

ADVANCING AND ACCELERATING HEALTH STATEWIDE

Since 2004, the Advancing a Healthier Wisconsin Endowment has worked to improve the health of the people of Wisconsin by serving as a catalyst for positive change in the health of communities statewide. Through our changemaking roles, we invest in high-impact solutions, connect communities to researchers and educators to improve impact, and influence how partners can collaboratively move networks and ideas into action. We call this changemaking, and it permeates all that we do. Over nearly 15 years, AHW's investments, stewarded by the Medical College of Wisconsin, have brought more than \$230 million to nearly 400 initiatives that are advancing health outcomes through community health improvement, research focused on Wisconsin's leading causes of death and disease, and innovations in education to enhance the health workforce.

As we look back on the successes achieved and lessons learned, we are committed to a more involved philanthropic approach in which AHW is an active participant and partner in helping shape the solutions to improve Wisconsin's health. Over the next five years, we will aim to more purposefully move the needle on Wisconsin's health through our investments and changemaking roles, while looking to strengthen our commitment to address the determinants of health that lead to poor health outcomes and unacceptable health disparities. This five-year plan lays out how we will build on the efforts and experiences of the past to achieve greater results for the future. It is our strategic roadmap for improving health for everyone in every corner of our state.

BUILDING on our 2014-2018 Five-Year Plan

Moving from *Grantmaker to Changemaker* involved a high degree of experimentation and exploration with new funding mechanisms, new ways of engaging partners, and new roles for staff. The 2014-2018 Five-Year Plan identified six outcomes meant to be achieved through the implementation of seven funding mechanisms that spanned our two primary programs (the Healthier Wisconsin Partnership Program and the Research and Education Program). Common driving conditions across these outcomes included:

- Policies and practices to encourage improved health behaviors
- Access to education, technical assistance and training to develop skills and capacities to produce desired outcomes
- Platforms and mechanisms for networking, and sharing and dissemination of knowledge
- Use of research, data and evaluation to drive decisions and innovations
- Engagement and participation of target populations in defining the work
- Supports to allow multisector, multidisciplinary collaborations to be effective

DEVELOPING based on public input and data

During the past few years, we sought input from community and MCW stakeholders, as well as other health conversion foundations, through interviews, meetings, and other outreach. This feedback, coupled with a review of relevant data from leading sources, helped identify gaps and opportunities to improve health statewide. It also identified that stakeholders value AHW's approaches:

AHW's grantmaking infrastructure
Partners value the involvement and engagement of AHW in the grantmaking process. This structure helps build the relationships and thought partnership necessary to push thinking to the next level.

AHW's learning opportunities
Partners see learning opportunities as mechanisms for sharing, networking and planning. Partners recognize a responsibility to extend lessons from these opportunities within their own communities and sectors.

AHW's attention to partnerships
Multi-sector and multi-disciplinary partnerships are key across all AHW outcomes. Partners see this requirement as introducing credibility and innovation into the work.

EVALUATING our role as a catalyst for change

Over the past five years, we have studied the way in which we view our role along a continuum of philanthropy:

- Investments during the first two five-year plans followed a conventional philanthropy model, where AHW made investments but did not own or take responsibility over the success of any grant or initiative.
- In the third five-year plan, we explored venture philanthropy, in which greater attention was placed on ensuring the effectiveness of projects.
- The next step is to progress into catalytic philanthropy, which puts ownership and responsibility for outcomes in the hands of the investor. AHW will work to create and support conditions that achieve measurable, population-level impact.

IDENTIFYING our path forward, focused on impact

AHW will focus its energy on building a model of catalytic philanthropy that will lead to sustainable impact on Wisconsin's health. We will drive change by creating essential conditions that enable systems or population-level change to occur. We will work intentionally to bring the two AHW primary programs (the Healthier Wisconsin Partnership Program and the Research and Education Program) into alignment to achieve:

Promotion of Effective Partnerships Investing in strong partnerships with demonstrated skills, knowledge and infrastructure to lead and advance their work to the next level.

Innovative Research & Discovery Supporting conditions that enable networks of community, research and education to obtain the highest levels of innovation and scientific discovery.

Development of Effective Programs, Policies, & Practices Supporting conditions that enable community, research and education networks to implement changes in policies, practices, and environments that influence health behaviors and outcomes.

Cultivation of Leaders in Public Health & Scientific Research Inspiring and investing in building knowledge, skills and experiences of emerging and existing leaders across education, research and community to cultivate active, effective changemakers within and outside their fields.

Strengthening Community & Academic Capacity Enhancing attributes in community, research and education to more effectively define, assess, and act on key health issues in Wisconsin.

Translation & Dissemination of New Knowledge Supporting effective communication of cutting-edge, complex information spurred by AHW investments so that it can be used to generate discoveries or inform programs, policies, and practices.

A FRAMEWORK for transformation

AHW recognizes that our vision cannot be met by working alone. To guide the path toward statewide impact, AHW looks to our framework for transformation. The interconnected layers of the framework guide our work toward achievement of our objectives.

At the framework's foundation lies AHW's **CORE IDENTITY AND CULTURE**, which represent our deeply held convictions that create our sustainable, unique and valuable identity. This guides how we do our work and engage with our partners.

As **CHANGEMAKERS**, AHW will contribute to improving health statewide by creating conditions that will help our partners find solutions that show promise, allow for movement of networks and ideas into action, and connect knowledge, people, and ideas.

We invite partners to join us in addressing health improvement through **PATHWAYS** that target research, development of the health workforce, population and community health interventions, and systems change.

We will use **CHECKPOINTS** to examine the progress of our efforts against six essential conditions that enable measurable health improvement.

Together, this framework will support AHW's role as a catalytic agent to facilitate **STATEWIDE IMPACT** toward an overall healthier Wisconsin, as measured by improved health factors and meaningful health outcomes.



FORWARD

It's the Wisconsin motto – and a word that speaks to our drive for impact. Advancing this five-year plan from idea to action will take collaboration and commitment.

To implement the framework outlined in this plan, AHW will dedicate financial and human resources to carry out work at each level, while intentionally activating pathways for partners and our changemaker strategies. Alongside our multi-year partnerships, we will introduce signature focus areas – areas of greatest health need in Wisconsin – that complement community and MCW strengths. We will engage with existing and new partners, conducting targeted outreach to state and national leaders in public health, research, and education to inform our actions. To serve as our guideposts along the way, AHW will identify and measure the drivers necessary to move the needle on key population health indicators, as well as indicators for our own work and that of our partners.

Together, we can drive toward a vision we all share: A Wisconsin where everyone in every corner of the state has the opportunity to be healthy. And where the list of healthiest states in the nation someday begins with the name Wisconsin.

OUR GOAL

WITH OUR PARTNERS, ADVANCING WISCONSIN TO BE THE HEALTHIEST STATE IN THE NATION, where everyone in every corner of the state has the opportunity to be healthy.

MISSION

Working with our partners, AHW will serve as a catalyst for positive change in the health of Wisconsin communities.

VISION

Advancing Wisconsin to be the healthiest state in the nation.

PRINCIPLES

The fundamental principles, drawn from experience, that shape our work

COLLABORATION

Supporting effective collaboration between community and Medical College of Wisconsin partners to broaden program impact throughout the state and to enhance the translation of knowledge into community practice.

TRANSFORMATION

Identifying initiatives that will enhance the health of our communities through research, education, and engagement, locally, statewide, and indirectly, nationally and internationally. Effecting systemic change by emphasizing prevention, innovation and capacity building.

STEWARDSHIP

Expecting excellence as our investments measure and account for outcomes through effective oversight and rigorous evaluation. Maximizing impact as priorities are identified, new knowledge is generated, translated and disseminated, and additional resources are leveraged to support continued success.



ADVANCING A HEALTHIER
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