

STRATEGIC PLAN 2025

The dynamics of our ever-changing region require us to ensure that the work of the Paso del Norte Community Foundation, Paso del Norte Health Foundation and the Fundación Paso del Norte evolves to meet the needs of our region and best practices in philanthropy.

The Boards of Directors adopted the Strategic Plan 2025 to guide the work of the foundations over the next five years. The goals were established as part of a planning process that included feedback from community leaders and stakeholders along with a review of demographic, health, and social determinants of health data, benchmarks and trends. The Strategic Plan 2025 is also informed by our experiences responding to crises like the August 3rd shooting and COVID-19 pandemic, and social inequities that have underscored the strengths and vulnerabilities of our region.

We are grateful to our board members, staff and community partners for being such a big part of who we are and what we will accomplish working together.

Shared Values





The Paso del Norte Health Foundation, Paso del Norte Community Foundation and Fundación Paso del Norte are a family of foundations that collaborate to improve health and quality of life in the Paso del Norte region through leadership, grantmaking and leveraging philanthropy.

The Paso del Norte Health Foundation and the Paso del Norte Community Foundation work together to grow assets through philanthropy and increase grantmaking to improve health. The partnership creates operating efficiencies for both foundations by sharing executive, program and development staff as well as administrative, financial and investment support. The Fundación Paso del Norte provides support to the Paso del Norte Community Foundation and the Paso del Norte Health Foundation to further their missions in Ciudad Juárez, Mexico.

3 Imperatives

1. to live our core values of leadership, collaboration, integrity, inclusion and stewardship

2. to invest in our human capital including governance, staff and community partners

3. to ensure highly-effective grantmaking, programming and communications focused on community impact.

SUPPORTING THE THREE IMPERATIVES

- Develop and execute comprehensive bilingual marketing and communications program to ensure brand awareness, clearly articulate purpose and impact, and increase engagement in the work of the foundations while recognizing coalitions, grantees, and other partners.
- Provide meaningful engagement opportunities for board members and volunteers including interaction with grantees and partners.
- Ensure staff have the tools, resources, and development opportunities to achieve strategic goals. Assess technology needs and invest in upgrades as needed to advance the mission of the foundations.
- Ensure processes, procedures and practices are in place to optimize operations. Incorporate diversity, equity and inclusion into foundation policies and practices.
- Strengthen cross-departmental and cross-foundation communications and collaboration. Integrate grants management and programmatic support for grantmaking across foundations.
- Maintain administrative expenses at no more than 1% of assets for the PDN Health Foundation, 15% of annual revenue for the PDN Community Foundation and 5% administrative costs for the Fundación Paso del Norte, and ensure full transparency.
- Reflect on lessons learned and gather and define best practices for effective crisis response.



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MISSION

The mission of the Paso del Norte Health Foundation is to lead, leverage and invest in initiatives, programs, and policies that promote health and prevent disease in the Paso del Norte region.

HISTORY

The Paso del Norte Health Foundation was established in 1995 with \$130 million in proceeds from the sale of Providence Memorial Hospital to Tenet Corporation. Today, with nearly \$250 million in assets, the Health Foundation has awarded more than \$200 million to meet our mission.

Since inception, the Health Foundation has invested in initiatives, programs, and policies to measurably improve the lives of residents in our region. In the last five years, the Health Foundation invested in grants, coalitions, health messages, and implementation of new policies to improve nutrition, increase physical activity, reduce vaping and binge drinking, increase access to and engagement in positive activities for disconnected youth, reduce negative bias associated with mental illness, improve access to mental and behavioral health services, and invest in leaders, organizations, and catalytic projects key to the health of our region. This includes:

- Completed the Playa Drain Trail and Master Plan for the Paso del Norte Trail and provided funding for trail completion in southern New Mexico.
- Supported active school health coalitions and funded programs.
- Provided programs that meet nutrition needs among vulnerable children in Cd. Juárez.
- Adopted SmokeFree policies for public housing.
- Provided alcohol awareness and binge-drinking reduction efforts in Cd. Juárez.
- Provided VapeFree Paso del Norte education messages.
- Improved the mental health continuum of care.
- Invested in greater awareness and access to mental health resources.
- Invested in the leadership development of nonprofit staff and board members.
- Led investments in key community projects like the TTUHSC-El Paso Foster School of Medicine and Hunt School of Dental Medicine.



GOALS

Over the next five years, the Paso del Norte Health Foundation will employ a variety of strategies aligned with our mission to include grantmaking to nonprofit organizations and regional institutions, engaging networks/collaborations to work on policy and systems change, deploying health education/promotion campaigns, providing individual and organizational leadership, and leveraging resources to expand impact.

The Paso del Norte Health Foundation has established three priorities to improve health over the next five years: Healthy Living, Disease Prevention and Management, and Health Leadership. Detailed plans are developed by our staff with input from key stakeholders to guide implementation.



PRIORITIES & STRATEGIES

HEALTHY LIVING

1. HEALTHY EATING - Make healthy eating a priority in our community by providing health education, policy and promotion.

2. PHYSICAL ACTIVITY - Make physical activity the easy choice for the residents of our region through promotion of exercise, outdoor activity and trail and park development and use.

3. SMOKE FREE PASO del NORTE - Continue the coalition and media efforts to prevent youth from initiating smoking or vaping, and help people quit.

4. HEALTHY KIDS - Engage youth ages 5-17 in out-of-school programs to improve health outcomes.



DISEASE PREVENTION + MANAGEMENT

1. DIABETES - Develop, lead, and fund organizational and systems improvements, evidence-based programs, and awareness activities for diabetes prevention, early detection, and management.

2. MENTAL HEALTH + EMOTIONAL WELL-BEING - Develop, lead and invest in partnerships, organizations, programs and communications to promote emotional well-being, reduce stigma and negative bias, and improve access, ease of navigation, and continuity of care for mental and behavioral health services.

HEALTH LEADERSHIP

1. HEALTH LEADERS - Advance the ability of individuals and organizations to lead improvements to health in the region through REALIZE Executive and REALIZE Board.

2. LEVERAGE RESOURCES - Leverage Health Foundation grantmaking in the areas of diabetes, mental health, and built environment, and expand impact with continued support for the Paso del Norte Community Foundation and Fundación Paso del Norte.

3. STRATEGIC INITIATIVES - Invest in community initiatives and transformative projects that promote health and prevent disease in the region.

4. COMMUNITY RESILIENCE - Provide leadership for crisis response and other emergent health needs in the region.

