



**2019 – 2024**

**Strategic Plan**

<b>VISION</b>	We envision a system that is accountable and responsive to the people it serves, and that supports our health, takes excellent care of all of us when we are sick at a cost that doesn't threaten our financial security and continues to be an important source of quality employment and vitality in our communities.
<b>MISSION</b>	To serve as a catalyst that engages residents and communities in shaping a democratic health system that provides universal access to quality, affordable and equitable health care and promotes health in Connecticut. We believe that health care is a fundamental right and that our work is part of a broader movement for social and economic justice.
<b>BELIEFS/ VALUES</b>	<ul style="list-style-type: none"> <li>• Everyone's needs are not the same. Equity in health and health care must account for the differing needs of sub-groups and recognize that what works for some does not work for all. This is particularly true by race, ethnicity and socio-economic status.</li> <li>• 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.</li> <li>• An engaged populace is needed to hold policymakers accountable.</li> </ul>
<b>PRINCIPLES</b>	<ul style="list-style-type: none"> <li>• Universality: Access to coverage and care when and where needed, leaving no one out</li> <li>• Continuity: No gaps in coverage throughout the lifespan</li> <li>• Affordability for all income levels</li> <li>• Sustainability for the economy</li> <li>• Focus on health outcomes: High quality, safe, comprehensive and equitable care that promotes health</li> </ul>
<b>LONG - TERM OUTCOME</b>	Significant, measurable improvements in access to affordable and quality medical/behavioral/dental/prescription drug care and coverage and the opportunity to lead healthy lives for everyone in Connecticut, while reducing disparities in health and health care for communities marginalized by race, ethnicity, socio-economic status and/or other characteristics.

<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>INTENDED CHANGES</b></p>	<p>Significant structural and systemic changes in health care financing and delivery and improvements in the social determinants of health are achieved.</p>	<p>Economically sustainable public health insurance options that expand affordable, quality and equitable coverage to all, while reducing disparities for marginalized constituencies that often “fall between the cracks” are enacted and implemented at state and/or federal level.</p>	<p>Strengthened networks of diverse organizations including advocates, health care providers and community members who are well-informed and actively engaged in securing and ensuring accountability for health care that is affordable, equitable and high quality.</p>	
<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>UHCF PRIORITY GOALS</b></p>	<p style="text-align: center;"><u>Policy Advocacy</u></p> <p>Advance public policy initiatives with high potential to expand and implement public health insurance options, reduce and control prices and improve health outcomes for all, while reducing disparities in health and health care for communities marginalized by race, ethnicity, socio-economic status and/or other characteristics.</p>	<p style="text-align: center;"><u>Strategic Relationships &amp; Partnerships</u></p> <p>Influence targeted audiences of policymakers, diverse allies, current and prospective donors, community members and state and national organizations by increasing knowledge and awareness and stimulating action on priority policy issues.</p>	<p style="text-align: center;"><u>Grantmaking</u></p> <p>Support organizations and strategic alliances that amplify the voices of consumers and patients and engage marginalized constituencies in advocacy.</p>	
<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>PROGRAMMATIC SUPPORT GOALS</b></p>	<p style="text-align: center;"><u>Strategic Communications</u></p> <p>Deploy a full range of communications, outreach and engagement tools and strategies to advance intended outcomes, changes and goals.</p>	<p style="text-align: center;"><u>Governance, Finance and Administration</u></p> <p>Raise revenues, control expenses and maintain high performance board and staff teams to grow foundation assets and support the efficient and effective achievement of intended outcomes, changes and goals.</p>		
<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>RESOURCES</b></p>	<ul style="list-style-type: none"> <li>• Staff</li> <li>• Board</li> <li>• Grantees</li> <li>• Donors</li> <li>• Community Members and Leaders</li> <li>• Advisors &amp; Consultants</li> </ul>	<ul style="list-style-type: none"> <li>• Funding Collaboratives</li> <li>• Foundation Partners</li> <li>• State and National Nonprofit Partners</li> <li>• Social Justice Allies</li> <li>• Health Care System Relationships</li> <li>• Community Organizers and Advocates</li> <li>• Public Officials and Agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Convenings</li> <li>• Survey and Policy Research</li> <li>• Workshops and Trainings</li> <li>• Informational Materials</li> <li>• Website</li> <li>• Social Media Sites</li> </ul>	<ul style="list-style-type: none"> <li>• Assets &amp; Investment Returns</li> <li>• Grants</li> <li>• Memberships</li> <li>• Office and Meeting Space</li> <li>• Equipment and Technology</li> </ul>

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