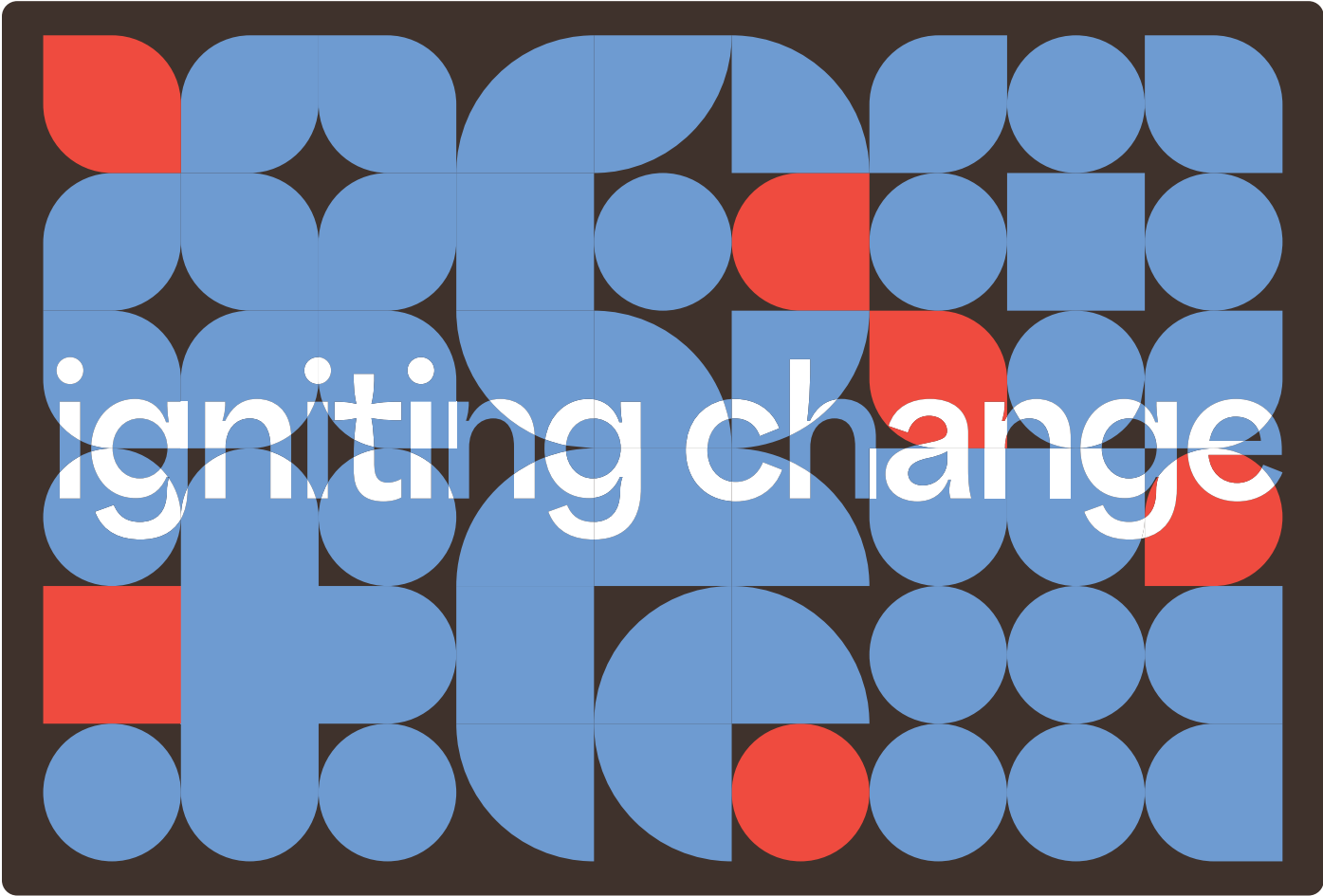


Strategic Framework

2025
|
2030



igniting change

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improving **health** not just health care

Strategic Framework 2025 – 2030

As an institution of the Episcopal Diocese of Texas, Episcopal Health Foundation is grounded in Christian beliefs that call for equity before God and a mission to serve those in need—especially in the promotion of health and well-being among the 15 million Texans in the 81 counties of the diocese.

In response to this call, EHF is rooted in the pursuit of equitable health for all Texans. This goal requires bold investments and innovative actions to catalyze positive shifts in the health landscape of Texas. As EHF commits to **Igniting Change**, we have listened and learned from the experiences and priorities of congregational and community members, local and national partners, grantees, health experts, and research partners. Remaining true to our core values and building on the work of the last decade, EHF has built a new strategic framework to advance and focus our promise to improve health for all Texans, especially among those who face the most obstacles to health.

Opportunities to be healthy are not equal across all populations. Life expectancy for Texans in zip codes separated only by a freeway or a few miles can vary by more than 20 years. More than one in five Texans still does not have health insurance. EHF recognizes that many low-income and under-resourced communities in urban and rural settings have poorer health outcomes due to poverty and discrimination resulting in limited access to quality jobs, schools, housing, food, and health care. Addressing these preventable differences and improving health for all Texans requires us to address non-medical drivers of health: factors and conditions outside the health care system that significantly influence a person's overall health and well-being.

for all Texans

Our Commitment to Health for All Texans

For Texas to fully realize its great potential, all Texans must have the ability to thrive. Health equity is an essential part of that future. For EHF, health equity means ensuring everyone has a fair chance to be as healthy as possible by removing barriers like poverty, discrimination, and lack of access to basic needs.

Pursuit of fair and just opportunities for all Texans drives us to address health equity in a more effective way. While EHF has successfully worked with partners to improve the health opportunities for those who continue to be marginalized by existing systems, there is still much work to be done.

As EHF moves into a new strategic season, we reaffirm a long-term commitment to invest in and promote organizations, communities, and initiatives to accelerate a bold vision that all Texans have a fair and just opportunity to live their healthiest lives.

Building on Our Foundation

EHF's determination to change the conversation to improving health, not just health care has strengthened health-focused change-makers and paved the way for health transformation in Texas. Focusing on non-medical drivers of health like reduction of asthma triggers in homes, creating and maintaining safe places to exercise, increasing access to healthy foods, and removing barriers to health care access are just some of the ways EHF is helping change-makers address the root causes of poor health.

Whole-person well-being requires addressing non-medical drivers of health and must include integration between accessible health services and healthy communities supported by health-promoting policies at all levels. In this new chapter of our work, EHF will accelerate the positive change that began with shifting the way Texans think about health and tackle the unequal and unacceptable health realities faced by people with lower incomes, populations of color, and other under-resourced communities across the state.

Action Areas

Whole-person well-being requires addressing non-medical drivers of health and must include integration between three action areas:



Impact Drivers

Working across the Action Areas through grantmaking, research, and engagement efforts, EHF will support work in the following areas:



Priorities for Change

EHF will demonstrate impact by applying our integrated approach to three key areas that shape the health of Texans:



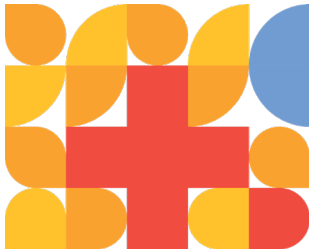
EHF uses a diverse set of tools to ignite change:





Action Areas

Whole-person well-being requires addressing non-medical drivers of health and must include integration between three action areas: accessible health and health care services, healthy communities, and health-promoting policies at all levels.



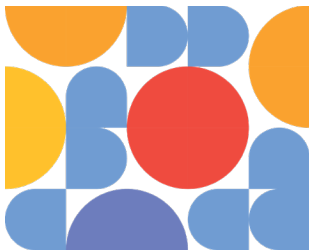
Health and Health Care Services

Equitable access to comprehensive health services is essential for a person's health.

Comprehensive health services deliver essential medical and non-medical care that advances health and well-being throughout a person's life. These important services are delivered by community clinics, such as federally qualified health centers, and community-based organizations across Texas. These services include everything from preventive care to maternal and prenatal health care to important practices that strengthen screening for non-medical factors that impact health.

EHF's approach for promoting an equitable infrastructure for whole-person care is to invest in innovative and sustainable solutions that put needed health services within reach of every Texan, especially those who face long-standing barriers and have limited access to resources and opportunities.

This infrastructure includes a variety of features including incentivizing health sector funding to pay for interventions that address non-medical drivers of health, supporting organizations that help people with lower incomes enroll in health insurance and other health-related programs, and strengthening the community health worker sector.



Healthy Communities

Health-promoting communities are where health happens.

A healthy community is one in which community organizations, multi-sector collaboratives, and individual residents activate their voices and work together to create healthier environments, make healthy options accessible to everyone, and support actions that can prevent disease.

EHF's approach to improving community health is to support community organizations, congregations, and other health-focused groups who are collaborating to create positive change where they live. These efforts are driven by the experiences of people most impacted by poor health who know their health needs best.



Health Policies

Health-minded policies change systems to improve health for everyone.

Health-promoting state, local, federal, and organizational policies overcome barriers to accessing health services, address non-medical drivers of health, and create the conditions for healthy communities.

EHF's approach for leveraging policies to improve health is to work with partners and decision-makers to identify and support the development and implementation of policies and funding that enhance the well-being of Texans. This includes affordable access to health services, innovative non-medical drivers of health initiatives, and improved community conditions. EHF is particularly focused on improving opportunities for health for people with lower incomes and other emerging populations that are often overlooked and excluded.

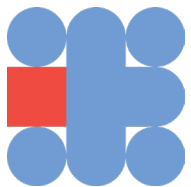


Impact Drivers

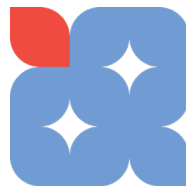
EHF believes that lasting change in health happens by design. To create a healthier future for all Texans, we have identified six Impact Drivers to guide this work. Working together and interwoven throughout EHF's Action Areas, these Impact Drivers are the core ways to drive change—targeted areas tackling the root causes of health challenges and creating lasting, measurable health improvements for all Texans.

These impact drivers reflect what EHF has learned from communities, partners, congregations, research, and years of work as a leading health funder in Texas. They are not standalone efforts, but interconnected strategies that meet this unique moment to work together to improve health, remove barriers, and strengthen conditions that allow people and communities to thrive. Each Impact Driver is brought to life through a set of approaches—specific areas of focus that reflect how our partners will take action in their communities.

EHF is committed to using our diverse set of tools and working alongside those closest to the issues to create solutions that have lasting impact. By focusing on these Impact Drivers, we are sharpening our focus and deepening our commitment. Through collaboration, we are working toward a future where everyone has the opportunity to live a healthy life, regardless of income, race, or ZIP code.



**Strengthening
Comprehensive
Care**



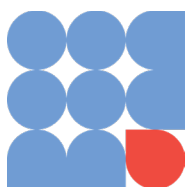
**Accelerating
Innovative Health
Financing**



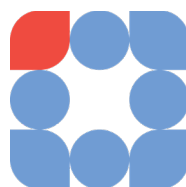
**Activating
Community
Voices**



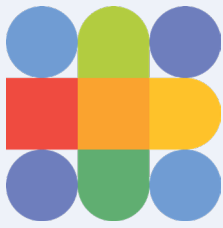
**Maximizing
Connections to Health
Coverage and Benefits**



**Supporting
Community
Health Workers**



**Promoting
Multi-Sector
Collaboration**



Strengthening Comprehensive Care

About the Driver:

Year after year, Texas continues to have the highest uninsured rate in the country. For far too many, that means lack of access to comprehensive health care and health services that are essential to good health. Health services encompass a wide range of solutions that extend beyond the doctor's office, tackling social, economic, and environmental factors that play a crucial role in overall health and well-being.

Comprehensive care encompasses a full range of health services, including preventive care, primary care, maternal and prenatal care, behavioral and mental health services, reproductive care, pediatric care, early childhood development, early relational health, and more.

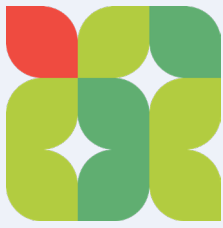
Why It Matters:

When access to comprehensive care is limited, especially in areas facing economic instability or fewer care options, the result is growing inequities. Without reliable access to care, especially preventive care, many Texans develop and struggle to manage serious health conditions that lead directly to poor long-term health outcomes. This gap in care also has far-reaching economic consequences for both households and entire communities.

By investing in patient-centered comprehensive care, such as Federally-Qualified Health Centers, and effectively leveraging federal, state, and private reimbursement programs, EHF is committed to achieving better health outcomes by ensuring all Texans can receive wide-ranging comprehensive care that addresses their medical and non-medical needs. As a leading health funder in Texas, EHF has prioritized strengthening comprehensive care for more than a decade. EHF will continue to drive innovative solutions in both urban and rural communities that focus on populations that face barriers to good health.

APPROACHES

- **Support providers** to improve access to care and increase comprehensive care services, particularly in areas with service gaps.
- **Improve integration** across providers, community partners, and services by strengthening non-medical drivers of health solutions, fostering collaboration, and advancing integrated services.



Accelerating Innovative Health Financing

About the Driver:

Despite spending more than \$4.9 trillion on health care, the U.S. performs worse than other developed countries in life expectancy, infant mortality, and diabetes. Innovative health financing is about using traditional health care dollars in new and different ways to pay for better health outcomes. Instead of only covering doctor visits and medicine, innovative health financing pays for things outside the doctor's office that help people stay healthy. These approaches include alternative payment models, pay-for-success programs, and collaborative work that supports interventions to address underlying factors of poor health like food insecurity, safe places for physical activity, and more.

EHF works to shift the health sector's approach by supporting community clinics, collaboratives, and nonprofits in exploring new ways to pay for health, not just health care. Through partnerships with government agencies, Medicaid managed care organizations, philanthropies, and others, EHF supports new and different ways of paying for improved health outcomes. EHF's goal is to ensure this work is sustained through innovative funding models that extend beyond EHF and other traditional philanthropic sources.

Why It Matters:

By moving beyond the traditional fee-for-service model toward one that rewards prevention and whole-person care, EHF believes innovative health financing can help the overall health system pay for non-medical approaches that improve long-term health. Non-medical factors contribute about 80% of what determines health outcomes, and these factors are the underlying cause of significant preventable health differences for low-income and under-resourced communities. As part of the 'improving health, not just health care' movement in Texas, EHF is committed to supporting innovative health financing projects through convening, planning, and policy changes and investing in pilot projects to test their effectiveness. Through this work, EHF will help create more sustainable ways to improve health outcomes for all Texans and reduce overall health care costs at the same time.

APPROACHES

- **Support and strengthen the development and implementation of alternative payment models** and other financing strategies that use health care dollars in different ways to pay for improved health outcomes.
- Work with partners to **identify and access funding from state, local, and federal governments and health care payers** for non-medical drivers of health and community and population health projects.



Activating Community Voices

About the Driver:

Communities negatively impacted by health disparities are often missing from discussions and decisions that affect their health. By activating community voices, EHF aims to boost overall health by partnering with communities and the organizations that support them to identify and advocate for their most pressing health-related needs. These efforts include resident leadership, coalition-building, sector-strengthening, civic engagement, community organizing, and more.

Why It Matters:

Your zip code alone should not determine your health. Yet, community conditions outside the health care system like economic instability, neighborhood safety, education, and environmental situations directly affect the health and well-being of those who live in those communities. Additionally, communities of color, low-income areas, and underserved populations have historically been disproportionately impacted by these non-medical factors.

Recognizing that solutions shaped without the community often lead to ineffective programming, policies, and temporary fixes, EHF will work to activate the voices and experiences of communities. EHF's longstanding commitment to strengthening the ability of community organizations and congregations to share their voices, create high-impact solutions, and take action related to health has paved the way for supporting future work.

APPROACHES

- **Center community voice in decision-making** to drive change across systems and processes that impact community health outcomes.
- **Support community organizations, congregations, and residents** in their ability to collaborate and advocate for the health of their communities.



Maximizing Connections to Health Coverage and Benefits

About the Driver:

Connecting Texans to health insurance coverage and public benefits like Medicaid, SNAP, WIC, Affordable Care Act marketplace health plans, and other programs provides a link to critical services that support and improve health and well-being. EHF supports organizations that help Texans understand their options, navigate the enrollment process, and access and use the benefits. These programs tackle underlying, non-medical causes of poor health by addressing food insecurity, preventing and treating illnesses, and reducing overall health inequities for under-resourced Texans. By maximizing connections to critical health coverage and benefits, EHF aims not only to increase access but help prioritize the utilization of these important services.

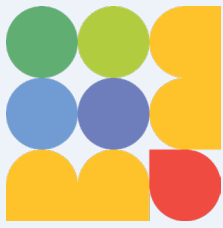
Why It Matters:

EHF believes that maximizing connections to health insurance coverage and benefits creates lifelines for improved health. Millions of Texans do not have health insurance, so they often struggle with chronic illnesses and experience worse overall health. This gap in health insurance coverage creates financial burdens for families and governments alike. Bridging this gap requires reaching hard-to-reach communities and ensuring they have opportunities to improve their health in ways that work for them. Likewise, stigma and shame keep many Texans from enrolling in other public benefits that would help address non-medical needs that impact health.

Through strategies like proactive eligibility screening, education, and ongoing engagement, EHF will support organizations that help Texans fully utilize these programs and insurance plans, improving health outcomes and building stronger, healthier communities. EHF's commitment to addressing non-medical factors that impact well-being and ensuring all Texans have a fair opportunity to good health makes it uniquely suited to support efforts to maximize connections to health coverage and benefits.

APPROACHES

- **Strengthen enrollment efforts** by partnering with community organizations to **advance solutions informed by those with lived experience**.
- **Advance health insurance coverage and public benefits utilization** by improving programs, integrating services, and expanding access.



Supporting Community Health Workers

About the Driver:

Community health workers (CHWs) are a diverse and dedicated workforce that serves as a trusted link between health services and the communities they support. This workforce includes community health workers, promotoras, peer navigators, lay clinic staff and many other critical partners. Together, they provide health education, connection to care, and address non-medical factors like housing, nutrition, transportation, and more.

EHF recognizes that CHWs are part of a community-based approach to improving health outcomes and reducing preventable health differences in under-resourced communities. That is why it is critical to support, strengthen, and sustain CHWs in Texas. At the same time, it is also important for community-based organizations and community members to engage CHWs in new and different ways.

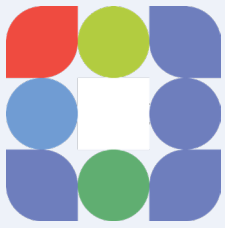
Why It Matters:

As trusted advocates, CHWs have a deep understanding and personal experience across the many issues that directly impact the health of the communities they serve. Across the country, they have demonstrated significant effectiveness in improving health outcomes while reducing health care costs.

By supporting this wide-ranging group as they work in communities, EHF is committed to expanding their ability to partner with community organizations to improve health outcomes outside of the health care system. EHF's experience has shown that CHWs play a vital role in improving community health by increasing access to health services, building community capacity, and shifting the power imbalance in underserved communities. They are crucial to bridging the gap between the community and health care.

APPROACHES

- **Strengthen the sector by building the capacity of community health worker associations and training centers** so they can enhance training, compensation, and employer best practices.
- **Promote the role of community health workers** by supporting their placement in non-traditional settings, integrating them into health care teams, and advancing programs that employ them in clinical and community settings.



Promoting Multi-Sector Collaboration

About the Driver:

Purposeful collaboration between different sectors like health care, nonprofits, governments, philanthropic organizations, communities, faith-based organizations, and others is essential to improving health. Alone, no one group, organization, or field can transform community health. Addressing the greatest barriers to good health and finding long-term solutions to health beyond medical care alone requires cooperation between multiple partners that align work and resources in different sectors to address the many non-medical factors that impact health.

EHF has a longstanding commitment to initiatives that advance shared agendas for improved health outcomes across communities. This work requires trust, time, patience, and persistence. The primary goal of strengthening multi-sector collaboration is to help different types of partners build strong, effective relationships with each other and the communities they serve so they can create shared health strategies that are well-funded and sustained through a range of sources.

Why It Matters:

EHF believes the barriers to advancing good health often result from challenges that are complex and longstanding. From the scope of the health challenge to the time required to create a common starting ground, the initial resources and effort required to build momentum for purposeful collaborations are significant enough for collaborations to never even begin. EHF will support efforts to strengthen multi-sector collaborations with a shared plan for health to create opportunities where people with lived experience can be heard, big and small health-related challenges can be understood, and solutions that need teamwork from multiple partners can take shape. As a leading health funder, EHF maintains a unique ability to incentivize and promote this essential multi-sector approach to achieving good health for communities and their residents.

APPROACHES

- **Support established multi-sector collaborations that advance community health**, such as public-private partnerships and place-based initiatives.
- **Incubate emerging multi-sector efforts** through capacity building, technical support, relationship building, and sustainability planning.

Priorities for Change

By creating a connected approach that is woven across Action Areas and Impact Drivers, EHF will begin to measure the impact of these efforts to reduce preventable health disparities and improve key health outcomes, especially for Texans who have a lower income and face barriers to good health.

EHF believes that there are some health challenges that serve as warning signs that things need to change when it comes to systems and conditions in Texas. While these challenges can be serious, they are not inevitable. They can be prevented, but not by the health care system alone. The root causes of these health challenges run deeper, shaped by the environments in which people live, work, play and pray, and highlight the need for broad changes so that everyone has a fair shot at good health.

EHF is betting that by using our integrated approach to confront and address three Priorities for Change—food & nutrition security, maternal health, and diabetes prevention—we can make the biggest impact in reducing preventable differences in health outcomes based on income, race/ethnicity, or where a person lives.

To address these issues, EHF will go beyond the doctor's office, collaborating with community organizations, health systems, and governments to tackle root causes and advance innovative solutions.



Food and Nutrition Security

Good nutrition is essential for good health. More than four million Texans experience food insecurity, which often sets off a chain reaction of additional health challenges. Limited access to nutritious food is linked to higher rates of obesity, diabetes, heart disease, and stroke. Under-resourced communities, older adults, families with lower incomes, and rural areas face the greatest barriers to accessing affordable, healthy food.



Maternal Health

Mothers should not die from pregnancy. Up to 90 percent of maternal deaths are preventable. Non-medical factors like limited access to nutritious foods and recreational activities impact rates of chronic medical conditions that negatively affect pregnancy outcomes. Fostering healthy communities, promoting early relational health, increasing access to health services, and social supports that are culturally responsive leads to healthy pregnancies and healthy mothers in the postpartum period, which in turn lays the foundation for her and her child's long-term physical and mental health.



Diabetes Prevention

Nine in 10 cases of diabetes are preventable. In Texas, diabetes rates are higher than the national average, with Latino and Black Texans facing even higher risk. Diabetes increases the risk for heart disease, stroke, and kidney disease, and is influenced by factors like access to nutritious food and opportunities for physical activity. Treatment for diabetes adds up to \$8 billion annually in Texas Medicaid costs alone.

Our Tools

Beyond our impact drivers, there are many other tools we use to improve health, not just health care, for all Texans.

Capacity Building

EHF supports grantees, community partners, and congregations in building the skills, knowledge, and infrastructure they need to succeed.

Communications

EHF strives to raise awareness and bring attention to issues affecting the health of Texans. Since our founding, EHF has conducted rigorous health policy polls to understand the perspectives and experiences of Texans and amplify community voices and stories.

Community & Congregational Engagement

Across the Episcopal Diocese of Texas, more than 180 congregations have a long history of commitment to making their communities healthy places to live, work, play and pray. EHF helps organize and focus their efforts to have the greatest impact on health. At the same time, EHF supports organizations to design and carry out authentic community engagement efforts that ensure residents have a voice in shaping the solutions that impact their health.

Convening

EHF strengthens networks by hosting and participating in local, state, and national public health conversations, leaning in as a trusted convener to bring diverse stakeholders to the table.

Evaluation

EHF partners with grantees and organizations to learn from ongoing work through evaluation. As a funder, we are interested in understanding the processes and outcomes of our investments and believe in being transparent about the impact of our work.

Grantmaking

EHF plans to invest ~\$200 million over the next five years in grants within the service area of the Episcopal Diocese of Texas. EHF provides grants to support comprehensive, bold projects in alignment with our strategic framework that address both the medical and non-medical drivers of health among Texans.

Policy Influence

EHF works with partners and decision-makers to identify and support the development and implementation of policies and funding strategies that enhance the well-being of Texans.

Research

Through research, data analysis, and mapping, EHF uncovers invaluable insights about health policy, systems, and programs, and puts forward recommendations to improve health for all Texans.

About Episcopal Health Foundation

Rooted in faith and active in hope, Episcopal Health Foundation (EHF) believes ALL Texans deserve to live a healthy life—especially those with the least resources and those who face the most obstacles to health. We are dedicated to improving health, not just health care in Texas.

By providing millions of dollars in grants, working with community partners and congregations, and providing important research, EHF supports solutions that address the underlying causes of poor health in Texas.

