

STRATEGIC PLAN 2021

SILVER ANNIVERSARY:

PROMOTING HEALTH & PREVENTING DISEASE

IN THE PASO DEL NORTE REGION



**PASO DEL NORTE
HEALTH FOUNDATION**

BACKGROUND

The Paso del Norte Health Foundation (PdNHF) is one of the largest private foundations on the U.S.-Mexico border. It was established in 1995 from the sale of Providence Memorial Hospital to Tenet Healthcare Corporation for \$130 million. In its twenty year history, the PdNHF has granted over \$150 million to improve health in the region and grown the corpus to \$220 million.

The founding PdNHF Board of Directors determined two important courses of action two decades ago: 1) focus on health promotion and disease prevention in the Paso del Norte region, and 2) protect and grow the corpus to ensure that resources would be available to improve population health over the long-term.

For the first ten years (1995-2005), after careful planning, the PdNHF focused on initiatives like “Walk El Paso Walk”, “CATCH”, “Que Sabrosa Vida”, “Begin at Birth”, “Ageless Health” and “A Smoke Free Paso del Norte”.

In its second decade (2006-2016), the Health Foundation further focused on priority areas to include Healthy Eating and Active Living, Alcohol and Tobacco Control, Mental and Emotional Well-being, Healthy Relationships and Health Leadership.

As the PdNHF enters its third decade as a leader in health promotion and disease prevention, it acknowledges that health needs and opportunities are complex; input from community leaders and stakeholders is essential; and improving health in the region involves leadership, collaboration and financial resources.

The PdNHF’s Strategic Plan 2021 was informed by the 2016 regional health plan developed by the Coalition for a Healthy Paso del Norte, feedback from community leaders and stakeholders through an on-line survey, research and evidence around population health, and input and direction from the PdNHF Board of Directors.

The Strategic Plan 2021 focuses the PdNHF’s leadership and grantmaking over the next five years on five priority areas: Health Eating and Active Living, Alcohol and Tobacco Prevention, Mental and Emotional Well-being, Healthy Kids and Health Leadership. It also recognizes the role of the PdNHF’s partner foundations, the Paso del Norte Foundation and Fundacion Paso del Norte para la Salud y Bienestar, to leverage PdNHF grantmaking and increase the philanthropic resources available to improve health, education, economic development and quality of life in the region.

Ultimately, the Strategic Plan 2021 seeks to ensure the residents of the Paso del Norte region the knowledge, resources and environment needed to live healthy lives.

VISION

The vision of the Paso del Norte Health Foundation is to improve quality of life in the region through healthy living.

MISSION

The mission of the Paso del Norte Health Foundation is to lead, leverage and invest in initiatives, programs and policies that promote health and prevent disease in the Paso del Norte region.

VALUES

Leadership: We will act strategically and with integrity to engage people and organizations to improve health.

Collaboration: We will bring together and work with community leaders and stakeholders to achieve greater results.

Evidence: We will use data and empirical methods to guide our course of action.

Diversity: We will recognize and value different viewpoints, backgrounds, and life experiences.

Stewardship: We will manage the Foundation's resources to ensure long-term sustainability and measurable impact.

GUIDING PRINCIPLES

- Invest in health education and disease prevention versus treatment and cure.
- Be a proactive versus responsive grantmaker.
- Invest in programs and initiatives rather than organizations and operations.
- Seek collective impact versus isolated programs.
- Engage in a spectrum of strategies to include program, policy, and communications for individuals, communities and the region versus any single strategy.
- Use the collective impact model to collaborate with multiple stakeholders to tackle complex health problems in order to achieve significant and lasting improvements to health.
- Stay focused on established PdNHF priorities to deepen impact.
- Seek to address the root cause of disease.
- Support evaluation and evidence-based strategies to improve health.
- Be a leader and neutral facilitator in health promotion and disease prevention activities.
- Understand how the social determinants of health such as socio-economic status, housing, education level, employment, and built environment promote health and prevent disease.
- Leverage resources where possible to achieve greater outcomes.
- Focus grantmaking activities in the Paso del Norte region of El Paso and Hudspeth counties in west Texas; Dona Ana, Luna, and Otero counties in southern New Mexico; and Cd. Juarez and Palomas, Chihuahua.
- Generally do not fund buildings, endowments, research, scholarships, operations, runs/walks and fundraising events.

PRIORITIES

The Health Foundation will focus its leadership and grantmaking in the following areas over the next five years:

Priority 1: Health Eating and Active Living

Goal: To make healthy eating and active living the easy choice for all people in the Paso del Norte region.

Initiatives: Nutrition, Physical Activity, and Institute for Healthy Living

Strategies: Make the Institute for Healthy Living (IHL) the resource for improved nutrition and physical activity in the region and develop plans for the IHL's long-term sustainability.

Make grants for increased in fruit and vegetable consumption, physical activity, and decreased sedentary lifestyles.

Build and lead an active and engaged HEAL coalition to promote programs and policies to improve health.

Work with community leaders to develop an El Paso county-wide linear trail.

Advocate for policies that empower residents to be more active and have access to nutritious food.

Lead efforts to understand the strengths, weaknesses, and gaps in Type 2 diabetes prevention and management and plans to address them.

Priority 2: Alcohol & Tobacco Prevention

Goal: To eliminate smoking in the region and create environments that reduce underage drinking and binge drinking in all ages.

Initiatives: A Smoke Free Paso del Norte, Shift+ Alcohol Prevention

Strategies: Continue policy work to increase the number of smoke and vaping free environments.

Fund programs for delaying or preventing smoking and vaping among youth.

Fund programs for delaying or preventing youth drinking and binge drinking of alcohol.

Explore the role of the Health Foundation in health education and prevention of other drug use in the region.

Priority 3: Mental & Emotional Well-being

Goal: To reduce stigma associated with mental illness and to increase coordination and communication among regional stakeholders to improve the system of care.

Initiatives: Behavioral Health Consortia, Think.Change

Strategies: Lead and fund projects that foster collaboration among key behavioral health stakeholders including behavioral health consortia in El Paso, Southern New Mexico and Cd. Juarez.

Fund programs that contribute to the reduction of mental illness stigma and bias.

Develop a backbone organization for the Mental & Emotional Well-being priority area.

Priority 4: Healthy Kids

Goal: To improve health outcomes by engaging disconnected youth in high quality out of school programs and to develop a coordinated and integrated school health programs that breaks down systemic barriers to good health.

Initiatives: IGNITE Youth, Healthy Schools

Strategies: Expand and sustain out of school programs that provide safe places for youth in the presence of a caring adults, build skill and character, mitigate against health risks and contribute to long-term health outcomes.

Work with local schools and school districts to test and create coordinated, integrated school health that might include but not be limited to strengthened health and PE programs, improved nutrition services, integrated behavioral health and school-based clinics and policies that improve health.

Phase out the PdNHF's Two Should Know Initiative.

Priority 5: Health Leadership

Goal: To develop and support health leaders, to increase the governance and capacity of regional organizations, and to make strategic investments in projects that have a long-term impact on health.

Initiatives: REALIZE Executive, REALIZE Board, REALIZE Organizational Capacity, Woody L. Hunt School of Dental Medicine

Strategies: Continue REALIZE Executive experience in the US and expand services in Mexico.

Expand REALIZE Board training across the region.

Develop, implement, and evaluate REALIZE Organizational capacity building programs.

Make a leadership commitment to support the TTUHSC Woody L. Hunt School of Dental Medicine

Leverage fundraising abilities of the Paso del Norte Foundation and Fundacion Paso del Norte para la Salud y Bienestar to improve quality of life in the region.

Paso del Norte Foundation

The Paso del Norte Foundation was established in 2013 by the Paso del Norte Health Foundation to accept and manage gifts from individuals, corporations and foundations in order to increase the resources available to improve health, education, economic development and quality of life in the Paso del Norte region.

Over the next five years, in partnership with the PdNHF and Fundacion Paso del Norte, the Paso del Norte Foundation seeks to:

- Support Health Foundation initiatives through targeted grantwriting and fundraising activities.
- Increase the Health Foundation's endowment assets through current and estate giving.
- Support and grow community philanthropy through donor advised funds and supporting organizations.

- Build capacity and support for nonprofit organizations through agency endowment funds, fund development training and capacity building, and fiscal agency support.
- Grow binational philanthropy and grantmaking in Cd. Juarez in partnership with the Fundacion Paso del Norte para la Salud y Bienestar.

Fundacion Paso del Norte para la Salud y Bienestar

The Fundacion Paso del Norte para la Salud y Bienestar was established in 2015 by the Paso del Norte Health Foundation to improve the quality of life of children, youth and families in Cd. Juarez by leading, advancing and promoting initiatives, programs and partnerships for health and well-being. Over the next five years, in partnership with the Paso del Norte Health Foundation and Paso del Norte Foundation, the Fundacion Paso del Norte seeks to:

- Leverage Health Foundation grantmaking and provide leadership and staff support to Health Foundation initiatives in Cd. Juarez.
- Invest in community-based organizations and programs to: 1) strengthen the role of women in society empowering women and girls; 2) work with children affected by violence through activities that promote peace and resilience; 3) promote healthy eating and active living in the community; 4) promote an environment that supports emotional well-being in the community; and 5) use the collective impact model to collaborate with a diverse set of leaders and stakeholders in the community.
- Work collaboratively to strengthen the capacity of nonprofit organizations in Cd. Juarez.
- Meet the Hunt Family Foundation Challenge grant to grow philanthropy and grantmaking in Cd. Juarez.