



EXECUTIVE SUMMARY



ADVANCING HEALTH EQUITY ACROSS OHIO

Across Ohio, communities continue to show remarkable resilience, collaboration, and commitment to health equity. Even in the face of growing political volatility and stretched public health systems, organizations and leaders persist in building solutions that promote wellness and justice.

The inequities we confront are not new. They are rooted in generations of systemic disinvestment, racism, and exclusion of community voice.

HealthPath stands at the intersection of challenge and opportunity. We are more than a funder. We are a connector, an amplifier, and a field builder. We are trusted stewards of resources who bridge grassroots leadership with statewide strategy. We move money, uplift stories, and strengthen the ecosystem that makes lasting change possible.

Our partners see this strength. Grantees and collaborators value HealthPath as a trust-based, equity-driven funder. Policymakers and peers respect our credibility and encourage us to be more visible. Communities trust us and challenge us to go bolder, invest deeper, and build capacity for long-term impact.

This strategic plan is our next step forward. Over the next three years, we will focus on expanding flexible, long-term funding; supporting and connecting existing collaboratives and infrastructure that strengthen the field; elevating community voice and narrative; and building our own capacity to lead boldly.



TOGETHER, WE CAN BUILD A HEALTHIER AND MORE JUST OHIO THAT REFLECTS THE WISDOM, LEADERSHIP, AND STRENGTH OF ITS COMMUNITIES.

HEALTHPATH'S GUIDING COMMITMENTS



Our 2026–2028 Strategic Plan is rooted in our mission, vision, and purpose.



To advance health equity by empowering Ohio's communities through strategic grantmaking and collaborative partnerships.

A future where all Ohioans have the ongoing opportunity to achieve their fullest health potential.

HealthPath believes health is a human right. Our purpose is to eliminate barriers that drive health inequities and prevent Ohioans from achieving their best health.

VALUES

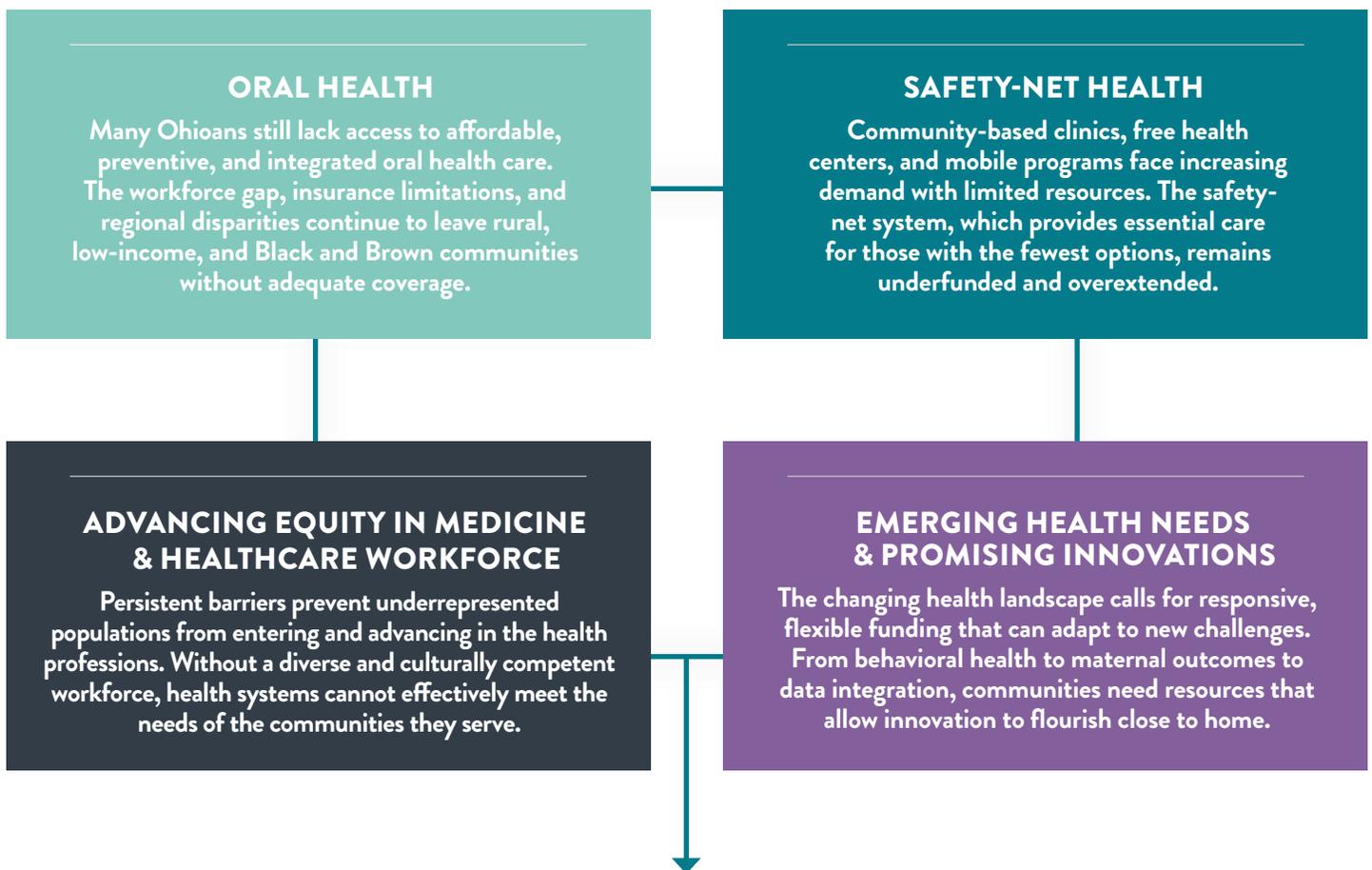
TRUST... the foundation of everything we do. It is built through transparency, accountability, and mutual respect, and it must be continuously practiced across every relationship and system..

COLLABORATION... means we build with, not for, our partners and communities. Shared ownership and inclusive participation lead to more equitable outcomes and sustainable change.

BOLDNESS... reflects our commitment to step into unknowns, challenge convention, and take thoughtful risks in pursuit of equity and innovation.

THE CHALLENGES WE FACE

Despite progress, health inequities in Ohio remain deeply rooted in systemic disinvestment, discriminatory policies, and fragmented systems of care. These challenges are most visible in HealthPath's four funding focus areas, which together shape access, outcomes, and trust across the state.



THESE INEQUITIES ARE INTERCONNECTED AND SYSTEMIC. POWER REMAINS CONCENTRATED IN INSTITUTIONS LEAST IMPACTED BY INJUSTICE, WHILE THOSE MOST AFFECTED OFTEN LACK THE AGENCY AND INVESTMENT TO LEAD.

HEALTHPATH'S WORK IS DESIGNED TO ADDRESS THESE ROOT CAUSES BY SHIFTING POWER, RESOURCES, AND DECISION-MAKING CLOSER TO COMMUNITY LEADERSHIP.

HEALTHPATH'S STRATEGIC ROLES

To meet these challenges, HealthPath embraces a set of interconnected roles that define who we are and how we lead:

 <p>FUNDER Providing multi-year, flexible, values-aligned funding to organizations closest to community impact.</p>	 <p>CONNECTOR Building bridges across sectors, regions, and institutions to align around community-driven strategies.</p>	
 <p>AMPLIFIER Elevating the voices and expertise of those most impacted by inequities to change narratives and decision-making.</p>	 <p>FIELD BUILDER Investing in leadership, infrastructure, and long-term sustainability to strengthen Ohio's health equity ecosystem.</p>	
<p>NARRATIVE SHAPER Influencing public understanding of health and equity through storytelling.</p>	<p>POLICY CONTRIBUTOR Aligning with advocacy and policy shifts that advance health equity.</p>	<p>MODELER Demonstrating equity-centered philanthropy to influence the broader field.</p>

TOGETHER, THESE ROLES CLARIFY HEALTHPATH'S IDENTITY AS BOTH A PARTNER AND A CATALYST FOR CHANGE, POSITIONING THE ORGANIZATION TO LEAD BOLDLY IN A COMPLEX AND EVOLVING LANDSCAPE.

HEALTHPATH'S STRATEGIC PRIORITIES (2026-2028)

Over the next three years, HealthPath will advance four interconnected priorities that bring our mission and values to life:

1

STRENGTHEN HEALTHPATH'S CAPACITY TO LEAD BOLDLY

Build the staffing, systems, and revenue diversification needed to sustain long-term impact. Strengthen board and staff alignment, invest in professional growth and wellness, and embed equity and boldness across operations.

2

RESOURCE COMMUNITY-LED HEALTH SOLUTIONS

Expand long-term, flexible funding for organizations rooted in historically underserved communities. Strengthen grassroots capacity, launch participatory grantmaking models, and invest in advocacy and leadership development.

3

STRENGTHEN THE HEALTH EQUITY ECOSYSTEM ACROSS OHIO

Support collaboratives, backbone organizations, and shared infrastructure that align local efforts with statewide strategies. Bridge divides across rural, urban, and Appalachian regions to foster coordination and shared learning.

4

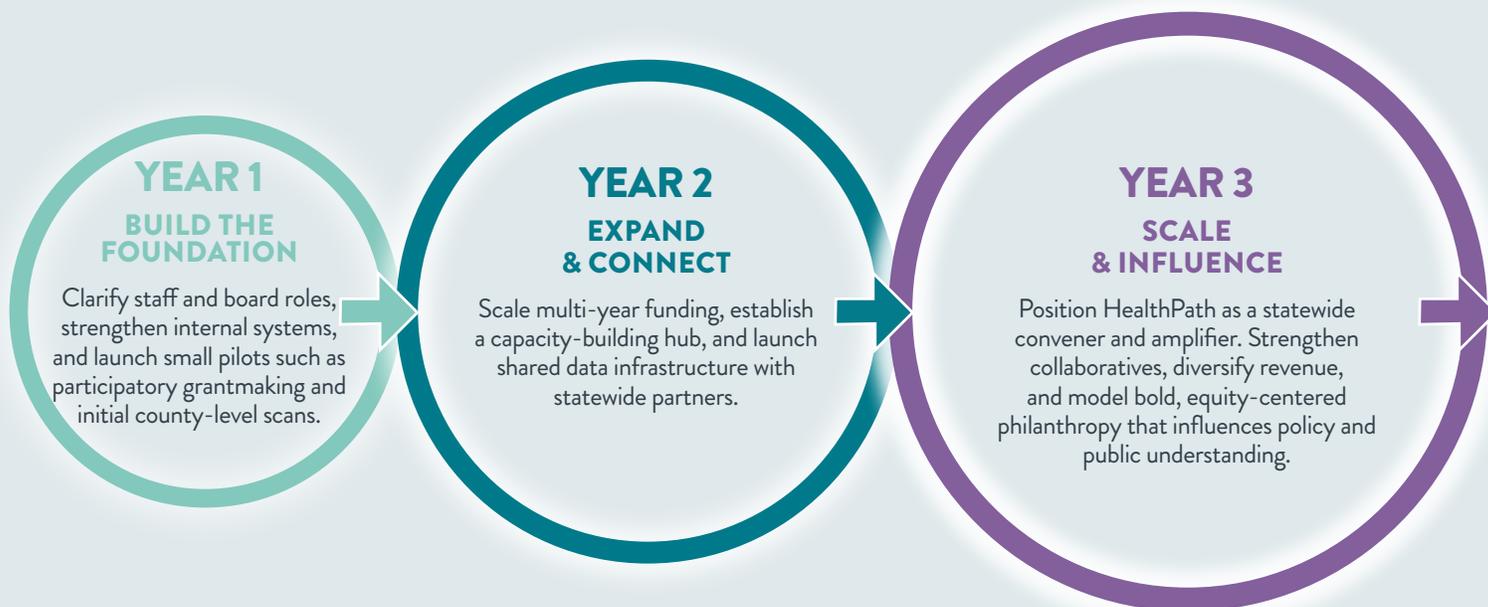
ELEVATE COMMUNITY VOICE AND CHANGE THE NARRATIVE

Center lived experience in funding, strategy, and communications. Amplify community stories, develop a long-term narrative framework, and strengthen equity-centered communication across philanthropy and policy.

**THESE PRIORITIES BUILD ON ONE ANOTHER, BALANCING
IMMEDIATE NEEDS WITH SYSTEMS-LEVEL CHANGE.**

3-YEAR ROADMAP FOR ACTION

The plan's implementation unfolds in these three phases. Boundaries for action ensure that each initiative has clear ownership, a defined timeline, and a sustainability plan.



LOOKING AHEAD

This plan is both practical and aspirational. It builds from HealthPath's history, centers our values, and commits to measurable progress. Above all, it reflects our belief that advancing health equity requires shared accountability, courage, and collaboration. By 2029, HealthPath will be recognized not only as a trusted funder but as a statewide catalyst for health equity. We will have:

EXPANDED
long-term, flexible support for community-led organizations.

STRENGTHENED
collaboratives and shared infrastructure across Ohio.

ELEVATED
community voice and shifted public narratives about equity.

BUILT
the internal systems and diversified revenue needed for long-term sustainability.

TOGETHER, WE WILL CREATE A HEALTHIER, MORE JUST OHIO THAT HONORS THE WISDOM AND LEADERSHIP OF ITS COMMUNITIES.



2026-2028 Strategic Plan

ACKNOWLEDGEMENTS

We are deeply grateful to everyone who contributed their time, expertise, and lived experience to the HealthPath strategic planning process. The individuals listed below participated through interviews, focus groups, and advisory sessions. They are recognized here in alphabetical order within each category of participation.

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HEALTHPATH BOARD OF DIRECTORS

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