



Strategic Framework
July 1, 2022- June 30, 2027

OUR COMMITMENT TO RICHMOND

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





GOING DEEPER TO ADDRESS HEALTH AND RACIAL EQUITY

A Letter to Our Partners and Friends,

Six years ago, Richmond Memorial Health Foundation Trustee Dr. Bill Nelson posed the question, “Is it morally acceptable for one’s zip code and race to determine their health outcomes?” Later that year in September 2016, RMHF’s Trustees adopted our current mission, “Fostering an equitable and healthy Richmond region,” initiating a six-year equity learning journey to understand both the social determinants of health and the impact of race on health.

Much like the beginning of that learning journey, RMHF and our community are at a critical inflection point. The pandemic has shone a harsh spotlight on the significant racial inequities that negatively impact the

health and wealth of many Black and Brown people and that we must address as a community and nation. The more we have learned about the social determinants of health, and the intersections of health and wealth, the more strongly we feel that health should never be determined by a person’s race, income, education level, employment status or neighborhood.

As Trustees, we understand that RMHF’s strategy must evolve to deepen our commitment to both health and racial equity, and we are excited to share our new strategic framework.

The new strategic approach is centered around four commitments, which are key to advancing health and racial equity in relationship with our partners:

Multi-year General Operating Support

We will champion multi-year general operating support, creating the largest impact possible for our mission-aligned partners and the work they do in the community.

Investment in Civic Engagement

We will invest in civic engagement strategies to amplify community voices critical to advancing health and racial equity.

Investment in Policy & Advocacy

We will invest in our policy and advocacy partners to accelerate their efforts to advance health and racial equity in our region.

Investment in Black, Brown and Other Diverse Leaders and Organizations


We will support leadership development and enhance the capacity of Black- and Brown-led neighborhood and community organizations working to advance health and racial equity as well as support community leaders in rural places that work with low-wealth people to help communities thrive.

As we head into FY2022 with a new strategic approach, we will champion these four commitments and look to them to guide our efforts as an organization.


As you read our updated Strategic Framework, we hope you will find that RMHF's new strategic direction centers our connectedness as humans and neighbors, as we work to advance health and racial equity for all. If the pandemic has brought anything of value, it is the profound awareness that we are inextricably connected. Our shared wellbeing and health will never be fully realized if some of us survive and thrive, while others of us suffer. That's why the work we do together is grounded in trust, relationship and the belief that each of us—in the fullness and wholeness of our being—is worthy of love, care and belonging.

We are deeply honored to be in relationship with you and are thankful for your partnership as we advance our efforts.

With gratitude,



Mark Constantine, Ph.D., President & CEO



Reginald E. Gordon, Esq., Board Chair



Abraham Segres, Board Vice Chair & Chair-Elect



Vanessa Walker Harris, M.D.,
Program & Evaluation Committee Chair

OUR VALUES

Equity	Stewardship
Respect	Impact
Learning	Transparency
Inclusion	



OUR NEW MULTI-YEAR GENERAL OPERATING SUPPORT COMMITMENT

We have learned over the course of our equity journey that our grantee partners can do their best work when we streamline our processes, listen to and learn from leaders doing the work in community and trust them to take action. In alignment with these lessons learned, RMHF is moving to a multi-year general operating support structure for fiscal years 2023-2027. This fundamental shift in our grantmaking approach will enhance the ways we learn with and from our partners.

This structure gives grantee partners who are **mission-aligned** the flexibility to use funds in the ways they know will be most effective for

the communities they serve.

Partners will experience:

- Access to more flexible funding.
- Support for work they believe is most critical for addressing community opportunities and challenges.
- Infrastructure or overhead support not covered by project/program grants.
- Potential to build fundraising, planning and other systematic capacities for long-term sustainability.



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.



Some thoughts about racial equity

We are committed to deepening our learning together as an organization about racial equity, and we are informed and inspired by these words from our partner, [Race Forward](#): “...we achieve racial equity when race no longer determines one’s socioeconomic outcomes; when everyone has what they need to thrive, no matter where they live.”

WHAT DOES IT MEAN TO BE “MISSION-ALIGNED”?

Based on our own mission of “fostering an equitable and healthy Richmond region,” we have developed simple guidelines for assessing mission alignment.

The core work of mission-aligned organizations:

- Advances health and racial equity.
- Embodies an understanding of the social determinants of health.
- Impacts those most affected by inequities.

In addition, we will give priority to organizations that show evidence of internal work and progress at the Board and staff levels to advance diversity, equity and inclusion.





OUR INVESTMENT AREAS

Our new grantmaking framework incorporates five main funding strategies. To be eligible for any investment from RMHF, organizations will first need to complete an online Organizational Profile. Organizations determined to be mission-aligned and eligible to apply for support will be notified by RMHF's Grant Manager. Eligible organizations will be given access to an application to complete for consideration of funding.

Multi-year General Operating Support

Multi-year general operating support gives decision-making power to our partners to determine how to have the greatest impact in their work. These grants cannot exceed 30% of an organization's annual operational budget and will range from \$20,000-\$100,000/year per organization.

Capacity Building

Strengthening Black and Brown-led and community-based grassroots organizations through capacity building is critical if we are to advance our mission of fostering

an equitable and healthy Richmond region and ensure that Black and Brown people or people in low-wealth communities have the opportunity to thrive. These grants will range from \$1,500 to \$15,000 and will be considered and awarded on a rolling basis.

Opportunity Investments

The past almost two years have brought an overwhelming amount of unforeseen change, and we recognize that organizations often need to respond quickly to urgent or unexpected challenges and opportunities. We will consider proposals from mission-aligned organizations that need time-sensitive support. Opportunity investments will range from \$1,000 to \$7,500. We will make these opportunity investments on a rolling basis until dedicated funds are expended.

Foundation-Directed, Collaborative Investments

We have seen firsthand the power of funders coming together to make significant impact in the community. Collaborative investments

allow us to join forces with other funders, effect large-scale change and invest social, moral, intellectual, reputational and financial capital to address critical issues. Between July 1, 2022 and June 30, 2024, Foundation-directed, Collaborative investments will prioritize (1) mental health and wellness, (2) support of Latino/a, Hispanic and undocumented people and communities, (3) support of older adults, (4) housing and the built environment, (5) wealth and asset building, (6) support of LGBTQIA+ communities, and (7) policy and advocacy efforts that advance health and racial equity. Mission-aligned organizations will be invited by the RMHF team to apply for Foundation-directed, Collaborative investments.

Program-Related Investments and Impact Investing

PRIs and impact investing allow RMHF to provide loans, equity, or other types of investments that are below market rate and/or offer more flexible terms to our mission-aligned partners. Organizations interested in exploring impact investing should contact RMHF's President and CEO.

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



CONCLUSION

Over the past six years, we have thought a lot as a foundation about how we can best serve our region and the people who live here. For RMHF, it means applying our values around health and racial equity in communities and organizations that need it most. We are updating our Strategic Framework and adapting our work as a foundation because we believe it's the right thing to do. We understand that we will never realize health equity in our region without accelerating efforts to advance racial equity. Simply put, health and racial equity are inextricably linked.

We are grateful you are on this journey with us, and we look forward to our work together over the next five years to advance health and racial equity of our region.

