

STRATEGIC PLAN

2025-2028



HEALTHCARE
FOUNDATION
NORTHERN SONOMA COUNTY

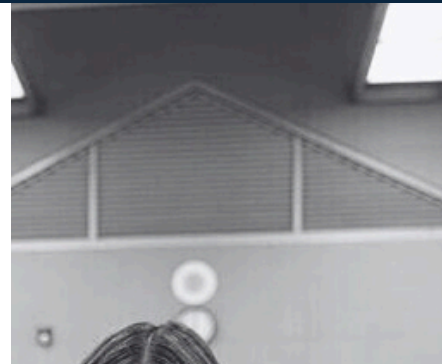


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LETTER FROM THE EXECUTIVE DIRECTOR

Dear Friends,

It is with immense pride that I present to you the Healthcare Foundation Northern Sonoma County's strategic plan for 2025-2028. This is more than a document—it's a commitment to a healthier tomorrow, crafted with the wisdom and passion of our Foundation team, board of directors, and the brilliant community partners who have been our guiding stars.

I want to thank Karin Demarest of Demarest Strategy Group, whose masterful facilitation of our community dialogues has woven a rich tapestry of voices into this dynamic blueprint for change, and ensured it reflects the experiences, perspectives, and aspirations of those we serve.

The plan is anchored by four strategic pillars that build on what's working while calling us to do more:

- **Healthcare Advocacy & Partnerships:** Elevating community voice at a systems level to shape more just and responsive health policies and practices.
- **Healthcare Workforce Pipeline:** Increasing the diversity of bilingual/bicultural health providers to advance equity in local care.
- **Capacity-Building Grants:** Providing general operating support grants to strengthen nonprofit effectiveness and stability.
- **Community-Led Solutions:** Increasing social capital by uplifting community voices and grassroots leadership.

At its core, the Healthcare Foundation is dedicated to fostering health and a sense of belonging for every individual who calls northern Sonoma County home. With your continued partnership, we will build on the collective wisdom of our community and deepen our fundraising and philanthropic partnerships. We're eager to move forward together—with neighbors, donors, and collaborators—as we bring this plan to life.

With heartfelt thanks and anticipation for what lies ahead,

Amy Ramirez, MSW
Executive Director
Healthcare Foundation Northern Sonoma County





HEALTHCARE FOUNDATION

NORTHERN SONOMA COUNTY

VISION

To eliminate health inequities in northern Sonoma County.

MISSION

We connect people and resources to promote wellbeing in underserved communities.

GUIDING PRINCIPLES

Community, Compassion, Equity



OUR PROCESS



CENTERING OUR COMMUNITY PARTNERS

At the heart of this strategic plan is a commitment to partnership.


In October 2024, board members, staff, and community partners came together for a participatory planning session to center community wisdom and lived experience.

Using a futurist lens, participants envisioned what a thriving Northern Sonoma County could look like fifty years from now. They then named the strengths that could propel us toward that future, the barriers that might stand in the way, and the concrete steps we could take now to make meaningful progress.



OUR VISION FOR THE FUTURE:

4 STRATEGIC PILLARS



The four strategic pillars in this plan provide a framework to guide our work through 2028. They reflect what we heard from our partners and community members: the need to invest in people, amplify community voices, and strengthen the systems supporting our region's health and wellbeing.

Each pillar represents a commitment—to building a diverse healthcare workforce, forging strong partnerships grounded in equity, uplifting community-driven solutions, resourcing our nonprofit partners for long-term success, and growing a values-aligned base of philanthropic support.

These pillars are more than strategic goals; they are expressions of who we are and how we work.

They will shape our programs, inform our funding priorities, and drive our partnerships in the years ahead. By focusing our energy and resources in these areas, we aim to make the greatest possible impact—together.



PILLAR 1

HEALTHCARE ADVOCACY & PARTNERSHIPS

GOAL

Elevate community voice at a systems level to shape more just and responsive health policies and practices through advocacy, partnerships and convenings.

OBJECTIVES

- Deepen advocacy capacity
- Strengthen local healthcare coalitions

HOW WE'LL GET THERE

We believe lasting change in healthcare requires shared leadership, coordination, and a strong, collective voice—especially from those most impacted by inequities. In the years ahead, we will deepen our role as a convener, bringing together healthcare providers, grassroots leaders, and funders to align efforts and advocate for policies that improve access and outcomes for all.

We will prioritize partnerships with BIPOC-led organizations, ensuring they are not only included but centered in decision-making spaces. By listening, connecting, and directing resources their way, we aim to build trust and power where it has too often been overlooked.



PILLAR 2

HEALTHCARE WORKFORCE PIPELINES

GOAL

Increase the diversity of bilingual/bicultural health providers to advance equity in local care.

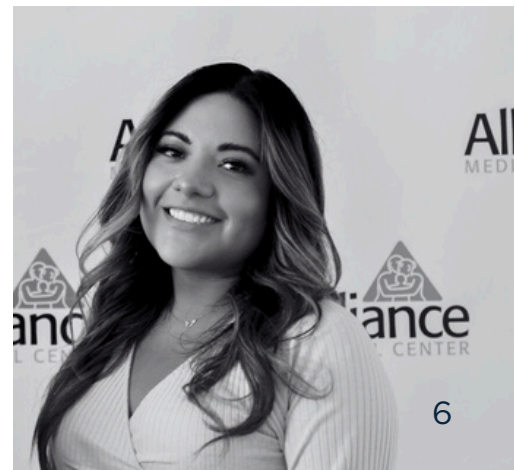
OBJECTIVES

- Support healthcare workforce and education pathways
- Promote the value of bilingual/bicultural healthcare workforce

HOW WE'LL GET THERE

We envision a future where everyone in our community can receive care from providers who understand their language, culture, and lived experience. To help realize this, we will invest in the Mental Health Talent Pipeline program, providing scholarships and support for bilingual, bicultural, and BIPOC students pursuing behavioral health careers.

We will deepen our partnerships with organizations that offer education and clinical supervision, and prioritize funding for programs that open doors to underrepresented groups in healthcare. We also plan to grow public awareness and support for these career paths—highlighting the vital role of bilingual/bicultural providers and community health workers/promotoras through storytelling, events, and outreach.



PILLAR 3

CAPACITY-BUILDING GRANTS

GOAL

Provide general operating grants to strengthen nonprofit effectiveness and stability.

OBJECTIVES

- Increase multiyear general operating support grants
- Develop strategic funding partnerships

HOW WE'LL GET THERE

Our local nonprofits and healthcare clinics are essential partners in advancing health equity—and they need flexible, reliable resources to thrive. Over the next three years, we will expand our capacity-building grantmaking to provide more multi-year, general operating support grants, especially for organizations led by and serving historically marginalized communities.

We will actively seek funding opportunities that align with our equity mission and amplify impact across the local system of care. This includes collaborating with other funders and co-developing proposals with trusted, community-rooted partners to bring in new resources.



PILLAR 4

COMMUNITY-LED SOLUTIONS

GOAL

Increase social capital by uplifting community voices and grassroots leadership to improve health outcomes.

OBJECTIVES

- Practice ethical community engagement
- Support inclusive leadership and decision-making

HOW WE'LL GET THERE

We know that communities have the wisdom and experience to shape the solutions that most affect their health. Our role is to listen, invest, and ensure those closest to the challenges are also closest to the decisions.

In the coming years, we will provide opportunities for community members—especially those historically excluded—to lead. This means convening local leaders alongside residents to co-create solutions, compensating people for their lived expertise, and ensuring transparency and accountability.

We are committed to moving at the speed of trust. By resourcing community-driven initiatives and removing barriers to participation, we will help build lasting infrastructure for change—led by and for the people most impacted.



A STRATEGY FOR PHILANTHROPY

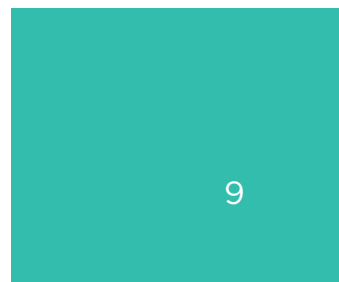
At the Healthcare Foundation Northern Sonoma County, philanthropy is at the core of who we are. As a fundraising organization, our ability to advance health equity depends on building meaningful relationships rooted in trust, shared purpose, and accountability.

Our approach is guided by the wisdom and priorities of the communities we serve. Donors are invited to join us as partners in advancing community-led health solutions. Our fundraising practices reflect this commitment, emphasizing shared purpose, trust, and accountability. We connect donors to the impact of their giving in meaningful ways, while ensuring that historically excluded voices help guide where and how resources are directed.

In practice, this means:

- Advancing community-centric fundraising approaches that reflect our values and elevate shared leadership.
- Equipping board, staff, and donors to embrace philanthropy as a driver of social change.
- Prioritizing flexible funding, multi-year commitments, and trust-based giving practices.
- Collaborating with other funders to align efforts and ease burdens on nonprofits.
- Directing resources toward community-led solutions shaped by those most affected.

Philanthropy and partnerships make all of this possible. They are not just strategies—they are the foundation for everything we aspire to achieve in Northern Sonoma County.



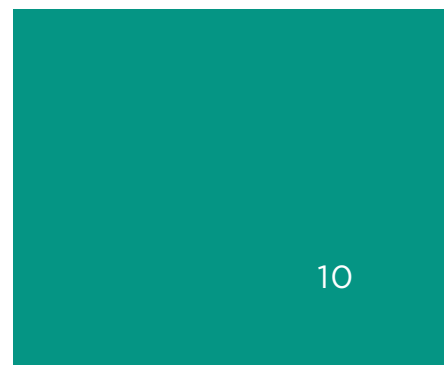
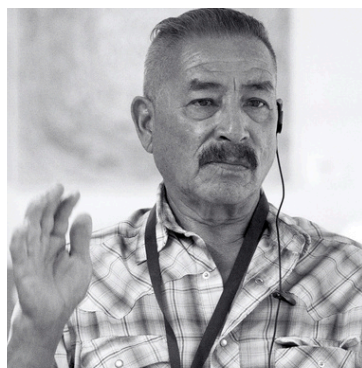
CONCLUSION

This strategic plan is a living document—one that our board and staff will review regularly and update as needed. It will evolve as our community evolves, but it will remain grounded in the principles that guide us: **community**, **compassion**, and **equity**.

We know that real and lasting change happens when we act together. That's why we invite donors, fellow funders, healthcare partners, and community members to join us in this work. Your insights, your voice, and your partnership are essential to creating a healthier future for all.

Let's build that future—together.

Progress on the 2025-2028 strategic plan will be reported in our end of year Impact Report.



ACKNOWLEDGEMENTS

PARTNER ORGANIZATIONS AND COMMUNITY MEMBERS:

- Stephanie Martinez – Peter E Haas Jr. Family Fund
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- Stephanie Manieri – Latino Service Providers
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- Ed Sheffield – Sutter Health
- Manny Lopez Ortiz – Santa Rosa Junior College
- Amy Holter – Community Foundation Sonoma County
- Dr. Daniela Dominguez – On the Margins & University of San Francisco

BOARD MEMBERS:

- Montserrat Archila
- Darnell Bowen (former member)
- Kaleigh Bulloch Whitehall
- Daisy Cardenas
- Ann Elston
- Rachel Glitz
- Wanda Tapia-Thomsen (former member)
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GLOSSARY OF TERMS

Advocacy

Speaking up or taking action to create change in policies, systems, or practices that affect people's lives.

BIPOC-led Organizations

Organizations led by Black, Indigenous, and People of Color, whose leadership reflects the communities they serve.

Capacity Building

Helping nonprofits grow stronger and more effective through funding, training, and support.

Coalitions

Groups of organizations and/or individuals working together toward shared goals.

Collective Impact

A structured way for organizations and stakeholders to work together toward a shared goal with aligned strategies and mutual accountability.

Community-Centric Fundraising

A fundraising approach that centers community benefit and equity, rather than focusing on donor recognition or control.

Ethical Community Engagement

Engaging communities in respectful, inclusive, and transparent ways, ensuring they help shape decisions.

Equity

Fairness and justice in the way people are treated. Equity means recognizing and addressing historic and current barriers so that everyone has access to opportunities and resources they need to thrive.

General Operating Support

Funding that supports a nonprofit's overall work, rather than being limited to specific programs.

Historically Excluded Communities

Communities that have faced barriers to participation, power, and opportunity, often because of race, income, language, or immigration status.

Lived Expertise

Knowledge gained through personal experience with the challenges and opportunities being addressed.

Promotoras

Community health workers from within the community who provide culturally relevant support, education, and advocacy.

Stewardship Strategies

Ways of maintaining strong, meaningful relationships with donors and supporters.

Systems Change

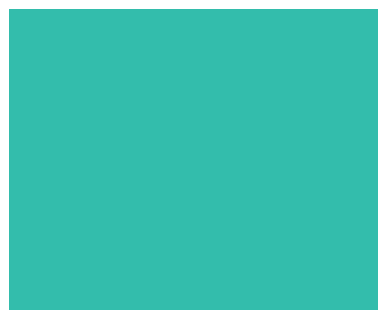
Transforming the underlying policies, structures, and cultural norms to remove barriers and create more just and inclusive outcomes.

Trust-Based Philanthropy

A funding approach rooted in partnership, transparency, and flexibility, with fewer burdens on grantees.

Upstream Solutions

Solutions that address root causes of problems, not just immediate symptoms.





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