



MOSES TAYLOR  
FOUNDATION

*Advancing Our Legacy of Health*



2019-2023  
STRATEGIC PLAN



Moses Taylor Hospital opened October 1, 1892 to treat injured miners and railroaders who were unable to access healthcare at other hospitals in the community. A few years later, the hospital also began treating workers' families and eventually expanded to serve the broader community as well. Moses Taylor Foundation, established in 2012 from the sale of Moses Taylor Health Care System to Community Health Systems of Franklin, Tennessee, is molded in this image of championing the evolving health needs of our community, prioritizing the most vulnerable. Our mission, vision and values reflect our commitment to advancing this legacy of health.

## MISSION

The mission of Moses Taylor Foundation is to improve the health of people in Northeastern Pennsylvania.

## VISION

Moses Taylor Foundation is a catalyst in continuing the philanthropic legacy of Moses Taylor by providing opportunities for people in Northeastern Pennsylvania, especially the most vulnerable, to lead healthy lives.

## CORE VALUES

We embrace these values for ourselves and for the communities that we serve:

- Honor our history by operating with compassion, respect, and dignity
- Ethics, integrity, and trust
- Stewardship, transparency, and accountability
- Courage, open-mindedness, and diversity
- Informed decision-making and fairness



# ADVANCING OUR *Legacy of Health*

In the Foundation's first years we sought to lay the groundwork to become a valued community partner, trusted resource and influential advocate. Awarding \$10 million in funding our first three years of grantmaking to 90 organizations in our 11-county region, we demonstrated our willingness to listen, learn and act on the needs our partners prioritized. Through this work we came to better understand our community's assets and challenges and the unique roles the Foundation could play to transform the health of people in Northeastern Pennsylvania. We initiated our first strategic planning process with a commitment to sustaining the work our partners have valued and sharpening our focus to achieve greater impact.

Our 2019-2023 plan was informed by feedback from our grantees, public sector partners, colleague funders and other community members. We commissioned the Center for Effective Philanthropy to survey all the organizations who have applied to the Foundation. From this we learned what we're doing well and ways we can improve. We held focus groups with our staff, board, and key stakeholders to examine current community needs and identify where the Foundation was best positioned to make impact.

From this feedback, the Foundation decided to dedicate half its resources over the next five years to responsive grantmaking and half

to strategic initiatives. In defining the strategic initiatives, we focused on two key populations of particular concern in improving the health of the region—children and older adults. To reach large numbers of children, we prioritized school health. To reach a particularly vulnerable population of older adults, we prioritized social isolation. In assisting school-age children and socially isolated older adults, the Foundation will also be able to address some of the major health problems facing the region, including access to routine and preventative healthcare, depression, substance abuse, the need for dental and vision care, and lack of public health outreach and education. To ensure

the Foundation's new initiatives aligned with community priorities, we met with diverse stakeholders serving school-age children and older adults. This work culminated in planning retreats where partners prioritized shared outcomes.

This resulting plan reflects our vision of what the Foundation can achieve in collaboration with our partners over the next five years. We are humbled and inspired by our community's trust in us and confidence in what we can collectively achieve. We will continue to work over the course of the plan to understand what's working and adapt based on our learning and the changing environment.



## SCHOOL-BASED HEALTH

**EXPAND SCHOOL-BASED HEALTH SERVICES THROUGH BROADLY SUPPORTING SCHOOL NURSES AND INCREASING THE AVAILABILITY OF SCHOOL-BASED HEALTH CENTERS**

### OVERVIEW:

Poor health and poor academic performance have many of the same causes. Health challenges are a frequent cause of chronic absenteeism. Students often come to school with chronic conditions that require treatment. Sick children can't learn. Schools are uniquely positioned to increase access to healthcare and provide vital education and environments that help children develop healthy habits.

### OPPORTUNITY:

#### School Nurses

Recognizing that school nurses are on the front lines of school-based health and responding to community input and data indicating that local school nurses are under-staffed, under-supplied, and in need of additional training opportunities, we will seek to



support school nurses across the Foundation's 11-county region, prioritizing districts where more than 50% of students are eligible for free or reduced lunch.

#### School-Based Health Centers

School-based health centers have been proven as effective, sustainable models to eliminate health disparities and barriers to care, greatly improving health outcomes for students and their families.

We will provide support to create new, and expand services offered at existing, school-based health centers in Lackawanna and Luzerne Counties. Priority will be given to schools with large percentages of low-income students, high enrollment, and lack of proximity to comparable care.

The Foundation will support a learning community to assist participating schools in sharing information

and learning from one another's experiences. The Foundation will also assist schools that already have a school-based health center to begin incorporating elements of a coordinated school health approach, such as improved nutrition, enhanced opportunities for physical activity, and increased family engagement. In recognition of the community's expressed need for trauma-informed care training, the professional staff at all school-based health centers will be trained in trauma-informed care to better meet the specific needs of patients dealing with the effects of adverse childhood experiences (ACES).



**GOAL: By the end of 2023,** we will ensure school nurses in our region have the basic supports they need to meet the health needs of students.

**GOAL: By the end of 2023,** we will double the percentage of K-12 public school students in Lackawanna and Luzerne Counties who have access to school-based health centers from 14 percent to 28 percent.



# SOCIAL ISOLATION IN OLDER ADULTS

## REDUCE SOCIAL ISOLATION IN OLDER ADULTS THROUGH PUBLIC AWARENESS, IDENTIFICATION AND CONNECTIONS TO COMMUNITY RESOURCES

### OVERVIEW:

Although definitions of social isolation vary, contemporary research frames it as a condition in which an individual may feel a lack of social belonging, an absence of engagement with others, have a minimal amount of social contacts, and/or an inability to develop fulfilling, quality relationships. While in recent decades the proportion of all American adults identifying as socially isolated has increased, the greatest risk for isolative behavior is found in older adults. Social isolation is also a lesser-known, critical social determinant of health, having demonstrated, direct impacts on blood pressure, chronic disease, depression, vulnerability to abuse and neglect, and overall quality of life.

### OPPORTUNITY:

#### Awareness, Identification, Connection

In its social isolation strategy, the Foundation will focus on Lackawanna County, where approximately 12,000 residents age 65 and above live alone, one of the strongest risk factors for social isolation.

We will support the development of a sustainable, community system to reduce and prevent social isolation in older adults in Lackawanna County. At the heart of the system will be a:

- shared screening tool to measure isolation, broadly implemented among local health and social service organizations
- team of trained navigators responsible for connecting isolated older adults with the services and supports that they need and want to reduce their isolation
- public awareness campaign on the health impacts of social isolation in older adults



We appreciate that while the primary goal of this initiative will be to improve access to existing direct isolation interventions in the community, increased referrals may create and identify gaps in these services. As such, the Foundation will be conscientious in identifying these gaps and supporting the development of new or expanded services to fill these gaps.

**GOAL:** By the end of 2023, we will ensure Lackawanna County health and social service providers serving older adults are using a tool to measure social isolation and connecting interested clients to navigators. Community navigators will provide direct service to reduce social isolation in 3,000 older adults isolated or at risk for isolation.



# RESPONSIVE GRANTMAKING

## CULTIVATE RESPONSIVE GRANTS TO IDENTIFY AND ADDRESS COMMUNITY NEEDS

### OVERVIEW:

As the Foundation adopts targeted commitments to expand school-based health and prevent social isolation in older adults, we will continue to dedicate a minimum of half of our resources to broadly respond to health needs within our 11-county region. As a place-based funder we prioritize responding quickly and meaningfully to emerging needs that arise in our community. We also play a critical role strengthening the safety net of health and human service providers in Northeastern Pennsylvania.

Through its community responsive grantmaking, Moses Taylor Foundation addresses particular community needs, learns about community challenges and opportunities, builds relationships with local nonprofit organizations, and seeds collaborations and new

initiatives. The data we glean from grant requests and grant outcomes provide critical insight into changing needs and our community's capacity to address those needs.

### OPPORTUNITY:

#### Continued Commitment

We have determined our current grantmaking priorities align well with the needs of our partners. To that end our community responsive grants will continue to prioritize:

- Primary healthcare
- Mental health and behavioral health
- Dental care and oral health
- Healthcare workforce
- Human services



### Responsive Grantmaking

We will retain a primary commitment to Lackawanna County, but welcome grant requests from Bradford, Carbon, Luzerne, Monroe, Pike, Schuylkill, Sullivan, Susquehanna, Wayne and Wyoming Counties.

While the focus of the portfolio will be to respond to community needs, the Foundation will both receive requests our partners initiate and cultivate requests we deem critical to meet community needs.

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**GOAL:** By the end of 2023, we will improve the use of community responsive grants to monitor trends and address emerging community needs.



# CAPACITY BUILDING

## CHAMPION INCREASED INVESTMENT IN NONPROFIT CAPACITY BUILDING

### OVERVIEW:

We recognize the success of our plan relies on partnerships with strong local nonprofit organizations. To strengthen the capacity of nonprofit organizations in Northeastern Pennsylvania, the Foundation will invest in broad and targeted capacity building to assist our partners in operating more efficiently, understanding the impact of their work and having the flexibility to adjust to meet changing community needs. Having begun to build nonprofit partners' appetite for capacity building programming, the Foundation will sustain a pipeline of introductory trainings on a range of capacity building topics and experiment with programming that engages smaller cohorts in changing organizational behavior and practice.



The Foundation has also played a unique role in the local philanthropic community championing capacity building and advocating for increased investment in the supports that undergird nonprofit success.

In addition to our new initiatives and our traditional grantmaking, the staff and board of the Foundation will play a greater role in using the Foundation's resources and influence to achieve our goals.

### OPPORTUNITY:

#### **Build Community Capacity**

We will seek opportunities to work in partnership with local funders to support community-wide capacity building efforts. By documenting the impact and return on investment for capacity building efforts, we also intend to inspire our colleagues to increase support for capacity building programs.

#### **Strengthen Foundation Capacity**

To achieve our ambitious 2023 goals, we will also work to deepen our capacity to:

- **Advocate** by building community and stakeholder awareness of the health needs of people in Northeastern Pennsylvania and strategies that work to catalyze change.
- **Collaborate** by cultivating and sustaining strong partnerships with area nonprofits, funders, and public sector partners to align priorities and realize shared goals.
- **Learn** by measuring our progress through clear, measurable goals and outcomes; transparently share our successes and challenges; and demonstrate how we are using feedback and data to define our ongoing strategy.

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**GOAL: By the end of 2023,** we will support a continuum of capacity building services that meet the diverse needs of our partners.

**GOAL: By the end of 2023,** our partners will recognize Moses Taylor Foundation as a valued partner with significant impact in Northeastern Pennsylvania.



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