



2020-2022 Strategic Framework

# OUR COMMITMENT TO RICHMOND

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We seek to advance health equity and reduce health disparities in our region.

**RMHF**  
RICHMOND MEMORIAL HEALTH FOUNDATION

# OUR MISSION

## Fostering an Equitable and Healthy Richmond Region



## OUR APPROACH

**We address** the social, economic and structural conditions that contribute to poor health outcomes. We operate with a sense of urgency and a deep commitment to long-term change, emboldened by the resilience, creativity, and capacity of our communities.

**We nurture** relationships and invest in solutions to eliminate health disparities in our region.

**We work** collaboratively as investors, conveners, learners and network builders with our communities. We look for partners and allies who share our values and are committed to analysis, community engagement, action, impact and accountability.

**We celebrate** the diversity of our region and affirm the critical need for inclusion in decision making and shared action that leads to improved health outcomes.

**We invest** primarily in Chesterfield County, Goochland County, Hanover County, Henrico County, Powhatan County, and Richmond City, and are open to considering regional and statewide investments that align with and advance our mission.

## OUR VALUES

### Equity

We commit to act in ways that promote fairness in opportunity for all people.

### Respect

We honor the diverse voices, perspectives and experiences of the people in our communities.

### Learning

We are curious, eager to listen to and learn with our partners, and focused on how data can lead to responsible action.

### Inclusion

We recognize, value and seek to better understand and integrate the contributions and experiences of all members of our community.

### Stewardship

We responsibly manage our investment resources in alignment with our values and mission.

### Impact

We invest in people, organizations, ideas and solutions leading to positive, sustainable change in our communities.

### Transparency

We are accessible and honest in our communication.

Looking Ahead

# OUR PRIORITIES

Richmond Memorial Health Foundation's Board of Trustees adopted a strategic framework in 2019 that preserves its commitment to access to health care while refocusing its vision more broadly to address deepening inequities in health outcomes and the socioeconomic conditions that exacerbate health disparities.

We understand that advancing health equity cannot happen in a vacuum. We will continue to build and leverage our diverse networks of individuals and organizations committed to changing systems and policies that contribute to health inequities. People in relationships with one another are core to our effort to build and sustain a health equity movement in our region.

#### How RMHF Trustees and staff define health equity:

Everyone has a fair and just opportunity to be as healthy and well as possible. This requires engaging communities and partners to reduce health disparities by removing obstacles to health such as poverty, discrimination and their consequences.



## Access to Health Care

Factors like poverty and discrimination create social and economic barriers to quality health care. Lack of access to health care can lead to disease progression, higher treatment costs and even premature death. In order to achieve health equity, we must remove barriers to care.

**Health Safety Net Partners:** RMHF will continue to provide general operating support to our nine long-term health safety net partners.

**Behavioral Health:** Demand for behavioral health services is high, with significant impacts on overall health when these needs go unmet. But, resources are limited. RMHF funds quality, accessible behavioral health services for vulnerable populations.

**Oral Health:** Despite direct links to overall health, Medicaid does not cover comprehensive oral health care. RMHF funds oral care services for vulnerable populations.

**Capacity Building:** RMHF awards capacity-building grants on a quarterly basis, with a focus on supporting organizations led by people of color and grassroots organizations working to promote access to health care to underserved populations in our region.

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## Equity + Health

Health equity means everyone has a fair and just opportunity to be as healthy and well as possible. This requires engaging communities and partners to reduce health disparities by removing obstacles to health such as poverty discrimination and their consequences.

In previous years, RMHF has funded fellowship programs that have helped shape our Equity + Health agenda. Fellows and visiting artists recommended strategies and interventions to address the social, economic, and structural conditions contributing to poor health outcomes.

Moving ahead, through the HEAL (Health Equity Action Leaders) Initiative, RMHF will focus investments on community engagement, as well as on leadership development and capacity building for neighborhood and resident-led efforts.

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## Impact Investing

RMHF's portfolio includes both debt and equity investments in CDFIs, as well as limited grantmaking. We are also exploring opportunities to make program-related investments that advance health equity.

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## Health Equity & the Built Environment

RMHF's grantmaking aims to address discrimination in housing, mobility and economic opportunity, and extreme heat and humidity, which disproportionately and negatively impact low-wealth communities and communities of color.

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## Health Equity, Arts & Culture

RMHF funds organizations working with artists to impact change in our communities. Our investments demonstrate the power of art and creative expression to promote health equity. We encourage grantees to integrate meaningful community engagement, provide opportunities for leadership development, and lift community voices to advocate for solutions to the persistent inequities in health and housing.

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## With the full support of our Trustees, we are making some changes in our practices.

- 1 Our partners spoke about the value of **general operating support grants**. Recognizing the critical importance of unrestricted capital to support mission-aligned organizations, we will increase our use of grants that provide general operating support.
- 2 Our partners strongly encouraged RMHF to provide **multi-year funding**. We are pleased to report that — beginning immediately — RMHF will incorporate multi-year funding opportunities in our three portfolios: Access to Health Care, Equity + Health, and Health Equity, Arts, & the Built Environment.
- 3 In response to the recommendations of both cohorts of our Equity + Health Fellows, we will significantly increase RMHF's investments to support **policy and advocacy** work.
- 4 In response to the recommendations of both cohorts of our Equity + Health Fellows, we will increase our investments to support **community engagement, leadership development, and capacity building for neighborhood and resident-led efforts**.
- 5 We will continue to offer **racial equity trainings** to grantee partners and will open these opportunities up for more members of our community to participate.
- 6 We will explore ways to **streamline our end-of-year reporting requirements** to facilitate learning between RMHF and its partners.

We are sensitive to the demands placed on our partners and are open to suggestions about how we can best support shared learning and relationship building among people and organizations engaged in common causes. We want to support our partners in ways that are meaningful, responsive, and appropriate, without placing undue burdens on busy people.