



# **North Shore Health Care Foundation**

## **Strategic Plan**

### **2018 - 2020**

**Approved By Board**  
**December 2017**



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New trends in health care and how we think about health and healthy communities have changed significantly over time and the North Shore Health Care Foundation (NSHCF) is changing to reflect that. Known mostly as a grant making organization since its inception 24 years ago, we are moving to create a more integrated, holistic program model to have a greater impact on health, equitable health care and on creating a healthy community.

This year, 2017, has been a year for gathering information and feedback, reflection and planning. As a 24 year old organization we are poised to move to a new stage in our development. This strategic plan represents changes in the vision and mission statements, as well as strategies and goals over the next three years. A work plan with specific objectives for the first year has also been developed for internal use.

A critical part of the planning process was an Environmental Scan. This two-part process included doing an organizational scan to identify strengths and weaknesses and a community scan to identify current and emerging needs and trends as well as opportunities.

The Organizational Scan included information gathered from historical records, reports, interviews with staff and Board members, publications and program files. It focused on: organizational history and structure; governance structure; organizational purpose, vision and mission; scope of activities - grants, educational activities and collaborations; financial and demographic information.

The Community Scan included information gathered through interviews. Thirteen community leaders were interviewed and five Listening Sessions were held with multiple interviewees. The focus of the information gathered was to: determine people's interaction and understanding of the NSHCF; how they define health; what gaps and emerging needs they see in health in Cook County; what national or statewide trends they see on the horizon; how they would rank the NSHCF's program strategies; what they felt was the Foundation's most significant contribution to their organization and Cook County and any other key issues they see in Cook County. The Community Scan also included a survey that was distributed to emergency personnel throughout the County. This survey was distributed by the Cook County Emergency Management Director and tabulated through Survey Monkey by the consultants. The same questions were used on the survey as in the interviews. All of this information played a pivotal role in the strategic planning process and final plan.

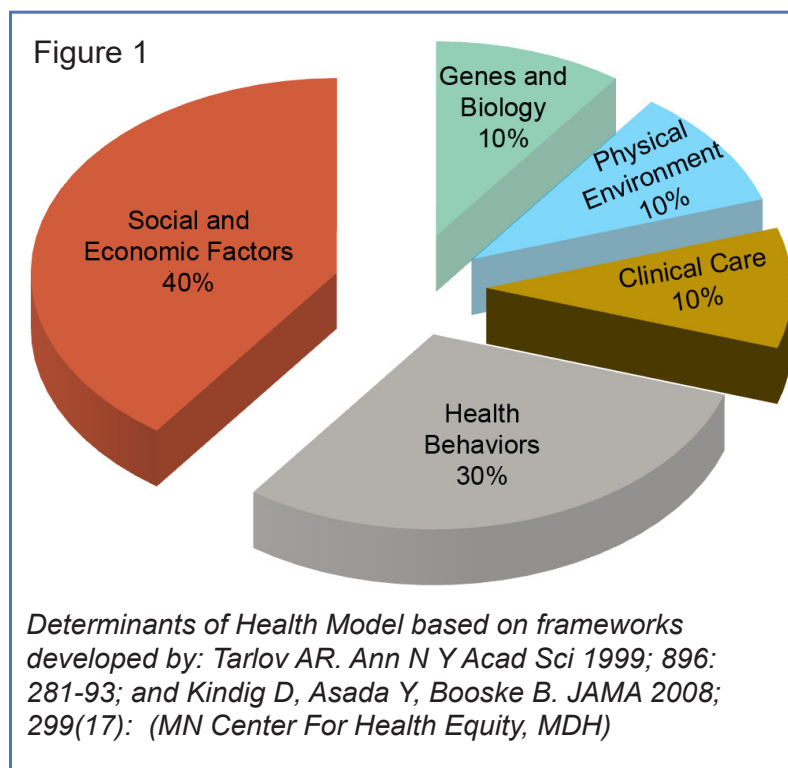
An Ad Hoc Planning Committee of Board members and the Executive Director led this process and brought their ideas and recommendations forward to the full Board for discussion and approval every step along the way. This highly participatory process resulted in a deeper understanding and appreciation for the complexities surrounding health, health care and a healthy community and made it clearer what roles we can play effectively in addressing those complexities.

North Shore Health Care Foundation Board  
Bob Fenwick, Board President  
Karl Hansen, Executive Director

## Health Starts Where We Live, Learn, Work and Play.

During our planning process, informed in part by the Community Scan, we revisited the definitions of health, what creates health, and our role in contributing to the health of our communities. We looked at several different frameworks that provide new ways of thinking and acting.

In the past decade the Minnesota Department of Health (MDH) developed a new framework / narrative for health in Minnesota. In their publication, “Healthy Minnesota 2020,” MDH created a framework for achieving a healthy Minnesota. The framework focuses on “creating conditions that allow people to be healthy, conditions that assure a healthy start and that set the stage for healthy choices throughout life.” This framework focuses action on the factors that create health rather than on disease and other health outcomes making a difference in individual and the collective health of communities.



This change in the framework of health has already taken root in Cook County. There are several nonprofits, providers, programs, and County agencies that are embracing this framework and this was reflected to some degree in responses to questions in the Community Scan.

We also looked at what creates health. MDH in 2012 noted that one of the key findings from a number of theoretical models indicated that clinical care contributes much less to health outcomes than do social and economic factors. “Some models suggest that the biggest contributors to health are socioeconomic factors like education, income, individual and community-level wealth, mobility and housing” (MDH 2012). All these elements are associated with a healthy community.

“The common belief is that good health is due to personal choices and great medical care.” (MDH, Center For Health Equity.) While these are important, MDH recognized that clinical health care accounts for about one tenth of the determinants

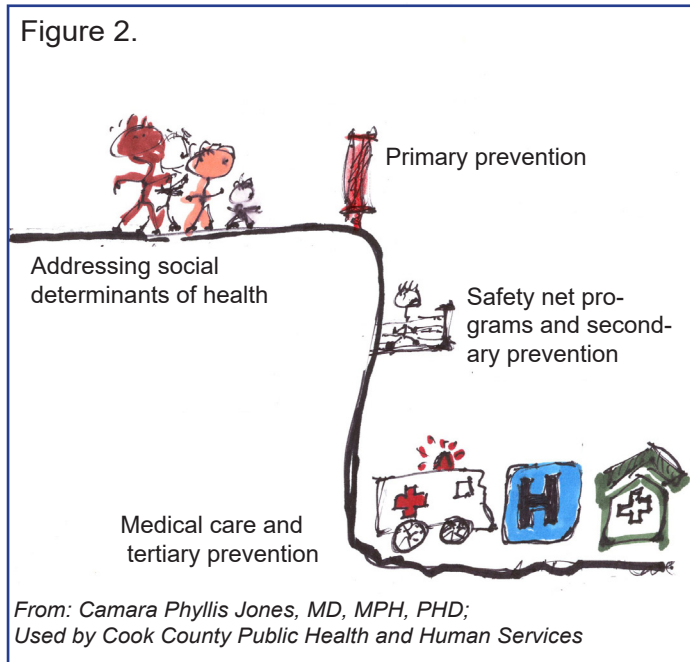
of health. Individual health, that is health behaviors and genetic / biology account for about forty percent, and community health (social and economic factors and physical environment) accounts for half of the determinants. (See Figure 1)

The Community Scan asked interviewees how they would define health. Approximately one half of the responses indicated that their definition of health was about an individual’s health, related to such things as prevention and a state of balance that creates wellbeing. One quarter defined health as health care which is affordable and accessible. A quarter of the responses defined health from the perspective of the community. That is, that a community creates or maintains health through the systems of food, housing, employment, clean water, clean air, healthy exercise and healthy social norms.

The “Cliff Analogy / Illustration” is a second framework and is often used to illustrate various levels of intervention, or in our case, areas where we could invest resources to help create a healthy Cook County for all.

Figure 2 demonstrates various levels of health interventions. Figure 1 indicates that health behaviors, and community health (social and economic factors and physical environment) are the primary determinants of health.

The more people are moved back from the edge of the cliff the safer they are. To do that requires prevention. However, if a person falls off the cliff, that person is very grateful that at the bottom of the cliff there is an ambulance, hospital, and medical staff to help them.



There is also another connection that is critical in Cook County. That is the relationship between the availability of health / medical care in the County and one of the social determinants of health – the health of the community systems.

One of the findings of the Community Scan revealed the fragility of health care in Cook County. Our communities need both healthy community systems and health care to be successful. Should the availability of health care in Cook County ever be diminished or lost, the closest alternatives are over a hundred miles away.

We recognize that health / medical care, individual health and well-being, and the health of community systems are all interconnected and integral for creating a healthy Cook County for everyone. Therefore, we will invest our resources in innovative and preventative focused efforts on all three levels depicted in Figure 2.

America leads the world in medical research and medical care, and for all we spend on health care, we should be the healthiest people on Earth. Yet on some of the most important indicators, like how long we live, we’re not even in the top 25, behind countries like Bosnia and Jordan.

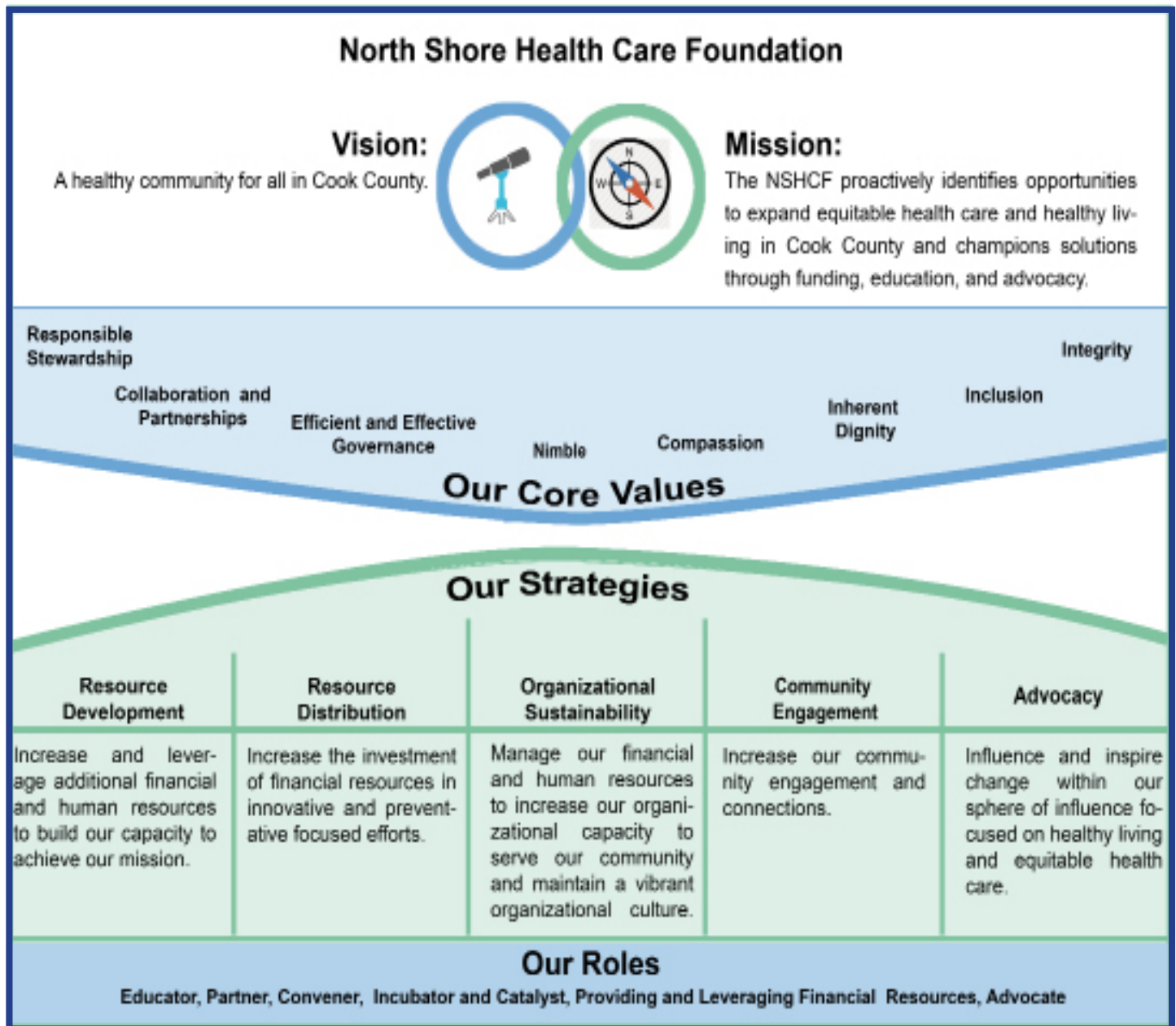
It’s time for America to lead again on health, and that means taking three steps.

- The first is to ensure that everyone can afford to see a doctor when they’re sick.
- The second is to build preventive care like screening for cancer and heart disease into every health care plan and make it available to people who otherwise won’t or can’t go in for it, in malls and other public places, where it’s easy to stop for a test.
- The third is to stop thinking of health as something we get at the doctor’s office but instead as something that starts in our families, in our schools and workplaces, in our playgrounds and parks, and in the air we breathe and the water we drink.

The more you see the problem of health this way, the more opportunities you have to improve it. Scientists have found that the conditions in which we live and work have an enormous impact on our health, long before we ever see a doctor. It’s time we expand the way we think about health to include how to keep it, not just how to get it back.

*A New Way to Talk About The Social Determinants of Health. Copyright 2010 Robert Wood Johnson Foundation*

As a result of the strategic planning process we have new vision and mission statements, an expanded set of values and roles and five strategies that set our direction for the next three years.



We believe in the possibilities of people, organizations, businesses, and governments working together to create healthy communities for all in Cook County.

We uphold the inherent dignity of every person and act in the belief that everyone is born with the same right to be valued, esteemed, honored, and respected. This belief leads us to work toward equitable health care for all. Our compassion, which is embodied in our understanding of our shared humanity, leads us to feel and respond to the pain, needs, and challenges of all who reside in Cook County.

By recognizing the diversity of human difference and valuing the inherent worth of all people, we strive to act inclusively in all that we do. Whether creating healthy communities with partners or conducting our business internally, we do our work with compassion and inclusivity.

We believe that health is not just the absence of illness. We believe a healthy community encompasses and is reflected in: the health of individuals which is embodied in prevention and education regarding health; in a community that maintains health through its systems of food, housing, employment, clean water, clean air, healthy exercise and social norms; and in access to quality, affordable health care for all.

For our part in creating a healthy Cook county we believe in proactively identifying opportunities that will expand equitable health care and healthy living. The basis for being proactive is consistently engaging with people and community leaders to understand the gaps and needs for creating a healthy community. We will operate in a manner that allows for nimbleness and flexibility in responding to emergent and critical needs. To do so means that we will monitor the outcomes of our work, consistently analyzing to determine if our work is creating a healthy community for all.

Our primary contributions for creating a healthy Cook county lie in our ability to provide and leverage funding, provide educational opportunities including convening community partners to address critical health issues facing the community, and by advocating with others to help us achieve a healthy community.

We will focus the next three years on increasing the resources we have available to help create healthy communities. We will increase our investments in the community in innovative and preventative efforts and consistently monitor them to assure that the outcomes are those that help create that community.

Over the next three years we will focus efforts on managing our financial and human resources to increase our ability to invest in the community and effectively and efficiently maintain a vibrant organizational culture.

We believe that we are accountable to the public for achieving what we set out to do. Accountability means that we will be good stewards of the public trust ensuring that the resources of our organization are well protected and used efficiently to create a healthy community for all in Cook County. We will be ethical in all we do and follow through on all of our commitments

We know and embrace that we alone cannot create healthy communities or equitable health care. Our success is connected with and deeply connected to increasing our ability to work with others through coordination, partnerships, and formalized collaborations that focus on results, building relationships, and resiliency. We also know that, increasingly, we need to be an advocate for a healthy Cook County both locally, regionally, statewide, and nationally.

We look forward to a healthy community for all in Cook County that we create together.

**Values** represent what we believe in, what we stand for and how we approach everything we do. They will provide a guideline for making decisions at all levels of our organization.



**Compassion:**

We notice, feel and respond to the pain, needs, and challenges of those in Cook County. Understanding our humanity.

**Inherent Dignity**

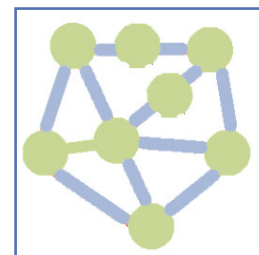
Everyone is born with and possesses the same rights and is valued, esteemed, honored, and respected.



**Inclusion:**

We recognize the diversity of human differences, including but not limited to race, ethnicity, gender, gender identity, sexual orientation, age, social class, physical ability or attributes, religious or ethical values system, national origin, and political beliefs.

We will act with inclusivity by recognizing and valuing the inherent worth and dignity of all people.

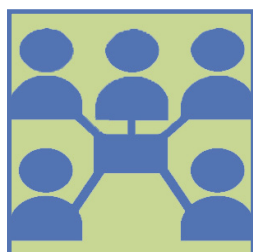
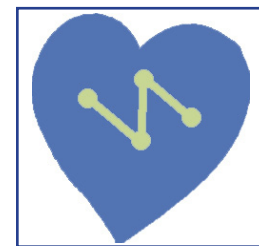


**Nimble**

We will proactively and consistently evaluate the needs of the community, be open to changing directions and programs, and will have the fortitude to take risks to achieve a healthy community for all.

**Integrity:**

We will be ethical in all we do and follow through on all of our commitments.



**Collaboration and Partnerships**

We will work with others through coordination, partnerships, and formalized collaborations focusing on results, building relationships, and resiliency.

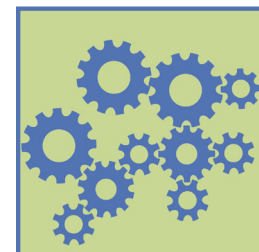
**Responsible Stewardship**

We will be good stewards of the public trust ensuring that the resources of our organization are well protected and used efficiently to fulfill our mission and achieve our vision.



**Efficient and Effective Governance**

We will assure effective governance through strong leadership, established processes to handle governance issues, regular and ongoing evaluation of programs, annual fundraising plans, nominations, goals and processes for a continued strong board, and written policies and procedures for efficient operations.



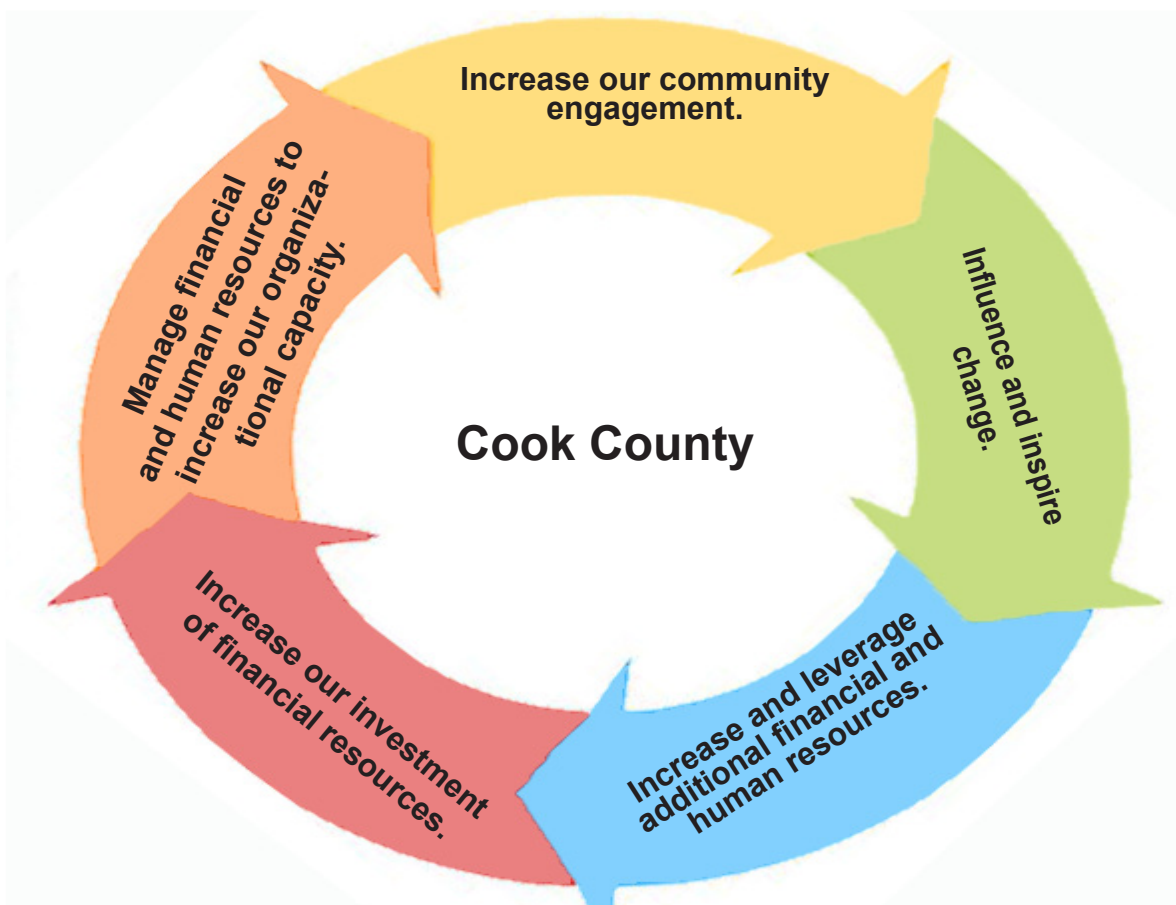


This strategic plan positions us to strengthen our involvement in the community, focus our program activities and leverage additional resources for Cook County. Moving forward we will also be intentional in our activities and use outcomes to measure our effectiveness.

We have five key strategies for the next three years:

- Resource Development: Increase and leverage additional financial and human resources to build our capacity to achieve our mission.
- Resource Distribution: Increase the investment of financial resources in innovative and preventative focused efforts.
- Organizational Sustainability: Manage our financial and human resources to increase our organizational capacity to serve our community and maintain a vibrant organizational culture.
- Community Engagement: Increase our community engagement and connections.
- Advocacy: Influence and inspire change within our sphere of influence focused on healthy living and equitable health care.

These strategies are interconnected and interactive and move us forward to achieve our new mission to proactively identify opportunities to expand equitable health care and healthy living in Cook County and champion solutions through funding, education and advocacy.



**Strategies, Goals and Objectives**

These strategies also have goals attached to them. These goals are also translated into objectives.

| Strategies  | Goals  | Objectives*   |
|---|--|---|
| <p><b>Resource Development:</b><br/>Increase and leverage additional financial and human resources to build our capacity to achieve our mission.</p>  | <p>Increase the financial and human resources through community engagement and acquiring and leveraging funds from additional resources.</p>             | <ul style="list-style-type: none"> <li>• Actively solicit gifts to the Endowment.</li> <li>• Increase individual and business donations.</li> <li>• Develop a coordinated resource development plan.</li> <li>• Work in collaboration with other organizations to identify and secure new financial resources for Cook County.</li> </ul>   |
| <p><b>Resource Distribution:</b><br/>Increase the investment of financial resources in innovative and preventative focused efforts.</p>   | <p>Intentionally focus investments in the community through education, convening, funding and advocacy.</p>  | <ul style="list-style-type: none"> <li>• Focus program activities on innovative and preventative focused efforts.</li> <li>• Develop a proactive grant process including a Request for Proposals (RFP.)</li> <li>• Incubate new ideas and programs.</li> <li>• Increase collaborative efforts.</li> <li>• Develop a coordinated program plan that utilizes grants, education, convening and advocacy to focus on issues. Identify outcomes.</li> </ul>  |
| <p><b>Organizational Sustainability:</b> Manage our financial and human resources to increase our organizational capacity to serve our community and maintain a vibrant organizational culture.</p> | <p>Ensure that the human capacity is adequate to successfully achieve the vision and mission.<br/><br/>Build the organization's governance capacity.</p> | <ul style="list-style-type: none"> <li>• Develop a staffing plan.</li> <li>• Increase the size and make-up of the Board.</li> <li>• Develop a volunteer program.</li> <li>• Work collaboratively in the community.</li> <li>• Develop and implement outcomes and evaluation tools to measure effectiveness and impact of our work.</li> </ul>   |
| <p><b>Community Engagement:</b><br/>Increase our community engagement and connections.</p>  | <p>Increase and utilize community engagement as an essential way of addressing issues and championing solutions.</p>                                     | <ul style="list-style-type: none"> <li>• Participate in local planning efforts focused on a healthy community - CCPHHS comprehensive plan; Community Health Assessment - Community Health Board.</li> <li>• Continue to champion solutions to community issues. Past examples: Care Partners and the Oral health Task Force.</li> <li>• Coordinate, cooperate and collaborate with others on issues related a healthy community and equitable health care.</li> <li>• Involve more community members in all areas of our work.</li> </ul> |
| <p><b>Advocacy:</b><br/>Influence and inspire change within our sphere of influence focused on healthy living and equitable health care.</p>  | <p>Increase our impact on community issues using a multiple advocacy strategies.</p>   | <ul style="list-style-type: none"> <li>• Form collaborative relationship with other organizations in Cook County who advocate for issues related to a healthy community and equitable health care.</li> <li>• Fund advocacy efforts.</li> <li>• Develop relationships and communicate on an ongoing basis with public policy makers at all levels.</li> </ul>   |

\* Objectives excerpted from the larger internal Work Plan

Beginning in 2018 we will use outcomes to measure the effectiveness and impact of our work. We will continue to document the outputs of our programs - number of grants, focus and total of grant awards, number of types of educational events and number of attendees etc. - and we will go beyond that and begin to document the outcomes. We are interested in being more effective and in increasing our impact on community issues. By using outcomes to identify the benefits or changes in individuals or populations during or after participating in activities with the NSHCF, we can learn what is effective. We will develop tools to identify and monitor outcomes including changes in:

- behavior
- skills
- knowledge
- attitudes
- values
- social conditions

### The Oral Health Task Force (OHTF) as an Example of Positive Outcomes

The North Shore Health Care Foundation's Oral Health Task Force received the 2017 Minnesota Rural Health Care Team award. The Task Force works to bring critical preventative and restorative dental care to all infants, children and young adults in Cook County regardless of their caregivers ability to pay.

The Minnesota Department of Health said that the Task Force has shown tremendous leadership in overcoming significant barriers to oral health care, such as poverty, maltreatment, transportation and misconceptions about what comprises good oral health. To achieve sustainability, the Task Force has begun integrating preventative oral health into the work of other medical and social services providers in the county.

The outcomes from this effort potentially are:

- OHTF provides information on the importance of oral health care for children early in life. This can lead to an **increase in knowledge** for parents, teachers, funders and ultimately students. This increase in knowledge leads to **a change in attitudes and their behavior** around oral health care.
- Oral health becomes **a value and practice**. Connections are made between oral health and its impact on the overall health of children.
- By involving providers and schools, and integrating preventative oral health into the work of other medical and social services it can **change social conditions**.

This plan identifies six primary roles to help us achieve our vision and mission:

- Educator
- Partner
- Convener
- Incubator and Catalyst
- Providing and Leveraging Financial Resources
- Advocate

These roles are interactive and we may use any or all of them together to address a community issue.

Over the last twenty four years NSHCF has held or supported sixteen educational opportunities in Cook County. About half of these events were Health Expos. Most recently, for the Media Madness event we partnered with many entities including the Grand Marais Public Library, Arrowhead Center for the Arts, Cook County Higher Education, Great Expectations Charter School, and ISD 166 middle and high school, as well as the business community. This educational event was highly successful and we will continue our role as an educator and will also increase our emphasis on partnerships and collaborations as a part of it.

Over the last ten years NSHCF has been involved as a catalyst and convener in two major endeavors: addressing the need for end of life care and the subsequent creation of Care Partners which was a program of the NSHCF until it became a nonprofit - Care Partners of Cook County; and the creation of the Oral Health Task Force (OHTF) and the collaborations that came about focused on changes for children's oral health. In both instances, these endeavors grew out of identifying an issue and unmet need and bringing people together to find solutions. The initial convening of these two groups also turned into incubating the groups and supporting them with financial resources. We continue to see these as important roles for NSHCF to play moving forward.

Since 1995, the NSHCF has awarded over \$1,000,000 through grants and other health related program activities. We continue to see an important role as a grant maker. Moving forward we will be more proactive in our grant focus and process and will work to find new ways to leverage additional resources for Cook County.

In our conversations with people during the Community Scan, advocacy was a recurring theme. Interviewees stated that there needs to be a concerted, coordinated effort focusing on rural needs. This includes: participating in public policy development at all levels of government; speaking up about community needs and telling our stories; and educating and motivating our constituents to get involved in creating and maintaining a healthy community and equitable health care for all. The NSHCF will work together with groups and organizations already involved in advocacy to find short and long-term solutions.

Moving forward, the NSHCF understands and embraces that engaging with the community in new and deeper ways is essential and central to our work and its success.

By clearly identifying our roles, and holistically bringing all of them to bear on an issue or need in the community, we will increase our impact and success in meeting our new vision and mission

Thank you to the Ad Hoc Planning Committee who has persevered, provided thoughtful guidance, and diligently met during the last year and ventured into the future in creating this Strategic Plan.

Inger Andress  
Jerry Lilja  
Jack McHugh  
Steven Nielsen, Chair

Karl Hansen, Executive Director



Thank you to the Board of the North Shore Health Care Foundation for their dedication and diligence in creating this Strategic Plan.

Bob Fenwick, President  
Jerry Lilja, Vice President  
Inger Andress, Secretary  
Paul Nelson, Treasurer  
Steven Nielsen, Grants Chair  
John Bottger  
Jack McHugh  
James Shinnars  
Loren Stoner  
Paula Sundet Wolf



A very special thanks to all of the people who gave of their valuable time to participate in interviews and listening sessions helping us find out more about health and health needs in Cook County.



Thanks to Superior Design + Planning for their consultation on the planning process and the development of this Plan.

# Appendix A: History Snapshot (NSHCF)

## 1993 - 1997



- 1993 the NSHCF is established by citizens dedicated to improving health and wellness of the Cook County community.
- 1995 the first grant is awarded and the endowment fund was established.
- 1996 the Golf Tournament starts.
- 1997 the membership drive starts.
- 1998 first Health Conference is held.



## 2003 - 2008

- Justine Kerfoot Memorial Fund established.
- Health Care Directive Program begins.
- Cook County Volunteer Hospice program feasibility study begins.
- Cancer Fund for Cancer treatment begins.
- First Executive Director is hired.
- Endowment loses 1/3 of its value.

## 2009

- Lloyd K. Johnson awards first grant to NSHCF.
- Hospice / Palliative Care Program begins.

## 2010

- Care Partners name is adopted.
- NSHCF institutes new logo and new web site.



## 2011- 2012

- First grant for Oral Health from Lloyd K. Johnson Foundation.
- First MN. Department of Health Contract secured for Care Partners of Cook County.
- NSHCF holds Health Care Conference.

Walter and Phyllis Anderson Fund is established.



## 2015-17

- Alzheimer's Forum
- Care Partners becomes independent non-profit.
- Delta Dental awards grant for Oral Health Education.
- From 1995 - 2017 awarded over \$1,000,000 through grants and other health related program activities.

## 2014