



**2021 – 2026  
Strategic Plan Summary**

<b>VISION</b>	CT residents will be their healthiest and health care will nurture the health of everybody.
<b>MISSION</b>	To accelerate the movement for health justice for everybody because health is a human right and core to social justice and equity.
<b>BELIEFS/ VALUES</b>	<p>We believe in justice and value health as a human right, equity for all, shared responsibility, the role of government and inclusive participation.</p> <ul style="list-style-type: none"> <li>• <b>Justice.</b> Each person lives within a larger context. The social determinants of health make all the difference in the state of health. Health sits squarely within the larger context of social and economic justice.</li> <li>• <b>Human Right.</b> Quality health care is a right that belongs to everyone.</li> <li>• <b>Equity.</b> Everyone's needs are not the same. Equity in health and health care must account for people's differing needs and recognize that what works for some does not work for all, particularly by race, ethnicity and status. All people benefit from greater equity; it does not disadvantage some at the expense of others.</li> <li>• <b>Shared Responsibility.</b> Government, community, health care workers, employers and individuals all have crucial roles in shaping a more effective system and producing better health outcomes.</li> <li>• <b>Government Oversight and Accountability.</b> Health care is a public good, and government has a major role to play in financing coverage, regulating prices, enforcing quality standards and ensuring health equity. Equity requires resources. A powerfully engaged populace is needed to hold policymakers accountable.</li> <li>• <b>Inclusion and participation.</b> Collective and individual action, including by those most affected by inequities, is vital to accountability for a system that delivers health to all</li> </ul>
<b>PRINCIPLES</b>	<ul style="list-style-type: none"> <li>• Universal means health and health care for everybody</li> <li>• The fight for health justice is part of the broader movement for social, racial and economic justice</li> <li>• Anti-racism is at the core of our work</li> <li>• Enhanced organizing and advocacy capacity is necessary to overcome power imbalances</li> <li>• We take the lead from those most impacted</li> <li>• We use a trust-based philanthropy approach</li> </ul>

<b>FIVE YEAR OUTCOMES</b>	<ul style="list-style-type: none"> <li>• Health disparities are decreased by significantly improving factors that impact people most affected by inequities in our system</li> <li>• The power of people most impacted by inequality is strengthened to effectively challenge interests that protect the status quo</li> <li>• Health justice progress is linked to broader improvements in racial, social and economic justice</li> </ul>			
<b>INTENDED CHANGES</b>	Significant progress addressing the social and political issues that impact community and individual health and well-being.	Increased capacity of the organizing and advocacy field and wider support for that capacity and leadership to be sustained and to grow.	Strengthened networks of diverse allies and partners working to achieve health justice and support for the broader movements for racial, social and economic justice.	
<b>UHCF PRIORITY GOALS</b>	<p align="center"><u>Building Power</u></p> <p>Build power for health justice by collaborating with broader racial, social &amp; economic justice agendas and movements.</p>	<p align="center"><u>Policy Advocacy</u></p> <p>Advance public policy initiatives with high potential to improve health equity and health outcomes.</p>	<p align="center"><u>Strategic Relationships &amp; Partnerships</u></p> <p>Build and deepen relationships with diverse funded partners, targeted groups of women, immigrant organizations, groups that are working on broader racial, social and economic justice, funding partners, policymakers, and state and national organizations.</p>	
<b>PROGRAMMATIC SUPPORT GOALS</b>	<p align="center"><u>Grantmaking</u></p> <p>Support organizations and strategic alliances that amplify and engage the people who are most impacted, using a trust-based philanthropy approach.</p>	<p align="center"><u>Strategic Communications</u></p> <p>Dynamic, multi-channel communications that spur action by targeted audiences.</p>	<p align="center"><u>Governance, Finance and Administration</u></p> <p>Raise revenue, control expenses, responsibly steward the assets and maintain high performance board and staff teams.</p>	
<b>RESOURCES</b>	<ul style="list-style-type: none"> <li>• Staff</li> <li>• Board</li> <li>• Funded partners</li> <li>• Donors</li> <li>• Community Organizers</li> <li>• Advocates</li> <li>• Grassroots Activists</li> <li>• Consultants</li> <li>• Interns</li> </ul>	<ul style="list-style-type: none"> <li>• Racial, Social, Economic Justice Allies and Coalitions</li> <li>• Community Organizations</li> <li>• Grassroots Organizations</li> <li>• Advocacy Organizations</li> <li>• Funding Collaboratives</li> <li>• Foundation Partners</li> <li>• Health Care System Relationships</li> <li>• State and National Nonprofit Partners</li> <li>• Public Officials and Agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Advocacy and Organizing Campaigns</li> <li>• Survey and Policy Research</li> <li>• Workshops and Trainings</li> <li>• Grantmaking</li> <li>• Allyship</li> <li>• Convenings</li> <li>• Informational Materials</li> <li>• Communications</li> </ul>	<ul style="list-style-type: none"> <li>• Assets &amp; Investment Returns</li> <li>• Donations and Grants</li> <li>• Office and Meeting Space</li> <li>• Equipment and Technology</li> </ul>