those who informed the development of our strategic plan through interviews, surveys, and meetings. Thanks especially to our grantees, other foundation leaders, volunteers who participated in focus groups, and various community members whose thoughtful insights proved invaluable. We look forward to working with all of you in supporting the health and wellness of our entire community.

## Green Tree’s Identity Statement September 2020

We advance our mission of	supporting communities in NW Philadelphia by building on the assets of organizations that work to address systemic health inequities in order to build healthy, vibrant neighborhoods.
We seek to (impact)	ensure that all communities in Northwest Philadelphia have a fair and just opportunity to achieve optimal health.
by serving (who)	nonprofit organizations that work to address systemic health inequities and serve communities facing the greatest barriers to health.
In (geography)	the 5 zip codes in Northwest Philadelphia.
By (services)	providing community-driven grant and nursing awards and embracing advocacy that supports our nonprofit partners.
and emphasizing our competitive advantage of	our more than 15-year history as a steward of resources in our local community, our responsiveness and engagement with community organizations, and our position as one of the few funders providing general operating support.
We are sustained by...	endowment and trust income, donations, and periodic grants.

## Green Tree Strategy Screen Matrix

**Rating Key: Yes, No, Maybe, NA (include comments on separate page)**

CRITERIA	STRATEGIES		
	1	2	3
A. Is the strategy is aligned with Green Tree’s mission, vision, and guiding principles?			
B. Does the strategy leverage and/or enhance our strategic advantage(s)?			
C. Do we have the financial resources to implement this strategy?			
D. Do we have the capacity (among board and/or staff) to implement this strategy?			
E. Does this strategy address issues of power and equity in our community by focusing on the root causes of problems?			
F. Does this strategy reflect the community’s health priorities by addressing areas of greatest need?			
G. Does this strategy keep us in compliance with the restricted donations and covenants in our foundation’s charter?			
H. Does this strategy enhance our ability to serve as a convener around common themes and broader concerns of the community?			
I. Does this strategy help us achieve the impact we intend?			
<b>COMMENTS</b>			



## Appendix C – Definition of Terms

### Definition of Terms

The following definitions were used in the course of the planning process and are provided for reference.

#### **Health Equity**

Health equity means that everyone has a fair and just opportunity to be as healthy as possible. This requires removing obstacles to health such as poverty, discrimination, and their consequences, including powerlessness and lack of access to good jobs with fair pay, quality education and housing, safe environments, and health care.

#### **Convening**

A convening is a “space” created for varied stakeholder groups with the intent to influence the future collective and individual solution-oriented action on a particular topic. Convening power is exercising authority to create space on a particular topic or between a set of distinct stakeholder groups with the intent to influence the future collective and individual solution-oriented action of those convened.

Grantmaking institutions have significant access to people and resources beyond simply their financial assets. Foundations, with their networks in communities, accumulated knowledge among program staff, executive directors, and board members, can convene stakeholders that can augment grants and social investments that increase their effectiveness. Investing in convening, with the long-term view that foundations have, can lead to meaningful action and decisions. It can increase buy-in and generate the kind of insights and contacts that provide returns for many years beyond the initial convening.

#### **Collaboration**

Collaboration takes place in many forms (like networks, movements, collective impact) and in many funding possibilities (such as co-funding or pooled funds). But regardless of the specific details, one thing is always true — if we want to go far, we have to go together. 80% of grantmakers believe it is important to coordinate resources and actions with other funders.

The reality is that as one foundation, there are only limited grantmaking dollars available. If you can make the case for funding within a funder collaboration, a small grant from one foundation can leverage many times more financial resources to a grant partner. In addition to financial resources, funders often have other resources—like capacity building support and connections—they can bring to the table after investing initial grantmaking dollars.

#### **Capacity Building**

Capacity building is the funding and technical assistance to help nonprofits increase specific capacities to deliver stronger programs, take risks, build connections, innovate and iterate. It involves is whatever is needed to bring a nonprofit to the next level of operational,

programmatic, financial, or organizational maturity, so it may more effectively and efficiently advance its mission into the future.

Strong programs exist in strong organizations, and the strongest nonprofits are adaptable and resilient. They have effective leaders, good financial management, the ability to collaborate with others, and the space to plan, execute and assess new strategies. Capacity building is what allows nonprofits to build these skills and expertise — and more — so that they have what it takes to tackle deep-rooted problems.

Effective capacity building requires a high degree of trust between nonprofits and grantmakers. Before considering what types of support to provide, we need to have a deep understanding of what nonprofits would find most helpful and a clear picture of what other funders already offer. Grantmakers who put the work in to provide effective capacity-building support help ensure that nonprofits have what they need to deliver on their missions over the long term.

### **Community Education**

Community education refers to bringing community members together to inform and build up their skills and knowledge about a particular topic. Community Members can be defined as people who live in the communities you aim to serve; Green Tree's mission statement defines this as "communities of NW Philadelphia" suggests that this is targeted to communities this may include donors but not necessarily.

**Strategic Question:  
How do we evolve to achieve our goal of health equity in a changing world?**

**STRATEGY 1: NARROW FOCUS TO CONCENTRATE ON COMMUNITIES MOST HARMED BY HEALTH INEQUITIES**

**Outcomes:**

- All of Green Tree’s grant funds are targeted to zip codes in Northwest Philadelphia with the lowest life expectancies and facing the greatest barriers to health access.
- Green Tree has built strong relationships with organizations working to address both direct needs and systemic inequities, especially those led by BIPOC who typically have limited access to traditional funding sources.
- Green Tree board and staff have engaged in ongoing learning about the historical and systemic factors that contribute to health inequities and have increased knowledge about the impact on communities served.

**Resources Needed:** Staff time; communications support

<b>Goal 1: Limit funding to zip codes in Northwest Philadelphia</b>		
<b>Action Steps</b>	<b>Who</b>	<b>Timing</b>
1. Board Vote	Board	Sept.'20- implementation Jul '21
2. Update Attorney General	Staff	Fall '20
3. Communicate with major grantees/broader community	Staff	Fall '20 -ongoing
4. Build mechanism for feedback from grantee organizations.	Staff	Spring '21

<b>Goal 2: Adjust grantmaking approach to concentrate on health equity through direct services and systems change.</b>		
<b>Action Steps</b>	<b>Who</b>	<b>Timing</b>
1. Work with Grantmaking Committee to reframe grantmaking requirements.	Staff/Grantmaking Committee	Winter'20/Spring '21 – implementation July '21 (and ongoing)
2. Communicate grantmaking approach to nonprofits and community groups.	Staff	ASAP/Spring '21
3. Limit # of grants/consider multi-year funding (See Strategy #3)	Staff/GrantComm.	Implementation July '22

<b>Goal 3: Build board understanding of health equity and the foundation's role in addressing it.</b>		
<b>Action Steps</b>	<b>Who</b>	<b>Timing</b>
1. Establish board education task force.	Chair/ED	Fall '20/Winter'21
2. Work with task force to develop board education plan that incorporates health equity.	Chair/ED	Winter/Spring '21
3. Develop regular board evaluation process.	Chair/ED	Winter/Spring '21

**STRATEGY 2: INCREASE COMMUNITY ENGAGEMENT IN DECISION-MAKING.**

**Outcomes:**

- Green Tree staff and board members have an increased understanding and awareness of power dynamics in funding relationships and are actively working to build spaces within the institution that address these.
- Green Tree is broadly viewed as a diverse organization that authentically values and listens to communities served.
- Community members and leaders most harmed by health inequities are involved at every level of Green Tree’s decision-making.
- Green Tree promotes narratives that affirm the leadership of existing community leaders, and supports community-led efforts.

**Resources Needed:** Staff time; communications support

<b>Goal 1: Implement community grants process.</b>		
<b>Action Steps</b>	<b>Who</b>	<b>Timing</b>
1. Contact local resources and begin discussions.	Staff	Winter 2020/Spring '21
2. Create a training process for new grants program.	Staff	Spring/Summer '21
3. Start new review process.	Staff	July '22

<b>Goal 2: Expand role as community convener.</b>		
<b>Action Steps</b>	<b>Who</b>	<b>Timing</b>
1. Set 2021 Grantee Convenings	Staff	Winter '20/Spring '21
2. Using feedback, set further convenings.	Staff	2021

<b>Goal 3: Build strong ongoing relationships with grantees to determine capacity building needs.</b>		
<b>Action Steps</b>	<b>Who</b>	<b>Timing</b>
1. See above (convenings/feedback) further.	Staff	ongoing
2. Survey grantees/applicants to determine desire for and types of capacity building.	Staff	Spring/Summer '21
3. Incorporate Feedback findings from FY21 (grant structure most likely not posted, based in relationships, and need expressed by community.)	Staff/Committee	Fall '21

<b>Goal 4: Ensure that Green Tree's board reflects the communities served.</b>		
<b>Action Steps</b>	<b>Who</b>	<b>Timing</b>
1. Re-establish Green Tree's Governance Committee to ensure robust membership and participation.	Exec Comm	Fall/Winter 2020
2. Create board matrix (Zips, health equity and systems knowledge/experience, NPO experience, Race, orientation, age, experience).	Gov/ Staff	Fall/Winter 2020 (and ongoing)
3. Assess skills of current board members and identify gaps.	Gov/Staff	Fall/Winter 2020
4. Discuss board culture and identify shifts that may be needed prior to bringing on new and more diverse board members.	Gov/Staff	Winter '20/Spring '21 (ongoing)
5. Review/clarify onboarding process and materials (board application, board job description, clarify expectations, recruitment letter).	Gov/Staff	Winter'20 - Start 3/21 (ongoing)

6. Create pipeline for new board members	Gov/Staff	Ongoing
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**STRATEGY 3: EMBRACE ADVOCACY**

**Outcomes:**

- Green Tree staff, board, and constituency has increased awareness of health data, community health needs, and ways to actively create change (e.g. donate food, volunteer, complete the census, etc.).
- Green Tree is actively leveraging its voice as a community institution to lift up health inequities.
- Green Tree is viewed by constituents and by other funders as a strong advocate for health equity.
- Grantee organizations have increased local support for advocacy efforts that promote just systems impacting access to health.

**Resources Needed:** Staff time; communications support

<b>Goal 1: Build board understanding of the foundation’s role in advocacy.</b>		
<b>Action Steps</b>	<b>Who</b>	<b>Timing</b>
1. Incorporate advocacy role education into board education task force plan (see above).	Staff/Board Task Force	Spring 2021
2. Invite board members to advocacy related meetings.	Staff	Ongoing
3. Engage board members in advocacy related actions.	Staff	Ongoing

<b>Goal 2: Increase constituent awareness of health equity issues impacting the communities we serve.</b>		
<b>Action Steps</b>	<b>Who</b>	<b>Timing</b>

1. Participate in local and state meetings, including Pennsylvania Health Access Network meetings.	Staff	Ongoing
2. Disseminate information about advocacy-related actions to constituencies.	Staff	Ongoing

<b>Goal 3: Collaborate with other funders.</b>		
<b>Action Steps</b>	<b>Who</b>	<b>Timing</b>
1. Engage with Health Funders' Collaborative, Philanthropy Network Small Funders meetings, Grantmakers in Health	Staff	Ongoing
2. Actively respond to stated needs.	Staff	Ongoing