

STRATEGIC PLAN

January 2020-December 2022

Mary Black Foundation will lead boldly to invest, partner, and achieve impact for a healthier Spartanburg County. Our strategic drivers are:



Advancing
Health
Equity



Expanding
Impact
Investments



Strategic
Grantmaking
for Impact

We envision a Spartanburg County that is a thriving and connected community where diverse and educated citizens lead active and healthy lives.

Our mission is to invest in people and communities for improved health, wellness, and success in Spartanburg County.

We value: Impact Collaboration Accountability Respect Equity

STRATEGIC DRIVER #1

ADVANCING HEALTH EQUITY

Success Aspirations:

- Greater internal and external awareness and understanding of the drivers of health inequity.
- Shared community goals and efforts around health equity.
- Visible improvement in key health indicators among populations disproportionately experiencing poor health outcomes.

Strategies:

- Strengthen our internal expertise and capacity to advance health equity through research around (1) existing national frameworks and (2) local data and understanding of health disparities.
- Compose and design a formal point of view on the drivers of health inequities in Spartanburg County that informs Foundation practices and catalyzes advocacy and education for broader community engagement.
- Formulate an internal organizational strategy and engage others in a collective community strategy for achieving health equity in Spartanburg County.

STRATEGIC DRIVER #2

EXPANDING IMPACT INVESTMENTS

Success Aspirations:

- Increased percentage of our investment portfolio has a positive impact on Spartanburg County.
- Impact investments support the Foundation's mission and/or improve the social determinants of health.

Strategies:

- Increase the use of Impact Investing to expand our work in Spartanburg County beyond grantmaking.
- Strengthen our internal expertise and capacity to make impact investments.
- Develop a formal Impact Investing strategy and related policy.

STRATEGIC DRIVER #3

STRATEGIC GRANTMAKING FOR IMPACT

Success Aspirations:

- Visible improvement in key health indicators among populations disproportionately experiencing poor health outcomes.
- All grants result in measurable outcomes, which are communicated to facilitate continued learning.
- Deliberate coordination of efforts across multiple sectors that have the potential to affect intended outcomes.
- Our grantmaking practices inspire, influence, or leverage others' investments.
- At least 60% of our grant funding is considered systems-level or for approaches that seek to address the “why” and the forces, pressures, and structures that prevent the outcomes we seek to achieve.

Strategies:

- Sharpen our funding focus through the lenses of:
 - Systemic-level work.
 - Data-driven decision making.
 - Areas of geographic opportunity.
- Expand the use of strategic Requests for Proposals as a grantmaking approach.
- Reinvent the Community Health Fund as a more effective approach to our strategic drivers.
- Engage community residents in conversation to help inform our work.

