Theory of Change and Strategic Plan

Approved by the Board of Trustees
December 16, 2020
Vision: Silicon Valley is a healthy community, with no racial health disparities.

Mission: To build health equity in Silicon Valley.

<table>
<thead>
<tr>
<th>Focus Areas</th>
<th>Strategies</th>
<th>FY21-FY22 Goals</th>
<th>Medium-Term Milestones (2-3 years)</th>
<th>Longer-Term Outcomes (5 years)</th>
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<tbody>
<tr>
<td>Improving health through food</td>
<td>Funder</td>
<td>Expand grantmaking to include COVID-19 response and practice/system/environment change.</td>
<td>Grants strategy supports systems change &amp; capacity building.</td>
<td>More diverse meal provision and 2+ new Medically Tailored Meals contracts.</td>
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<td>Provider</td>
<td>Engage staff in aligning business lines with health and racial equity values.</td>
<td>2-3 partnerships w/ co-funders in local health equity projects.</td>
<td>More people with HIV/AIDS have care. 10% increase in THT's HIV/AIDS Services case management clients.</td>
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<td>Advocate</td>
<td>Establish organizational planning approach that is data driven, transparent, and flexible. Cross-train staff and plan for successions.</td>
<td>THT business lines have measurable goals that align with mission.</td>
<td>Food insecurity decreased (now at 7+%) in Santa Clara County.</td>
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<td>Making chronic diseases more preventable and manageable</td>
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<td>Strengthen all strategies through client/grantee feedback and deeper stakeholder &amp; partner engagement.</td>
<td>Program growth where THT demonstrates excellent value in building health equity.</td>
<td>Nationally recognized graduate clinical training center for complex homeless behavioral health populations.</td>
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<td>Prioritizing health in housing</td>
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<td>Develop and implement a primarily local policy advocacy strategy, focused on health and racial equity.</td>
<td>3-5 local or state health and racial equity policy changes.</td>
<td>THT is viewed as an effective local funder and advocate in our three focus areas.</td>
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Improving health through food

Making chronic diseases more preventable and manageable

Prioritizing health in housing

THT business lines have measurable goals that align with mission.

Food insecurity decreased (now at 7+%) in Santa Clara County.
FY20-FY22 Strategic Plan - Overview

We will leverage our roles as a funder, provider, and advocate to improve health through food, make chronic diseases more preventable and manageable, and prioritize health in housing. We will embrace organizational planning that is data driven, partner with other organizations, and strengthen our strategies through client feedback.

In the next two years, we will:

**Funder.**
- Refine grantmaking strategies to support practice, system, and environment (PSE) change, capacity building, and general operating support; prioritizing communities hardest hit by the pandemic.
- Build partnerships with other funders and investors to jointly promote health equity in Silicon Valley.
- Regularly evaluate the impact of our grantmaking throughout each year.

**Provider:**
- Contract with 1 new food vendor to provide culturally appropriate food choices to Food & Nutrition Services clients.
- Develop contracts with 2 additional health plans or health care programs to provide medically tailored meals.
- Increase meal services to communities disproportionately impacted by COVID, chronic disease and/or immune issues.
- Increase the number of HIV/AIDS Services clients by 10% in order to increase access to care for people living with HIV/AIDS.
- Increase contracts for intensive case management in Housing Services.
- Develop a graduate level clinical training program focused on complex homeless behavioral health populations, with a racial equity lens.

**Advocate.**
- Develop and champion a primarily local policy advocacy strategy, focused on health and racial equity, contributing to 3-5 health and racial equity policy changes.
- Engage and support residents with lived experience in advocating for public policy.

Our work will incorporate communications, development, finance, human resources, data analysis, and racial equity discussions.
FY20-FY22 Strategic Plan - Five-Year Outcomes

By the end of 2025—leveraging our roles as a funder, provider, and advocacy—The Health Trust will strive to:

- Decrease food insecurity in Santa Clara County (7.2% in 2018) by increasing food supplies for seniors and collaborating with other agencies to address food insecurity, particularly for chronically homeless and recently housed individuals and low-income residents of color.

- Ensure at least 85% of eligible people living with HIV/AIDS in Santa Clara County have regular case management (~1100 residents) and have a viral suppression rate of 95%.

- Lead a nationally recognized graduate clinical training center with emphasis on culturally competent care for complex homeless behavioral health populations.

- Become a leader in public policy and technical assistance related to improving health for complex homeless behavioral health populations and culturally diverse populations.

- Become a leader in advocacy that makes diabetes more preventable and manageable, based in part on our direct service work in Community Health Promotion and Food and Nutrition Services.

As an organization, we will strive to:

- Support an organizational culture of empowerment, trust, equity, and transparency.
- Apply a racial equity lens to our work and operations and learn to lead with race.
- Embrace data as a tool to inform decision-making and regularly assess our impact on the community.
- Strengthen our strategies through client feedback and stakeholder/partner engagement.
- Learn as we go and innovate.
HEALTHTrust
Because everyone's health matters.