

RCHF 2018-2021 Strategic Goal #1

A robust organization and an infrastructure that supports our mission

- **Financial sustainability aligned with our outputs**
 - A fundraising capability that increasingly diversifies our funding sources
- **A governance structure that meets the needs of an evolving organization and community**
 - Committee structure
 - A diverse Board of Directors that reflects the community RCHF serves
- **Ensure our investment in both programs and grants are cost-effective and working at their highest level to achieve health equity**
 - Evaluation reports in the form of a dashboard presented at Board meetings
- **Meet the human resources needs of a growing organization**
 - An in-house human resource function that meets the employees' needs
 - A competitive salary and benefit structure



Indicators of Success (Expected Outcomes)

1. A Human Resource function aligned with the needs of RCHF employees
2. A high-performing Board of Directors
3. Policies and procedures that streamline and promote operational efficiencies

RCHF 2018-2021 Strategic Goal #2

Programs that improve the health of Riverside and surrounding communities

- All RCHF program staff create and implement both team and individual work plans, including evaluation mechanisms to measure both process and impact.
 - The individual work plans will serve as an accountability mechanism for employee performance.
- Expansion of prevention programs that work “upstream” that address the social determinants of health
- Include an additional HEAL Zone to the Riverside area along with community partners.
 - This HEAL Zone will include evaluation indicators to measure impact on health status
- Strengthen and grow the Community Settlement Association’s behavioral health component to meet the growing needs of the community

Indicators of Success (Expected Outcomes)

4. Increased quality of services

5. Development of effective partnerships with other service providers

6. Positive community and patient satisfaction surveys

RCHF 2018-2021 Strategic Goal #3

A grant strategy aligning with RCHF/CSA programs to maximize impact on community health status

- Explore options for shifting in-patient dollars required by the Attorney General to focus more on the social determinants of health that contribute to health disparities.
 - This will require a Board-driven effort to approach and meet with AG staff
- Create a laser-like grant focus that addresses: 1) the chronic conditions of heart disease, diabetes and stroke and; 2) behavioral health.
 - Allocate grant monies only to organizations qualified to address the two grant areas and include evaluation measures to determine those organizations' effectiveness.
- Coordinate grant support to align with RCHF and CSA programmatic efforts, such as behavioral health (CSA).

 Indicators of Success (Expected Outcomes)

7. Revised Attorney General guidelines defining increased support for prevention activities
8. An evaluation mechanism that demonstrates impact of grant dollars on the health status of the community

RCHF 2018-2021 Strategic Goal #4

Capitalize on RCHF's leadership role, position and reputation to maximize community resources through leveraging, partnerships and joint problem-solving.

- Seek opportunities to participate and convene in multi-sector collaboration
 - Activities may include convening and supporting affordable housing, increasing resources for mental health and convening providers to address the opioid epidemic/other substance abuse issues
- Revitalize CSA as a community resource
 - This will require space and perhaps staffing reconfigurations
- Provide leadership in area-based health prevention planning
 - Collaborate with coalitions, collaboratives and other multi-agency initiatives to address the social determinants of health
- Support the next generation's health and philanthropy workforce by providing formal internships
- Ensure that RCHF's reputation and progress towards meeting healthy is equity is acknowledged
 - Increase the visibility of our progress towards health equity
 - Increase outward-facing messages that identify RCHF's logo on its programs, health centers, grants, events and convenings.

Indicators of Success (Expected Outcomes)

9. CSA is perceived as a community resource

10. RCHF program and grant impact are known to the important stakeholders

11. RCHF is the "go-to" partner for multi-disciplinary initiatives involving diverse sectors