



# HOPE IN ACTION

OUR 2020 STRATEGIC PLAN



SISTERS *of* CHARITY FOUNDATION  
OF CLEVELAND

**WHERE OTHERS SEE IMPOSSIBLE, WE SEE GOD'S PEOPLE.**

At the Sisters of Charity Foundation of Cleveland, we are grateful to carry forward the legacy of the Sisters of Charity of St. Augustine. In 1851, our founding sisters became Cleveland's first public health nurses, serving the city's most marginalized individuals, always with a sense of humility and justice.

Since then, Cleveland's social and economic landscape has changed, yet deeply unmet needs and structural boundaries remain. Entire populations still live at society's margins, with little access to quality education; safe, affordable housing; food security; quality, affordable health care; and job creation, preparation and access.

We envision a Cleveland where opportunities for growth and quality of life are shared by all. Our mission remains to strengthen the community's ability to improve the lives of people living in poverty. Our strategies evolve to meet the needs of the time. This 2020 strategic plan affirms our commitment to ending homelessness, supporting Catholic sisters and their ministries, and helping families in the Central neighborhood achieve positive health and education outcomes. As outlined in this booklet, we are adjusting efforts to seek out deeper issues our community needs to address. And, we are creating new goals to grow both collaborative capacity and innovative thinking.

To our board, staff, community members, strategic partners and grantees, *thank you* for walking alongside us the last two decades. Together, we journey forward.

May we continue to embrace the courage of our foundresses, who in 1974 established the nation's first health care conversion foundation – creating a model and inspiring organized philanthropy around the world.

In gratitude,



**SUSANNA H. KREY**

President, Sisters of Charity Foundation of Cleveland

### *Our Mission*

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**In the spirit of the Sisters of Charity of St. Augustine, we increase the community's ability to improve the lives of people living in poverty.**

### *Our Vision*

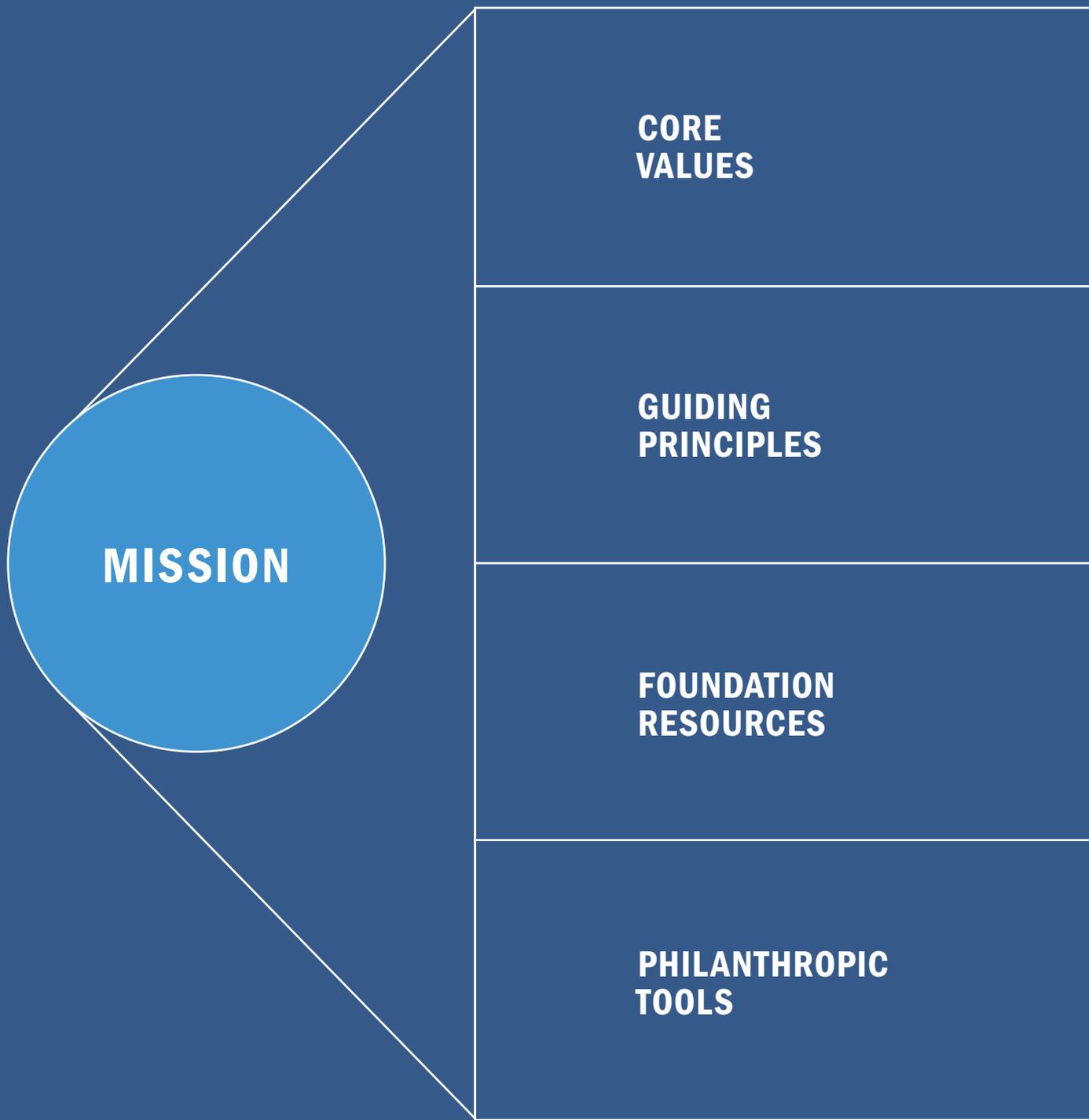
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**We envision an equitable community where opportunities for growth and quality of life are shared by all.**

**AS WE CONTINUE FORWARD ON OUR JOURNEY, WE HAVE UPDATED OUR MISSION TO CLARIFY OUR ROLE IN THE COMMUNITY AND THE SPIRIT THAT GUIDES US TO SERVE.**

Our grantmaking will build the capacity and sustainability of local organizations that apply evidence-based models or promising, innovative methods. We will work with our grantees to evaluate outcomes and share results and our knowledge with the community. And we will cultivate advocacy efforts to effect systemic change.

We recognize there are still gaps to be filled; we are seeing a shift in the needs of people in the communities we serve. New research about the effects of trauma and its connection to poverty, as well as our need to be strong promoters of equity and innovation, have driven us to look at our work more critically and understand how to build on our success. We are led by a theory of change that combines the core values of the Sisters of Charity of St. Augustine with the guiding principles of our foundation.



**OUR CORE VALUES & GUIDING PRINCIPLES**

As a Catholic faith-based ministry of the Sisters of Charity Health System, we value:

- **COMPASSION**
- **COURAGE**
- **RESPECT**
- **JUSTICE**
- **COLLABORATION**

To fulfill our mission and achieve our vision, the foundation follows these guiding principles:

- **EMPOWER**
- **CONNECT**
- **LEARN**
- **PROMOTE EQUITY**
- **PROMOTE INNOVATION**

**OUR GOALS**

Our strategic goals are focused: Support Catholic sisters to carry out their commitment to serving the poor; end homelessness with stable and supportive housing; promote health and education outcomes — particularly for families in Cleveland’s Central neighborhood — so that where a person lives does not predestine him or her for poor health status and poor educational outcomes. Just as sisters have championed these issues over the centuries, we too strive to ensure that people have the opportunity to grow and live fully as God intends. We envision a community that enriches and supports people to reach God’s promise for their lives.



## **WE AFFIRM OUR COMMITMENT TO ENDING HOMELESSNESS.**

Our foundation is a founding partner of Cleveland's Housing First initiative, which offers individuals experiencing chronic homelessness safe, permanent housing and voluntary support services. Housing First anticipates reaching an end to chronic homelessness by 2020 in Cuyahoga County, with enough housing to meet the needs of all chronically homeless individuals in our community. Building from this success, we have expanded our work to build capacity and system infrastructure to address the needs of young adults and families facing homelessness.

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### **STRATEGIC GOAL**

To end homelessness in Cuyahoga County by promoting systems change and organizational and partnership capacity.



## **WE AFFIRM OUR COMMITMENT TO THE FUTURE OF CATHOLIC SISTERS AND THEIR MINISTRIES IN NORTHEAST OHIO.**

Since the foundation's inception, the Catholic sisters program has supported direct service work of sisters, increased awareness of their example of servant leadership, promoted collaboration among congregations of women religious, built capacity of sister-founded/led ministries and fostered relationships between sisters and lay partners.

Catholic sisters are the foundresses of our organization, and we work to live in their model as we serve those at the margins of society. As sisters in the U.S. continue to retire from active ministry, we seek to support their ongoing ministries and prepare the next generation of social justice leaders to carry on their mission.

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### **STRATEGIC GOAL**

To support Catholic sisters and their ministries in Northeast Ohio to meet the needs of God's most vulnerable people.



**WE AFFIRM OUR COMMITMENT  
TO OUR NEIGHBORHOODS, AND WE  
WILL TRANSITION OUR FOCUS TO  
HELPING FAMILIES ACHIEVE POSITIVE  
HEALTH AND EDUCATION OUTCOMES.**

Since 2010, the Sisters of Charity Foundation of Cleveland has worked with Central neighborhood residents and partners to launch and grow the Cleveland Central Promise Neighborhood with the goal of helping every child achieve success in learning, work and life. Simultaneously, we've partnered with residents and organizations in Central to address the social determinants of health, ultimately to improve health outcomes.

Concentrated poverty calls for a concentrated response — a response that matches the spirit and dedication of Central residents who have been instrumental in Promise's successes to date; the neighborhood's physical, social and institutional assets; and the foundation's core competencies in engaging and empowering residents, enrolling and coordinating partners and improving health and education systems and supports. Potential lies in supporting the whole family to break the cycle of poverty.

Whole-family strategies are a part of most Promise Neighborhoods, although they vary widely in scope and approach. This whole-family approach reflects our belief that a child's well-being and academic success are inextricably tied to family health and well-being, which in turn, is founded on family economic stability and caregiver employability.

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**STRATEGIC GOAL**

To break the cycle of poverty, family by family, by advancing health, education, social capital, stability and economics.



**WE AFFIRM OUR COMMITMENT TO  
COMMUNITY COLLABORATION AND  
SUPPORT OF BASIC NEEDS BY CREATING  
AND DEFINING A RESPONSIVE GOAL  
TO BE A STRONG COMMUNITY PARTNER.**

Our foundation has acted as a strong community partner by strategically supporting convenings or collaborations in the community, responding to basic needs and supporting Catholic ministries. Supportive grants have, in many ways, complemented our strategic efforts and allowed flexibility in our responses to community needs.

As we move forward, we will continue to be a strong community partner through our work in the family of Catholic ministries; funding for emergency and basic needs services and supplies; strategies that address systemic challenges to improve health outcomes; and community collaboration support.

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**RESPONSIVE GOAL**

Promote strong community partnership by convening or participating in collaborations in the community, responding to basic needs and supporting Catholic ministries.



**WE ARE CREATING AN INNOVATIVE  
GOAL TO ACTIVATE THE COMMUNITY  
TO THINK DIFFERENTLY TO BREAK  
THE CYCLE OF POVERTY.**

We are proud of the great work that we have done in our focus areas to end homelessness, improve health and educational outcomes and support the ongoing social justice work of the Catholic sisters. But we consistently hear the troubling statistic that one in three Clevelanders live in poverty, including more than 50 percent of the city’s children. Over the last three years, we have learned how innovation, equity, systems change and policy advocacy could be leveraged to help our community address the challenging problems related to poverty. To begin to disrupt our multigenerational cycle of poverty, we will launch special initiatives to create innovative solutions that augment our core grant-making portfolio.

Our first of these initiatives, The Innovation Mission, opened up this problem-solving approach to individuals and their respective organizations to bolster their abilities to test and develop solutions to tough social problems.

**INNOVATIVE GOAL**

Support special initiatives that inspire innovative problem-solving and courageous approaches to break the cycle of poverty in Cleveland.

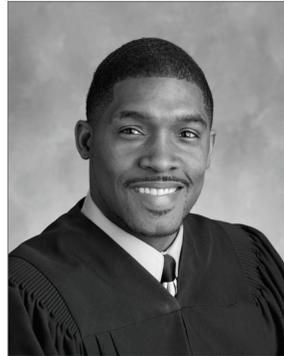
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