



Jefferson Regional Foundation



Strategic Plan 2024–2028



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INTRODUCTION

About the Strategic Plan

In February 2024, the Jefferson Regional Foundation (JRF) embarked on a strategic planning process, facilitated by Procopia Consulting. The previous strategic plan, which spanned from 2020 through 2023, assisted the Foundation in navigating a tumultuous time for families and communities due to the onset of the COVID pandemic in 2020.

A Steering Committee, consisting of Foundation staff and board members, was convened and tasked with overseeing the creation of this new four-year plan.

This Strategic Plan builds on the Foundation's first 10 years of positive impact on the health and well-being of the communities served by Jefferson Hospital. Now the Foundation seeks to chart a path forward into a new decade of service, support, and collaboration. **This future includes a reaffirmed commitment to the Foundation's mission and vision and a focus on equity, data-driven decision making, and community partnerships and voice.**

The strategic planning process included months of community and stakeholder engagement toward developing a plan that reflects a collective vision that is aligned with the Foundation's values.

3 Organizational Goals

This process led to the creation of three organizational goals that form the foundation of this strategic plan.

1. Intentionally leverage and distribute resources to equitably support the current and emerging needs of the Jefferson Hospital service area
2. Integrate community voice and partnerships across all aspects of work
3. Prioritize organizational excellence as a model for innovative philanthropy

These **goals** (topline four-year outcomes) are supported by detailed objectives (actionable progress towards goals), and supporting work plans (to chart detailed progress toward goals).

About Jefferson Regional Foundation

Established in 2013 as a grantmaking entity, the Jefferson Regional Foundation is a supporting organization of the AHN Jefferson Hospital and is dedicated to supporting its service area, which includes the South Hills and Mon Valley areas of Allegheny County.



The original mission and vision remain unchanged.

Mission

To improve the health and well-being of the communities served by Jefferson Hospital through engagement, community-driven research, and grantmaking.

Vision

People and families thriving by building on community strengths.

Operating Principles

JRF's operating principles are designed to promote long-term impact in the community and include:

1

Approaching work through an equity lens and an intentional purpose of inclusivity.

2

Advancing the Foundation's priorities by **investing grant resources** with effective community organizations.

3

Promoting and strengthening the community's resources, assets and voice.

4

Actively partnering with a variety of public, nonprofit and private organizations and leaders who share our vision.

5

Gathering, sharing and leveraging important information about community resources, and existing and emerging needs.

6

Building the capacity of community groups to promote quality of life and fulfill the mission of the foundation.

7

Supporting the development and expansion of interventions and programs that **demonstrate best or promising practices.**

8

Extending Jefferson Hospital's reach into the community by strengthening the health status, opportunities and resources available to all residents.

Pillars of Work

The Jefferson Regional Foundation has been intentional and innovative in its approach to improving the health and well-being of the communities in its geographic service area through engagement, community-driven research, and grantmaking. This three-tiered approach has built community, elevated awareness, and leveraged resources toward a shared vision.



Community Engagement

The Foundation values and supports collaboration among our partners and grantees.

Community-Driven Research

The Foundation seeks to provide community research and data that will help inform the promotion of health within communities.

Grantmaking

The Foundation provides resources and connections to organizations working with residents in the footprint to improve health and well-being.





Shared Equity Language

Shared language is an important approach utilized by the Jefferson Regional Foundation to build a common purpose and shared vision. This unified understanding integrates its commitment to equity in all aspects of its work. The equity terminology listed below is the guiding philosophy for the Foundation’s approach to its work.

DIVERSITY

The representation of all our varied identities and differences collectively and as individuals

EQUITY

Ensuring unhindered access to resources, information, and opportunities for individuals and communities to prosper

ACCESSIBILITY

Intentional commitment to enable participation that takes into account human ability and experience

INCLUSION

Sharing power to create a culture of authentic participation and contributions. We measure our effectiveness through a sense of belonging where people feel seen, connected, and supported.

JUSTICE

Corrective action to eliminate barriers by reforming practices, policies, law, and regulations. We acknowledge that race alone & the intersection of identities disproportionately influences life outcomes. Further, we believe people have the right to live and thrive in communities free of a disproportionate burden of harmful environmental conditions. Hence, racial and environmental justice work are embedded in our practice.



About the Community

The geographic service area of the Jefferson Regional Foundation consists of 26 municipalities and 12 school districts. The Foundation believes in the capacity of people and families thriving by building on and investing in community strengths. It is dedicated to supporting the South Hills and Mon Valley communities in the Pittsburgh region served by AHN Jefferson Hospital.



26
MUNICIPALITIES

12
SCHOOL DISTRICTS



As the geographic service area is vast and diverse, the Foundation is committed to serving the entire community. Acknowledging that there are unique characteristics of each neighborhood, disparities within this geographic area also exist. For example, according to the US Census Bureau a middle earner in Homestead makes on average \$70,000 less than a middle earner in Jefferson Hills.

Understanding the strengths and disparities across the service area will help to guide the Foundation's strategic planning and grantmaking priorities with a specific focus on equity. Measurable goals linked to decreasing health disparities will guide the work throughout the coming years.

Grantmaking Priorities

Since the Foundation's start in 2013, over \$23 million dollars has been invested into the community. The previous grantmaking priorities contained six focus areas that guided its work: health and wellness; diversity, equity, and inclusion; workforce and economic opportunity; civic engagement and policy work; early childhood and youth development and capacity building. Although these areas remain a focus, the Foundation's new grantmaking priorities have been streamlined as part of the Foundation's strategic planning process.



The Jefferson Regional Foundation's vision of people and families thriving by building on community strengths will be accomplished by embedding its principles of diversity, equity, accessibility, inclusion, and justice in its operational practices and community investments via a lens of the Social Determinants of Health.

The Foundation will maintain a continuous focus on supporting nonprofit partners via capacity-building resources and investments into the Jefferson Community Collaborative. This is exemplified through our updated grantmaking priorities.

Grantmaking Priorities

- 1 Health & Wellness**
 - Physical, mental, behavioral, and environmental health
 - Basic needs including food, housing, and transportation
- 2 Education, Workforce, & Economic Opportunity**
 - Early childhood/literacy
 - Youth development
 - Training
 - Youth, adult, and community education
- 3 Community Engagement & Policy Work**
 - Advocacy
 - Civic engagement
 - Organizing

Foundation Goals, Objectives, & Theme

Following its ten years of committed service, the Jefferson Regional Foundation moves forward in strengthening the community through its nonprofit members within the service area of the AHN Jefferson Hospital. Within the next four years, the Foundation will enhance its role as a convener, further invest in improved long-term health outcomes and emphasize its function as an advocate and partner via data-driven decision making.

The goals are aspirational, inclusive and community-centered. They include specific actionable objectives and detailed work plans to ensure forward movement and measurable progress.

The three goals that focus on equitable distribution of resources, community voice and innovation are in response to innovative national philanthropy trends and specific recommendations from partners and stakeholders.

The specific objectives supporting each goal were derived from the responses obtained from grantees, community members, staff and board members. They are captured in the table on the next page.



GOAL 1

Intentionally leverage and distribute resources to equitably support the current and emerging needs of the Jefferson Regional Foundation service area

- Objective 1** Adapt grantmaking process and system to include due diligence and relationship building while easing the clerical burden for grantees
- Objective 2** Address the social determinants of health that are directly impacting the Jefferson Regional Foundation service area
- Objective 3** Prioritize support and operating resources to organizations serving, listening to, representing, and engaging with underinvested and historically marginalized communities
- Objective 4** Use data to monitor, evaluate and adapt distribution of resources
- Objective 5** Develop and share community-driven research to amplify community needs and support partner organizations in advancing their work
- Objective 6** Utilize deep community connections to advance advocacy and policy efforts that support overall health and well-being

GOAL 2

Integrate community voice and partnerships across all aspects of work

- Objective 1** Utilize Jefferson Collaborative to strengthen nonprofits who work with residents in the Jefferson Regional Foundation service area
- Objective 2** Provide opportunities through grantmaking for nonprofit organizations to hold resident-driven community conversations
- Objective 3** Strengthen relationship with Jefferson Hospital through data sharing, communications and collaboration towards improving community health
- Objective 4** Build relationships with public and private funders to expand resources and support for service area
- Objective 5** Build a collective vision for community health and well-being in the Jefferson footprint through multi-sector partnerships including nonprofits, for-profits, foundations and government organizations

GOAL 3

Prioritize organizational excellence as a model for innovative philanthropy

- Objective 1** Continue to build a culture of transparency, collaboration, accountability and support that is rooted in JRF values that include equity
- Objective 2** Develop board governance structures and succession planning for sustained impact
- Objective 3** Ensure that all internal operations are led by a shared understanding and focus on equity and justice
- Objective 4** Strengthen communications and public relations to increase public awareness, education and impact
- Objective 5** Remain approachable, nimble and responsive to address emerging needs that align with the foundation's mission, vision, and commitment to equity

Overarching Outcomes

OUTCOMES TO GOAL 1

The Foundation is making measurable progress in supporting the health and well-being of its community by using data and transparent measures of success to track and inform how grants and other resources are distributed.

Grantees experience an accessible, supportive, and transparent grantmaking process that is reflective of the Foundation's reputation for being an approachable community partner.

OUTCOMES TO GOAL 2

Jefferson Regional Foundation will experience deeper community connections and partnerships, will have streamlined two-way community communication and feedback, and will leverage its leadership and position to amplify the voices of those most impacted by disparities.

The voices and perspectives of residents and community partners are included in all priorities and actions of the Foundation.

OUTCOMES TO GOAL 3

The role of JRF in addressing the social determinants of health and advancing advocacy and policy efforts is clearly understood across the community.

JRF will reflect its commitment to equity and overarching values across its internal operations and communications.

Geographic Service Area

Jefferson Regional Foundation is bound by its mission to serve the community of Jefferson Hospital – in the South Hills and lower Mon Valley area south of Pittsburgh, PA. This is reflected in its grant eligibility as well as all aspects of its work.



The communities included in the Mon Valley Clean Air Fund are listed below: Clairton, Dravosburg, Duquesne, Elizabeth Borough, Elizabeth Township, Forward, Glassport, Jefferson Hills, Liberty, Lincoln, McKeesport, Pleasant Hills, Port Vue, Versailles, West Elizabeth and West Mifflin. Additional communities that will be included for this fund are: Braddock, East McKeesport, East Pittsburgh, North Braddock, North Versailles & Wall

Mon Valley Clean Air Fund

In 2024, the Allegheny County Health Department enlisted the Jefferson Regional Foundation to distribute settlement funds resulting from an incident in 2018 that negatively impacted the air quality of 22 communities in the Mon Valley. This designated resource, the Mon Valley Clean Air Fund, totaling \$2.25 million, will be distributed over five years in equal annual disbursements beginning in 2025.



2

ADDITIONAL
SCHOOL
DISTRICTS

6

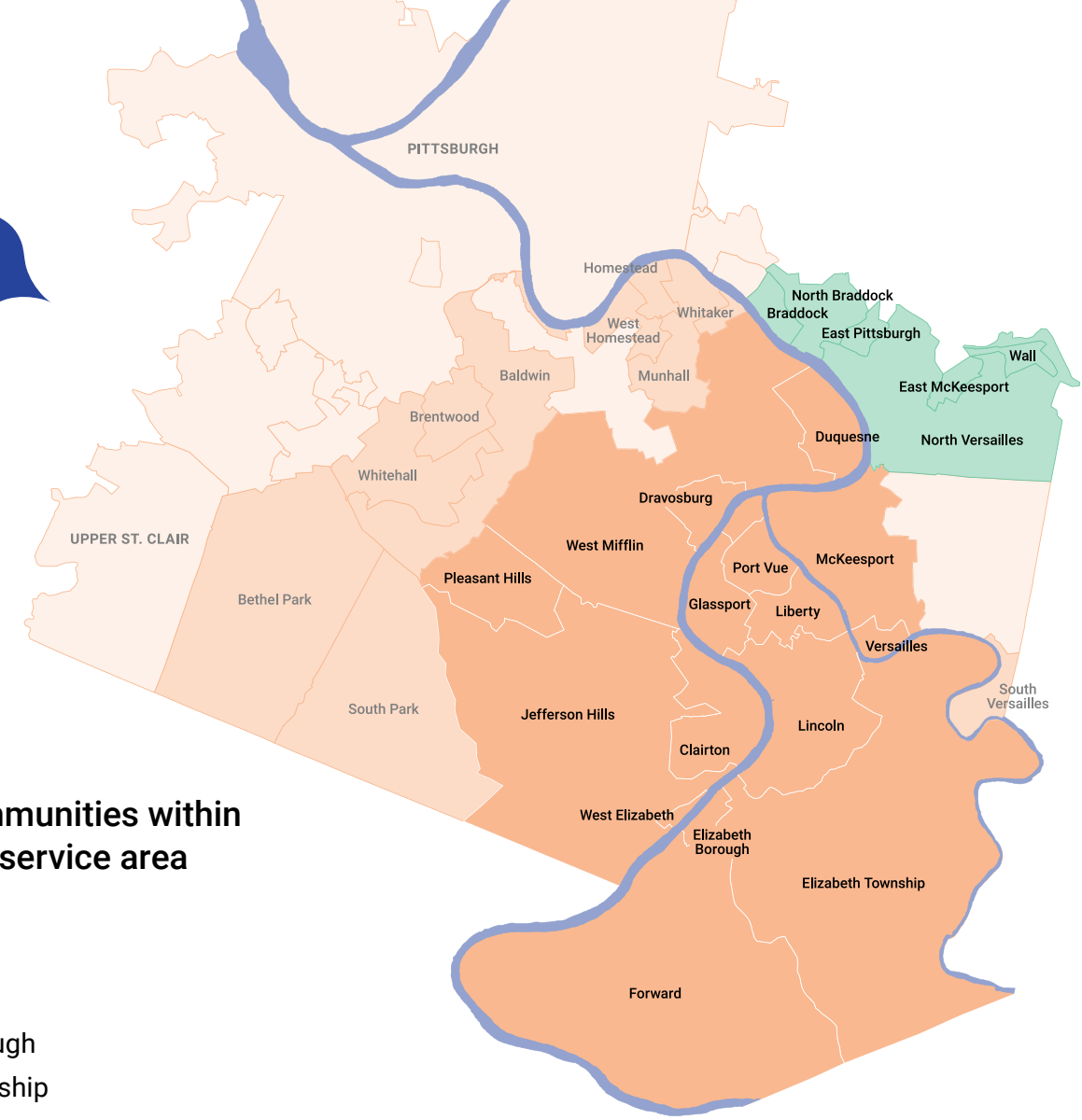
ADDITIONAL
IMPACTED
COMMUNITIES

Impacted communities within the Jefferson service area

- Clairton
- Dravosburg
- Duquesne
- Elizabeth Borough
- Elizabeth Township
- Forward
- Glassport
- Jefferson Hills
- Liberty
- Lincoln
- McKeesport
- Pleasant Hills
- Port Vue
- Versailles
- West Elizabeth
- West Mifflin

Additional impacted communities included in the Mon Valley Clean Air Fund eligibility

- Braddock
- East McKeesport
- East Pittsburgh
- North Braddock
- North Versailles
- Wall





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