

WELLSPRING FOUNDATION

OF SOUTHWEST VIRGINIA



2023–2028

STRATEGIC PLAN

PROMOTING A HEALTHY & THRIVING
SOUTHWEST VIRGINIA



ADOPTED FEBRUARY 2023
REVISED JULY 2024



TABLE OF CONTENTS

Overview	1
Organizational Background	2
Vision, Mission & Values	4
Methodology	6
Strategic Priorities, Goals & Strategies	8
Planning & Launch Timeline	14
Appendix	16



MESSAGE FROM THE WELLSRING FOUNDATION OF SOUTHWEST VIRGINIA

GREETINGS!

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. We are proud to serve as a philanthropic partner and key driver of resources for these communities.

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 reviewed our year one progress of our 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.

Utilizing a community-driven methodology, the Wellspring Foundation, as a philanthropic partner, strategically allocates resources to address the multifaceted challenges faced by the residents of Washington, Grayson, Russell and Smyth counties. Fostering collaborative efforts with local expertise in healthcare, business, education and more, we seek to create lasting, positive impact for the enduring wellbeing of Southwest Virginia.

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.

ORGANIZATIONAL BACKGROUND

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

In the midst of the region's abundant natural resources and growth opportunities, we recognize many challenges facing our communities are rooted in poverty, poor physical and mental health, addiction, lack of universal access to essential healthcare, population decline and economic challenges. We realize that no one can tackle these issues alone, and 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 emphasizes 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.



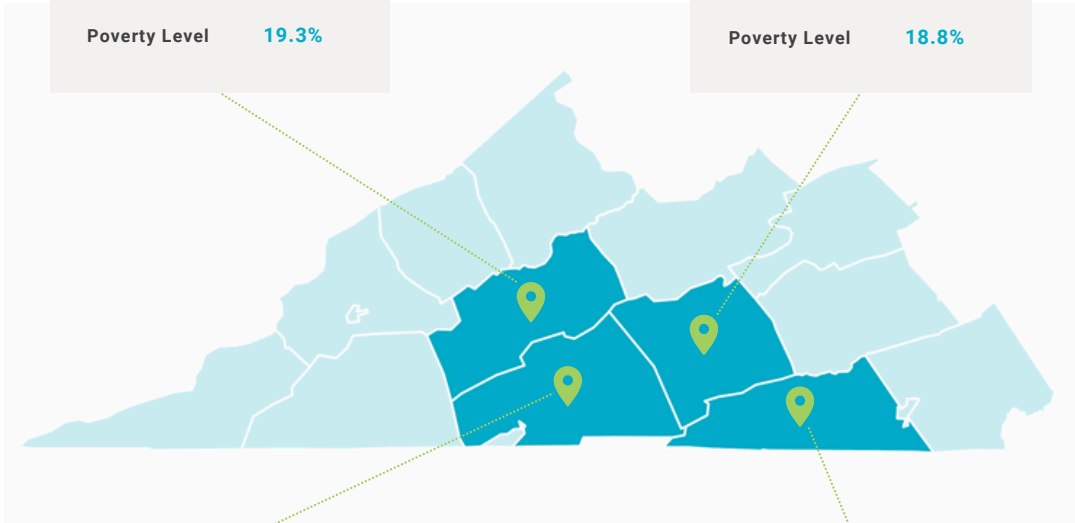
\$9.16M

Total committed as of
June 30, 2024

COMMUNITY FOOTPRINT

RUSSELL COUNTY	
Population	25,763
Annual Avg. Pop. Growth	-1.1% (-286)
Labor Participation Rate (over 16)	43.4%
Per Capita Income	\$25,939
Poverty Level	19.3%

SMYTH COUNTY	
Population	29,299
Annual Avg. Pop. Growth	-0.8% (-211)
Labor Participation Rate (over 16)	49.7%
Per Capita Income	\$26,660
Poverty Level	18.8%



STATE OF VIRGINIA	
Population	8.6M
Annual Avg. Pop. Growth	0.5% (46K)
Labor Participation Rate (over 16)	65%
Per Capita Income	\$47,210
Poverty Level	10%

WASHINGTON COUNTY	
Population	53,985
Annual Avg. Pop. Growth	-0.1% (-75)
Labor Participation Rate (over 16)	54.4%
Per Capita Income	\$33,900
Poverty Level	12%

GRAYSON COUNTY	
Population	15,356
Annual Avg. Pop. Growth	0.1% (15)
Labor Participation Rate (over 16)	47.9%
Per Capita Income	\$26,270
Poverty Level	18.7%

Data Source: JobsEQ by Chmura, July 2024

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.



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 Wellspring Foundation determined to learn more about the unique health status of the communities within our footprint. In May 2022, the Wellspring 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:

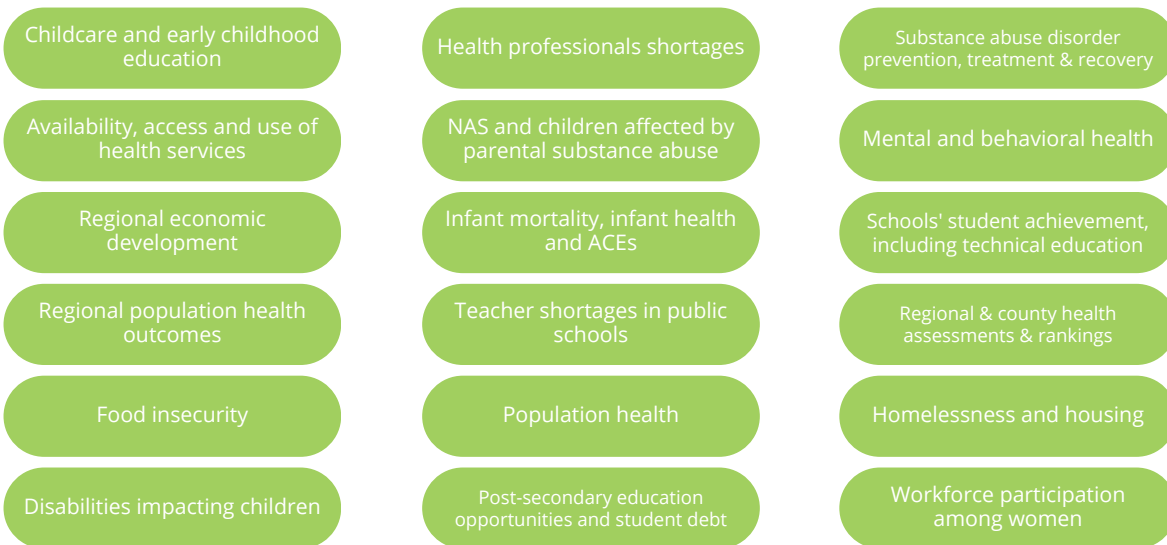
01 **Data Collection and Analysis**

A list of potential issues of concern was generated by the Wellspring Foundation staff and the assessment consultant to identify how the Wellspring 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 Wellspring 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 Wellspring 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



03 Prioritization of Topics

From the Phase 2 presentations, the Wellspring 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 Wellspring Foundation was able to build relationships, garner feedback and discuss the assessment results.



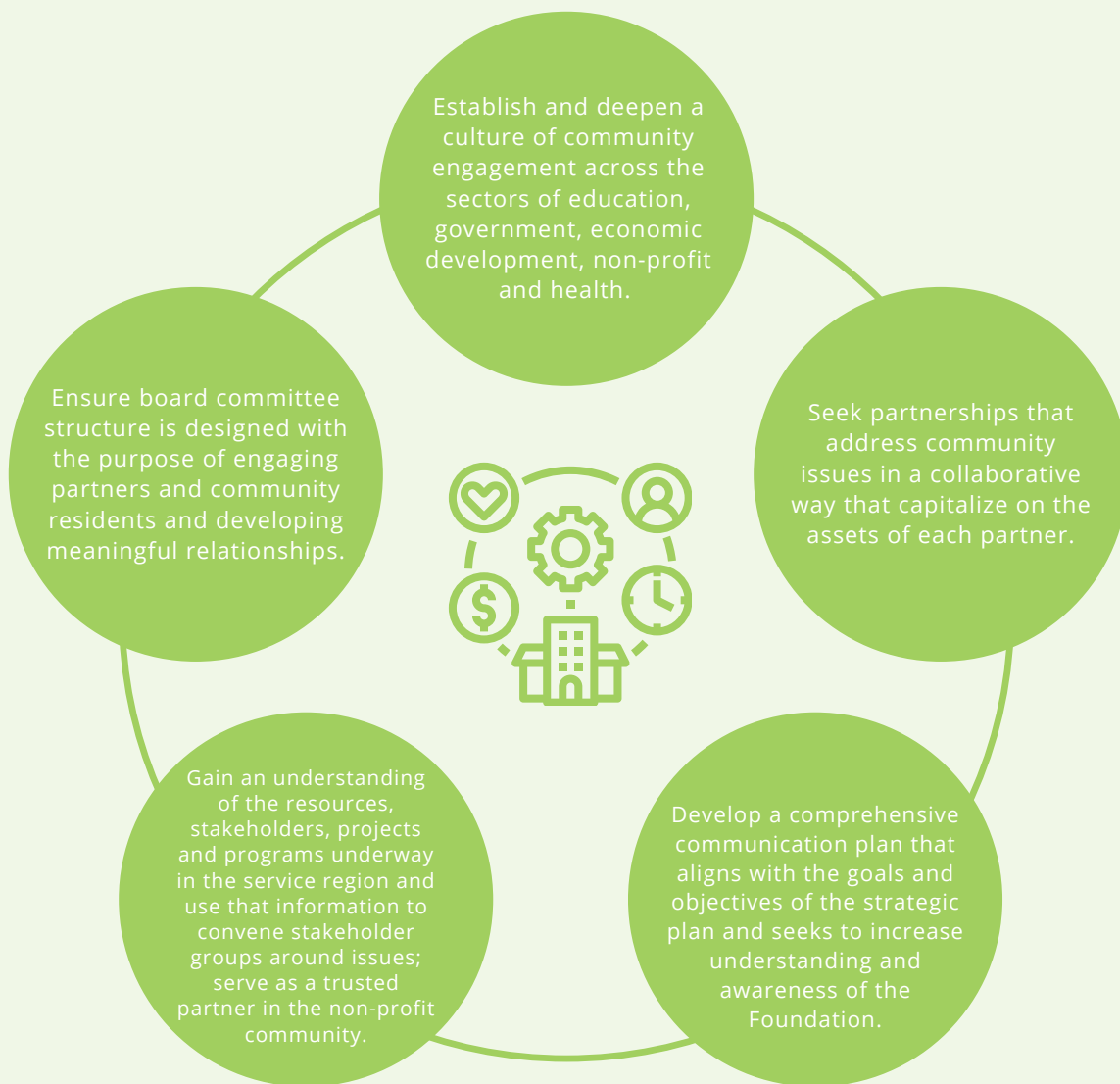
The assessment process promoted deep understanding of regional problems, goals and strategies, including targeted recommendations for action in each priority area. In addition, the assessment process served as a guide for the Wellspring Foundation's initial strategic plan. See appendix for more information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

STRATEGIC PRIORITIES, GOALS & STRATEGIES

The 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

The 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 the 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. The Wellspring Foundation is committed to investing in projects that support growth and increased employment opportunities.



EDUCATION

The 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. The 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 Wellspring 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



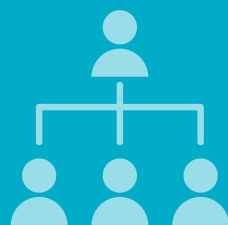
**ENGAGED
COMMUNITIES**

**LIVES
IMPACTED**



**IMPROVED
HEALTH &
WELLBEING**

**INCREASED
EMPLOYMENT**



**ORGANIZATIONAL
EXCELLENCE**



PLANNING & LAUNCH TIMELINE

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, Ballad 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)
- Evaluate Year One accomplishments and impact; update strategic plan as needed (spring 2024)
- *Design a plan for Board development to include recruitment, orientation and succession planning (in progress) **

YEAR ONE END OF FISCAL YEAR 2024

*** Revised July 2024**

YEAR THREE

END OF FISCAL YEAR 2026

- Refine and implement Communications Plan to raise the profile of the organization through enhanced public relations *
- Engage youth and young adults in community conversations *
- Create individual engagement strategies for each county within the service area, identifying the most effective stakeholders *

- Develop a plan to catalyze regional transformational projects to include funding of feasibility plans and market studies with focus on the following areas of connectivity: *
 - Encouraging partners to develop and provide wrap-around mental and developmental health services in communities and schools
 - Working with existing organizations to enhance transportation through coordination of services to improve access
 - Establishing a community land trust to support and develop workforce housing
 - Working with potential applicants on projects that encourage downtown revitalization and community gathering spaces

- Recruit and onboard additional staff as needed. (e.g., project development specialist)
- Explore board development opportunities *
- Execute plan for facility purchase *
- Explore opportunities for formalizing partnerships for project development through an RFP process *
- *Design a plan for Board development to include recruitment, orientation and succession planning (continuation from Year One) **

YEAR FIVE

END OF FISCAL YEAR 2028

- Establish consistent meeting and communication schedule with county leaders and stakeholders
- Work with community partners to obtain an updated community needs assessment *

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

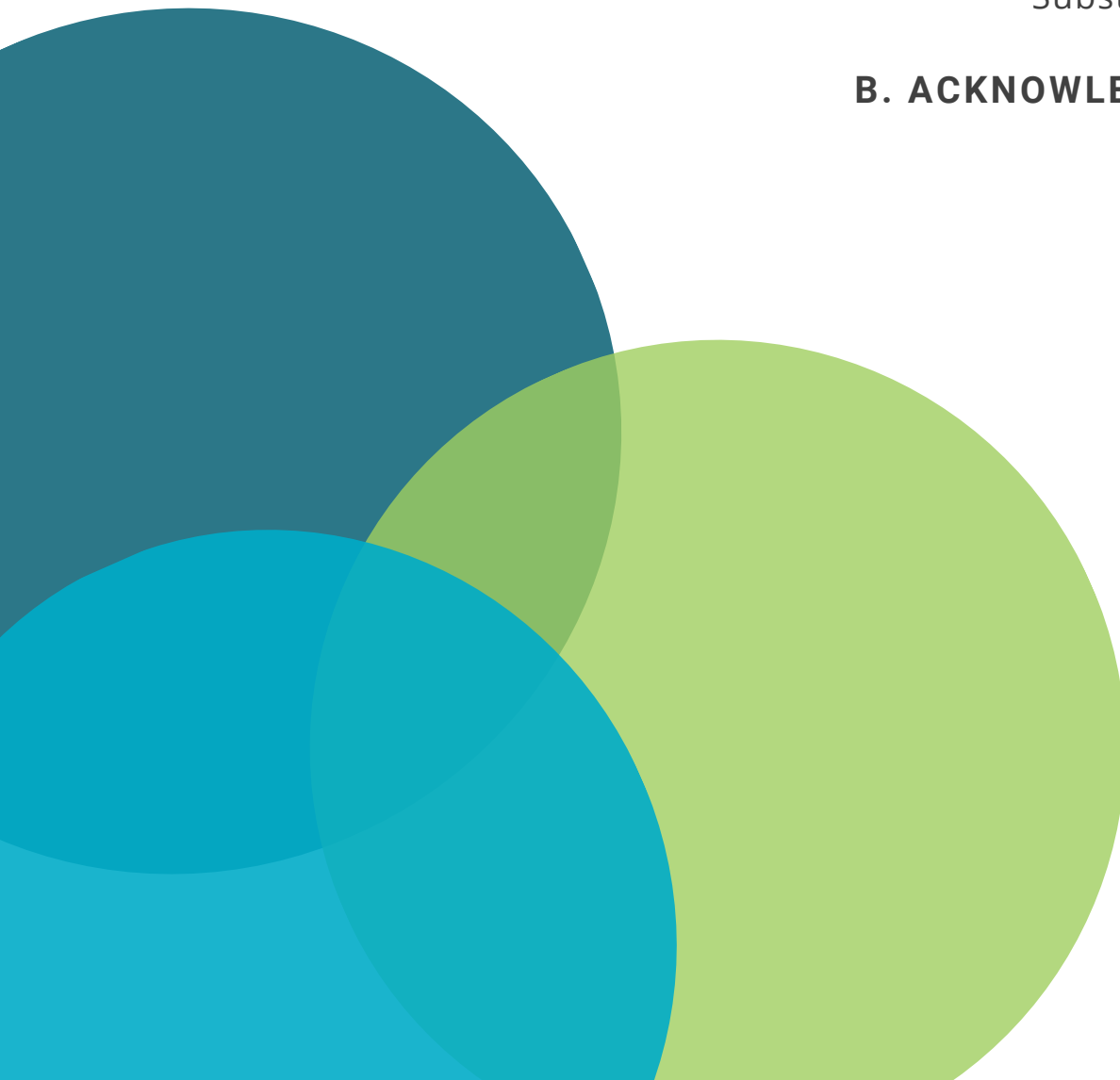
- Recruit and onboard additional staff as needed (e.g., program coordinators)
- Secure a third party to complete a regional economic impact study
- Explore a physical presence in counties within our service region (e.g., shared office space) *
- Engage a consultant to facilitate development of a new five-year plan *

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

WELLSPRING FOUNDATION

OF SOUTHWEST VIRGINIA

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

**WELLSPRING
FOUNDATION**

OF SOUTHWEST VIRGINIA

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

AREA OF INTEREST
CHILDREN'S EDUCATION

- 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



- 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

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:

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

**WELLSPRING
FOUNDATION**

OF SOUTHWEST VIRGINIA

851 French Moore Jr. Blvd.
Suite 110 - Box 25
Abingdon, VA 24210
wellspringva.org