

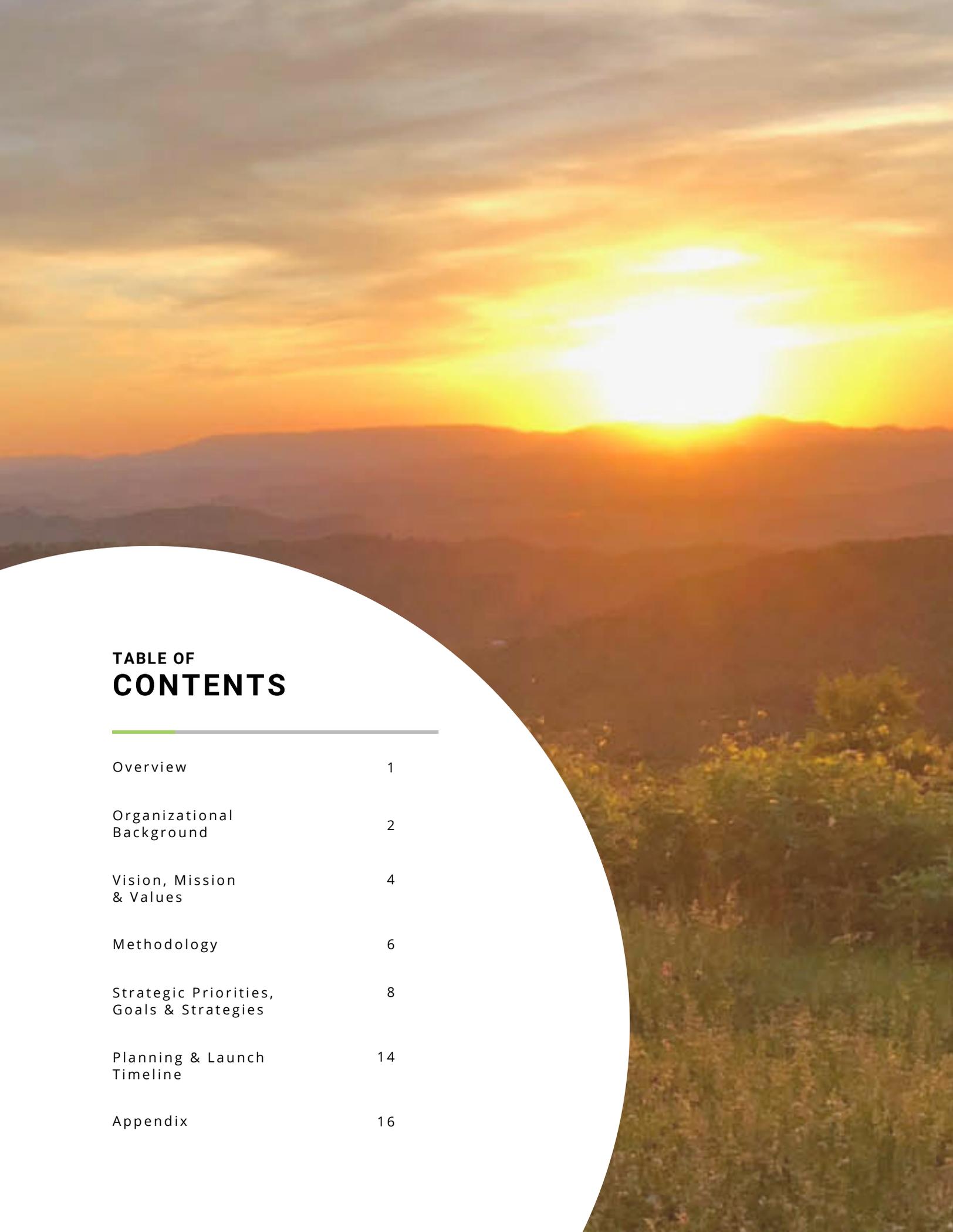


2023-2028

# STRATEGIC PLAN

PROMOTING A HEALTHY & THRIVING  
SOUTHWEST VIRGINIA





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## MESSAGE FROM THE CHAIR OF THE BOARD & EXECUTIVE DIRECTOR

### GREETINGS!

At the Wellspring Foundation of Southwest Virginia, we are proud to serve as a philanthropic partner and key driver of resources for the Virginia residents of Washington, Grayson, Russell and Smyth counties.

The Foundation was created in late 2021 following the sale of the Foundation's minority ownership stake in Johnston Memorial Hospital (JMH). That sale established Wellspring Foundation as a local, independent private foundation with resources that can serve our families and neighbors for generations to come.

Like you, we are proud to call Southwest Virginia home, which also means we are keenly aware of the challenges rural areas like ours face. Improving the health and wellbeing of our region is complex and requires collaboration among those who live, work and serve in these counties. The Foundation is governed by a local board of directors with expertise in healthcare, business, education and more. We are grateful to have their collective experience.

We have completed our initial strategic plan, which sets forth the guiding principles on how to care for the funds we've been entrusted to steward. Our mission is to ensure the projects we support and the partnerships we create will have a lasting impact on our region.

The plan is built upon the foundation of engagement, impact and organizational excellence. While the Foundation will consider supporting a variety of projects and initiatives, specific areas of interest include health, children and families, workforce development, education and economic development.

We are an organization that intends to be around for a very long time. It is our hope that the Foundation and the goal-oriented partnerships we cultivate will promote a healthy, thriving Southwest Virginia for generations to come.

**William H. "Bill" Hayter**

Chair, Board of Directors

**Sean McMurray**

Executive Director

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## ORGANIZATIONAL BACKGROUND

Established in the fall of 2021, the Wellspring Foundation of Southwest Virginia is a philanthropic organization that exists to enhance the health and wellbeing for the Virginia residents of Washington, Grayson, Russell and Smyth counties by cultivating goal-oriented partnerships.

Southwest Virginia is blessed with resplendent natural resources and opportunities for growth. Like many other areas across our nation, we face complex issues rooted in poverty, poor physical and mental health, addiction, lack of universal access to essential healthcare, population decline and economic challenges. No one can tackle these issues alone. That's why we're here to help.

Governed by a local board of directors with knowledge and expertise in various professions, we seek to address these challenges at their roots, supporting others in ways that will create the maximum good for our home communities.

Our operating model will emphasize convening people and facilitating discussions to address regional issues. We will accomplish this by:

- Partnering to create systems that support growth and achieve sustainable impact.
- Catalyzing new initiatives, programs and projects that fill gaps in our service area.
- Grant-making to non-profit organizations with missions focused on addressing challenges in the communities we serve.

**\$282M**

Total endowment (when fully funded in 2029)



**\$4.92M**

Total committed to date

# COMMUNITY FOOTPRINT

| RUSSELL COUNTY                     |              |
|------------------------------------|--------------|
| Population                         | 26,937       |
| Annual Avg. Pop. Growth            | -0.8% (-223) |
| Labor Participation Rate (over 16) | 44.2%        |
| Per Capita Income                  | \$22,030     |
| Poverty Level                      | 18.2%        |

| SMYTH COUNTY                       |              |
|------------------------------------|--------------|
| Population                         | 30,539       |
| Annual Avg. Pop. Growth            | -0.7% (-211) |
| Labor Participation Rate (over 16) | 50.1%        |
| Per Capita Income                  | \$23,016     |
| Poverty Level                      | 18.7%        |

| STATE OF VIRGINIA                  |            |
|------------------------------------|------------|
| Population                         | 8.5M       |
| Annual Avg. Pop. Growth            | 0.7% (56K) |
| Labor Participation Rate (over 16) | 65.2%      |
| Per Capita Income                  | \$41,255   |
| Poverty Level                      | 10%        |



| WASHINGTON COUNTY                  |              |
|------------------------------------|--------------|
| Population                         | 54,005       |
| Annual Avg. Pop. Growth            | -0.2% (-127) |
| Labor Participation Rate (over 16) | 54.1%        |
| Per Capita Income                  | \$28,987     |
| Poverty Level                      | 13%          |

| GRAYSON COUNTY                     |           |
|------------------------------------|-----------|
| Population                         | 15,651    |
| Annual Avg. Pop. Growth            | 0.0% (-1) |
| Labor Participation Rate (over 16) | 50.6%     |
| Per Capita Income                  | \$24,770  |
| Poverty Level                      | 16.4%     |

Data Source: JobsEQ by Chmura, January 2023

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# VISION, MISSION & VALUES



## OUR VISION

Leveraging collaborative partnerships to promote a healthy, thriving region.



## OUR MISSION

To enhance the health and wellbeing for the Virginia residents of Washington, Grayson, Russell and Smyth counties by cultivating goal-oriented partnerships.



## OUR VALUES

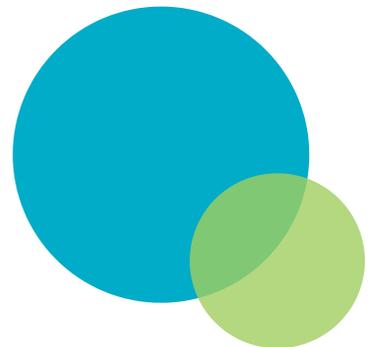
**Commitment:** We are dedicated to our mission and the people we serve.

**Compassion:** We care for the individuals within our service region.

**Integrity:** We hold ourselves to the highest ethical standards.

**Stewardship:** We will carefully and responsibly manage the Foundation's assets.

**Transparency:** We make pertinent information about the Foundation accessible.



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## COMMUNITY HEALTH NEEDS ASSESSMENT

# METHODOLOGY

The basis of the strategic plan was to give the Wellspring Foundation of Southwest Virginia a better understanding of the challenges faced by the communities we serve. As part of the strategic planning process, the Foundation determined to learn more about the unique health status of the communities within the Foundation footprint. In May 2022, the Foundation launched a community health needs assessment for the Southwest Virginia region. The assessment was designed to convene experts to explore issues in greater detail, discuss goals for change and identify constructive strategies. The process consisted of four phases:

## 01 **Data Collection and Analysis**

A list of potential issues of concern was generated by the Foundation staff and the assessment consultant to identify how the Foundation region compares to state and national averages. Sources of publicly available county-level secondary data from local, state and national sources were identified, and the review of said data resulted in 142 measures across 12 topical categories. The Foundation utilized this information to guide invitations to regional organizations and groups in Phases 2 and 3.

## 02 **Organizational Presentations and Plans**

This second phase focused on learning about established organizations and programs that seek to address the health and related topics identified in Phase 1. Sixteen speakers addressed eighteen regional topics over five days, with Foundation board members in attendance at each presentation. Ideas from these presentations were consolidated into five areas of interest: (1) Mental & Behavioral Health, (2) Maternal & Children's Health, (3) Health Workforce, (4) Children's Education and (5) Substance Abuse.

## Phase 2 Topics

Childcare and early childhood education

Availability, access and use of health services

Regional economic development

Regional population health outcomes

Food insecurity

Disabilities impacting children

Health professionals shortages

NAS and children affected by parental substance abuse

Infant mortality, infant health and ACEs

Teacher shortages in public schools

Population health

Post-secondary education opportunities and student debt

Substance abuse disorder prevention, treatment & recovery

Mental and behavioral health

Schools' student achievement, including technical education

Regional & county health assessments & rankings

Homelessness and housing

Workforce participation among women

## 03 Prioritization of Topics

From the Phase 2 presentations, the Foundation sought additional information about several of the topics, namely mental health, healthy children (including substance-exposed infants and neonatal abstinence syndrome) and addressing shortages in the health workforce. Staff identified and invited representatives from key organizations for several issue-oriented panels of experts' meetings. The facilitated discussion format of the panels was successful in providing insights from thirty-five persons across the region on the dimensions of each problem and goals for change.

## 04 Presentation of Phase 3 Findings

Phase 4 consisted of presenting the findings from Phase 3 at community leaders' meetings in each of the four counties in the service area. By engaging local communities, the Foundation was able to build relationships, garner feedback and discuss the assessment results.



The assessment process promoted deep understanding of regional problems, goals and strategies, including targeted recommendations for action in each priority area. In addition, the assessment process served as a guide for the Foundation's initial strategic plan. See appendix for more information on the assessment areas of interest and view the entire community health needs assessment at [wellspringva.org](http://wellspringva.org).

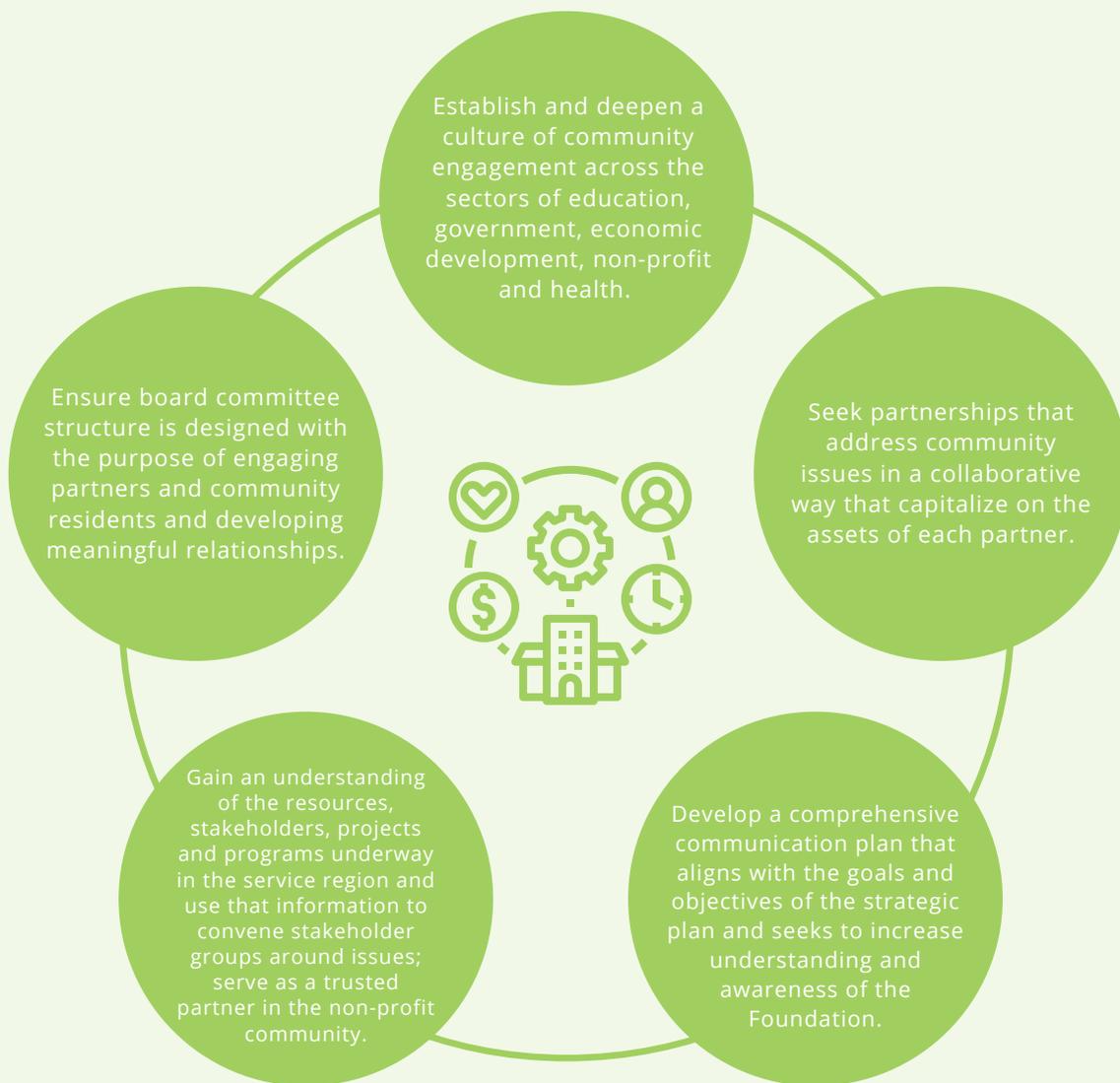
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# STRATEGIC PRIORITIES, GOALS & STRATEGIES

Wellspring Foundation of Southwest Virginia exists to serve. Our home communities face significant challenges and unique opportunities. We realize that no one organization and no one strategy can adequately address complex community issues. The framework of our strategic plan is built around three pillars that will guide our work to strengthen the place we call home and enhance the health and wellbeing of our communities.

# Pillar: Engagement

Understanding the needs of our community is important to us. This is evident in the significant investment of time we committed to completing a community health needs assessment in 2022. We firmly believe that the residents in the communities we serve are experts of their own circumstances, and the knowledge they possess in helping to articulate their needs guides our work. With this in mind, the following strategies underpin our engagement pillar.



# Pillar: Impact

Deploying Foundation assets strategically requires an acute awareness of the needs of the community. Positive impact must be cultivated. Through intentional conversations with community stakeholders across multiple sectors, we gained direction as to where funding investments should be made. The following five areas are strategic priorities for the Wellspring Foundation funds. Each addresses a foundational need in the region that has the potential to transform the trajectory of the individual lives in the Wellspring Foundation footprint.



## HEALTH

Wellspring Foundation seeks to protect and promote the health of all people in the communities we serve. We are committed to supporting the physical, mental and social wellbeing of our residents.



## CHILDREN & FAMILIES

Our region's future starts with healthy children and families. At Wellspring Foundation, we are focused on nurturing the inherent potential in every child and supporting organizations that make the wellbeing of children and families their priority.



## WORKFORCE DEVELOPMENT

Businesses need healthy, educated and trained workers to be successful, and our people are our most important asset. Wellspring Foundation is committed to investing in projects that support growth and increased employment opportunities.



## EDUCATION

Wellspring Foundation seeks to protect and promote learning and skills development opportunities at all stages for all people in the communities within the service region.



## ECONOMIC DEVELOPMENT

Economic growth creates new job opportunities, which lead to improved quality of life for existing and future residents. Wellspring Foundation seeks to invest in initiatives that promote economic diversification and growth in the communities we serve.

# Pillar: Organizational Effectiveness

As a developing organization, we are committed to establishing systems and practices aligned with the Foundation's mission and the pillars of this strategic plan. We are also committed to being good stewards of resources and operating efficiently and effectively. As Wellspring Foundation matures organizationally, we will routinely evaluate our operational effectiveness, community outreach and impact in addition to the skills, knowledge and aptitudes of our staff and board. The following strategies are essential to achieving our goals.

## **PROCESSES**

- Develop administrative processes to be responsive to community needs
- Develop systems for effective reporting and metrics tracking to increase data-driven decision making
- Continue effective stewardship and investment strategies of foundation assets

## **CAPACITY**

- Ensure the board's committee structure and development plans are aligned with the strategic plan
- Develop an organizational structure and staffing plan to position the Foundation for success and growth
- Ensure human resource policies are in place; include plans for staff training and development as well as an effective performance evaluation process
- Ensure physical structure (office space) is appropriate for growth and examine the needs periodically and adjust as necessary

## **ASSESSMENT**

- Develop database to assess effectiveness of grants
- Develop process and timeline to regularly review tools, guidelines, policies and procedures for effectiveness

## **CULTURE**

- Develop orientation and onboarding plans for staff, board and strategic partners that introduce and reinforce a culture of engagement and a focus on community impact
- Develop assessment tools for evaluating impact on the communities we serve

## PILLARS

### ENGAGEMENT

## OBJECTIVES

Establish and deepen a culture of community engagement

Partner to address community issues and needs

Develop communications strategy aligned with goals and objectives

Fully understand the resources, stakeholders, projects and programs of the region

Ensure board committee structure meets the needs of the community and the organization

### IMPACT

Protect and promote the health of all people in the communities we serve

Nurture the inherent potential in every child and support organizations with this same mission

Support growth and increased employment opportunities

Protect and promote learning opportunities for all individuals in our communities

Invest in initiatives to promote economic diversification and growth

### ORGANIZATIONAL EFFECTIVENESS

Develop processes and systems to be responsive to community needs and communicate impact

Design board and organizational structure to position the foundation for success and growth

Ensure policies, training, development and facilities are in place to support organizational effectiveness

Establish processes to track grant activities and review tools, guidelines and procedures systematically

Develop orientation and onboarding plans to nurture a culture of engagement and focus on community impact

**OUTCOMES**



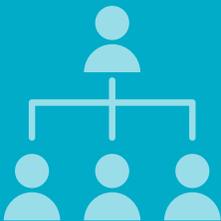
**ENGAGED  
COMMUNITIES**

**LIVES  
IMPACTED**



**IMPROVED  
HEALTH &  
WELLBEING**

**INCREASED  
EMPLOYMENT**



**ORGANIZATIONAL  
EXCELLENCE**



# PLANNING & LAUNCH TIMELINE

## NEXT EIGHTEEN MONTHS END OF FISCAL YEAR 2024

### ENGAGEMENT

- Create a Communications Plan to include an enhanced website and evaluation of social media presence, as well as community outreach and reporting
- Develop Community Engagement Plan to include structure and timeline for implementation
- Prepare and release first annual community report
- Explore centralized support mechanism for building non-profit capacity within the region

### IMPACT

- Announce call for grant applications; finalize grant solicitation materials
- Award 1st round of grants with a goal of investing 5% of assets by the end of Fiscal Year 2024
- Convene a behavioral health task force to review and evaluate behavioral health services, programs and systems to facilitate development of future plans
- Develop assessment tools and project dashboards to measure impact
- Reestablish Neonatal Abstinence Syndrome (NAS) Task Force in collaboration with Johnston Memorial Hospital, Ballard Health, the health department and other stakeholders

### ORGANIZATIONAL EFFECTIVENESS

- Recruit and on-board Finance Director, Program Director and Community Liaison
- Organize Facilities Committee
- Refine the strategic purpose of the Operations & Planning Committee (grant committee)
- Design a plan for Board development to include recruitment, orientation and succession planning

## YEAR THREE

END OF FISCAL YEAR 2026

- Launch Community Engagement Structure
- Create Community Engagement plan in each county within the service area

- Encourage partners to develop and provide wrap-around mental and developmental health services in communities and schools
- Enhance healthcare workforce development opportunities by supporting fellowships, internships and loan repayment as incentives to practice in Foundation service area

- Evaluate Year One accomplishments and impact; update strategic plan as needed (spring 2024)
- Recruit and onboard additional staff as needed. (e.g., program support manager, accountant, associate director, public relations manager)
- Evaluate facility options
- Explore a physical presence in counties within our service region (e.g., shared office space)

## YEAR FIVE

END OF FISCAL YEAR 2028

- Establish consistent meeting and communication schedule with county leaders and stakeholders

- Measure the degree to which community partners and stakeholders view the Foundation as responsive and engaged

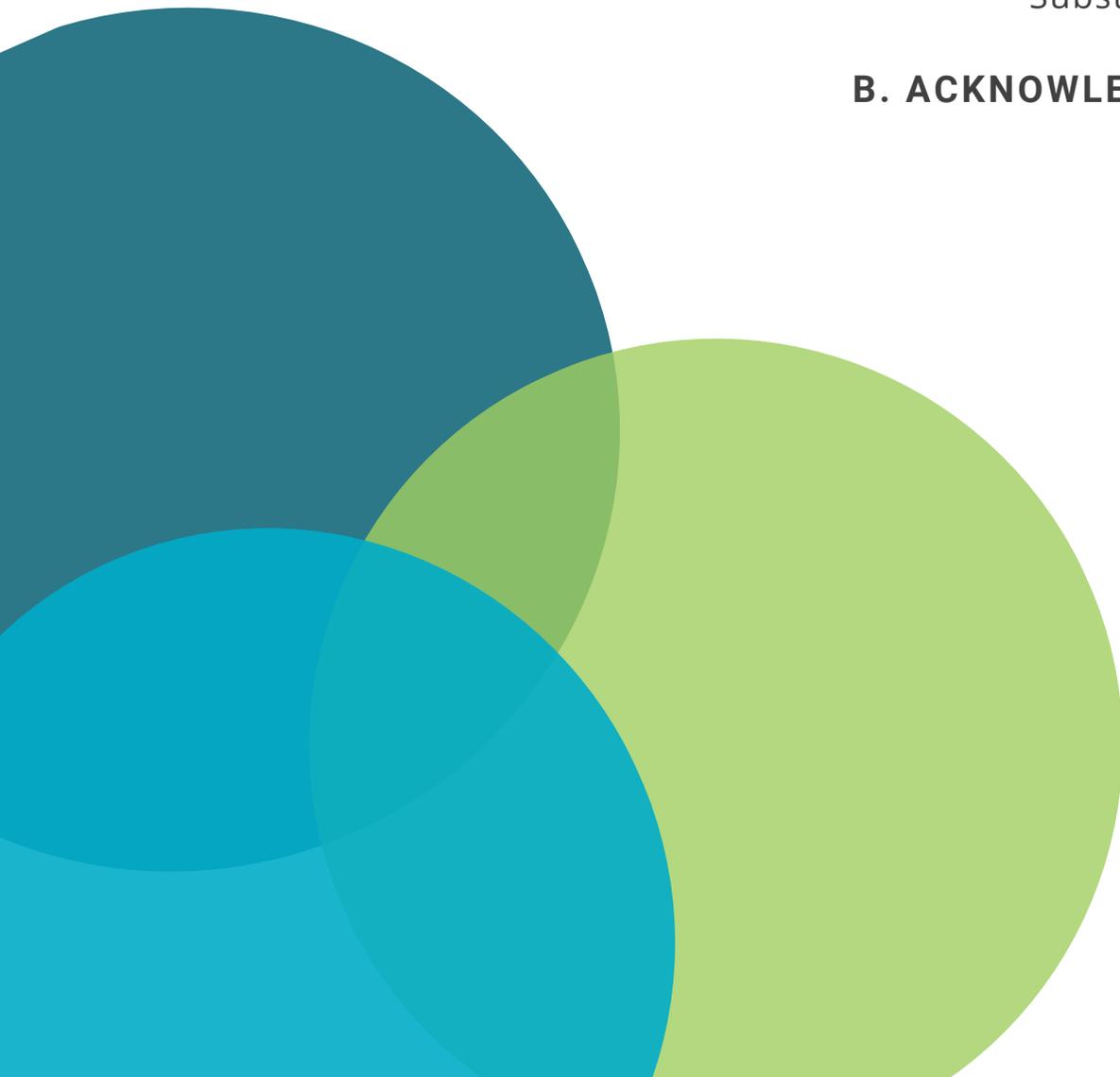
- Occupy building — either build or buy
- Recruit and onboard additional staff as needed (e.g., program coordinators)
- Secure a third party to complete an economic impact study

# KEY COMMUNITY DATA SOURCES

## A. COMMUNITY HEALTH NEEDS ASSESSMENT AREAS OF INTEREST (BASED ON PLANNING PYRAMIDS)

Mental & Behavioral Health  
Maternal & Children's Health  
Health Workforce  
Children's Education  
Substance Abuse

## B. ACKNOWLEDGMENTS



# AREA OF INTEREST

## MENTAL & BEHAVIORAL HEALTH

Prioritized in regional health assessments

High rates of drug and alcohol use

High rates of mental illness & suicide

Shortage of mental health specialists

Issues

Goals for Change

Strategies

Educate, advocate & connect

Increase access to diverse services

Enhance program collaborations

Bolster mental health workforce

Prevention & treatment services

Partnering requirements & matching support

Cooperation between providers, communities & law enforcement

Professional training & financial incentives to practice in the region

# AREA OF INTEREST

## MATERNAL & CHILDREN'S HEALTH

Higher infant death rates

Lower use of first trimester prenatal care

Higher percentages of low birth weight & NAS

High percentage of children raised by grandparents

Child abuse, neglect & trauma all root causes of ACEs

Issues

Goals for Change

Strategies

Reduce infant mortality, preterm births & teen pregnancies

Increase use of prenatal care & intensive perinatal care management

Promote an affordable pediatric model of care

Increase use of recommended immunizations & preventive oral health services

Increase the percent of children who meet benchmarks for kindergarten

Continue Medicaid enrollment to provide insurance coverage

Advocate for reduction of shortages of health professionals

Advocate for regional adoption of Plan of Safe Care & Strong Futures

Support regional Ballad system expansions

Support innovative approaches to increase use of pediatric care & screening

# AREA OF INTEREST

## HEALTH WORKFORCE

Shortages of health professionals across multiple categories

Difficulties in recruiting to region & retaining local graduates

Recruitment & retention affected by COVID policies

Training requirements & indebtedness

Issues

Goals for Change

Strategies

Reduce staffing shortages

Expand capacity through nursing education infrastructure

Increase awareness of recruitment incentive programs

Increase access to behavioral health services

Retain students with personal touch case management

Support region-specific behavioral health training slots

Convene recruitment incentive meeting

Create incentive payments for social workers and counselor students

Expand continuing education opportunities

Develop pipeline programs with local schools

Percent of children with all parents in workforce

Gap in need for and supply of childcare

Insufficient access to childcare results in loss of young talent

Low per pupil expenditures in public schools

Public school teacher shortages & recruitment

Schools need the support of wrap-around services

## AREA OF INTEREST

### CHILDREN'S EDUCATION



Educate the community on the importance of the first five years of life

Promote cradle-to-career framework

Expand availability of early childhood education

Focus on social and emotional learning

Support early childhood and public school workforce

Regionalize quality childcare efforts through a central 'hub'

Promote training & pipeline partnerships

Create two-generational approaches with caregivers and grandparents

Address Adverse Childhood Experiences (ACEs)

Recognize teachers for activities that enhance student achievement

# AREA OF INTEREST

## SUBSTANCE ABUSE

High overdose mortality & diseases of despair

High numbers of NAS births

High percentages of recreational use of stimulants

Large number of women incarcerated on drug-related charges

Mental health effects on children removed from homes with drug use

Limitations of regional substance abuse services



Decrease death rates

Decrease drug misuse

Increase perception of risk of harm

Reduce stigma attached to addiction recovery

Promote greater community involvement in addiction recovery

Increase substance abuse disorder prevention & treatment resources

Expand service funding & advocate equitable resource distribution

Promote a comprehensive prevention & treatment framework

Support evidence-based strategies for NAS, prescribing & dispensing

Increase organizational collaboration & partnerships

Improve community-level readiness to mobilize, educate & address problems

Engage multi-sector service providers

Improve data collection & use for planning & community education

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## ACKNOWLEDGMENTS

The Wellspring Foundation of Southwest Virginia would like to sincerely thank all the individuals from the following partners for their contributions to the community health needs assessment process:

|  |  |
|--|--|
| <b>Appalachian Highlands Community Dental Center</b>   | <b>Russell County of Department of Social Services</b>   |
| <b>Appalachian Regional Commission</b>   | <b>Russell County Hospital</b>   |
| <b>Appalachian Substance Abuse Coalition</b>   | <b>Russell County Public Schools</b>   |
| <b>Ballad Health</b>   | <b>Russell County Sheriff's Office</b>   |
| <b>Ballad Health Behavioral Health Services</b>  | <b>Sinking Spring Presbyterian Church</b>  |
| <b>Ballad Health Strong Pregnancies &amp; Strong Starts</b>  | <b>Smyth County Administration</b>   |
| <b>Bristol Virginia Department of Social Services</b>  | <b>Smyth County Circuit Court</b>  |
| <b>Bruce Behringer, MPH - Consultant and Facilitator</b>   | <b>Smyth County Community Foundation</b>   |
| <b>Center for Family Involvement Virginia Commonwealth University</b>  | <b>Smyth County Community Hospital</b>   |
| <b>Community Medical Care</b>  | <b>Smyth County Public Schools</b>   |
| <b>Cumberland Mountain Community Services Board</b>  | <b>Smyth County Sheriff's Office</b>   |
| <b>Cumberland Plateau Planning District Commission</b>   | <b>Southwest Virginia Community Health Systems</b>   |
| <b>Dr. S. Hughes Melton Family Medicine Residency Program at Johnston Memorial Hospital</b>                    | <b>Southwest Virginia Health Authority</b>   |
| <b>East Tennessee State University Addiction Science Center &amp; NORC Rural Health Equity Research Center</b> | <b>Southwest Virginia Higher Education Center/Virginia Commonwealth University Nurse Anesthesia (CRNA)</b> |
| <b>Edward S. Via College of Osteopathic Medicine</b>   | <b>STRONG Accountable Care Community</b>   |
| <b>Emory &amp; Henry College</b>   | <b>SWVA Direct Primary Care</b>  |
| <b>Feeding Southwest Virginia</b>  | <b>The Health Wagon</b>  |
| <b>GO Virginia Region One</b>  | <b>Town of Abingdon</b>  |
| <b>Grayson County Administration</b>   | <b>Town of Chilhowie</b>   |
| <b>Grayson County Board of Supervisors</b>   | <b>Town of Marion</b>  |
| <b>Grayson County Department of Social Services</b>  | <b>Town of Saltville</b>   |
| <b>Grayson County Sheriff's Office</b>   | <b>Tri-Area Community Health</b>   |
| <b>Helping Overcome Poverty's Existence, Inc. (HOPE, Inc.)</b>   | <b>United Way of Southwest Virginia</b>  |
| <b>Highlands Community Services</b>  | <b>Virginia Career Works New River, Mount Rogers District</b>  |
| <b>Johnston Memorial Hospital</b>  | <b>Virginia Department of Health - Mount Rogers Health District</b>  |
| <b>Johnston Memorial Hospital Internal Medicine Residency Program</b>  | <b>Virginia Department of Health - State Office of Rural Health</b>  |
| <b>Mount Rogers Community Services</b>   | <b>Virginia Department of Health - Tobacco Control Health</b>  |
| <b>Mount Rogers Planning District Commission</b>   | <b>Virginia Department of Social Services</b>  |
| <b>One Care of Southwest Virginia, Inc.</b>  | <b>Virginia Health Care Foundation</b>   |
| <b>Opioid Abatement Authority</b>  | <b>Virginia Highlands Community College</b>  |
| <b>People Inc.</b>   | <b>Virginia Highlands Community College Nursing Program</b>  |
| <b>Russell County Administration</b>   | <b>Washington County Department of Social Services</b>   |
| <b>Russell County Board of Supervisors</b>   | <b>Washington County Public Schools</b>  |
|  | <b>Washington County Sheriff's Office</b>  |
|  | <b>Wellspring Foundation Board of Directors</b>  |





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