

2019-2023  
**STRATEGIC PLAN**  
EXECUTIVE SUMMARY



**MOSES TAYLOR**  
FOUNDATION  
*Advancing Our Legacy of Health*

In January 2019, Moses Taylor Foundation officially launched an ambitious five-year strategic plan informed by feedback from grantees, public sector partners, colleague funders, and community members. The resulting plan **built upon the established grantmaking areas of primary healthcare, mental and behavioral health, dental care and oral health, healthcare workforce, and human services**. In addition, strategic initiatives – which sought to advance specific community health issues – were launched as a complement to the existing responsive grantmaking. The Foundation committed to **expanding school-based health, reducing older adult isolation, and championing capacity building**.

The enclosed pages depict our progress throughout the five-year period through a series of infographics and “roadmaps.” They tell the story of the Foundation during this time and demonstrate our commitment to improving the health of people in Northeastern Pennsylvania. They highlight successes and pivots, lessons learned, and future plans. The Foundation is proud of what was accomplished during this time and looks forward to advancing our mission into the future.



One cannot reflect on the past five years without acknowledging the significant impact of the **COVID-19 pandemic**. Northeastern Pennsylvania was not immune to the increases in social isolation, especially for older adults; the burnout among healthcare professionals, including school nurses; and the profound lasting impacts on mental health and non-medical drivers, such as housing and food security. As part of the Foundation’s commitment to the community during this time, we implemented a rapid response grant process that resulted in 38 new grants totaling \$1,183,944 in COVID relief support.



The Foundation approved 196 grants to 102 unique organizations within our 11-county footprint as part of our **responsive grantmaking**. A total of more than \$15.3 million was invested in the region, with most of the dollars focused in Lackawanna and Luzerne counties (this was in addition to the COVID grants). Almost 30 percent of the approved grants had a regional impact, reaching three or more counties.



Unlike the responsive grantmaking that demonstrated the breadth of the Foundation’s priorities, the strategic initiatives were about depth within more narrowly defined areas. The **school-based health initiative** encompassed both school nurses and school-based health centers. The plan to expand school-based health centers was derailed early on due, in large part, to changing healthcare partner priorities during COVID, while the school nurse work expanded far beyond our initial expectations. During the past five years we built strong relationships with local, state, and national partners in this arena and laid the groundwork for the long-term systems changes needed to maximize the ability of school nurses to improve the health of children.



At the other end of the age spectrum, the Foundation’s commitment to **reducing older adult isolation** developed largely as planned, albeit with a pause for COVID. A collaborative of nearly 30 health, government, and social service organizations are now working together to screen older adults for social isolation and refer them as appropriate to a network of volunteer navigators for assistance in overcoming barriers to connection.

This project led to numerous spin-off collaborations and positive changes in the ecosystem for older adult services in Lackawanna County, and is poised to expand rapidly beginning in summer 2024.



The third strategic initiative advanced the Foundation’s commitment to **building a continuum of nonprofit capacity building services**. In partnership with both local and national organizations, we created a balanced portfolio of services ranging from short-term to long-term, in-depth to more general, and from individualized to group options. Topics ranged from strategic planning and financial sustainability to client feedback and operational enhancements.

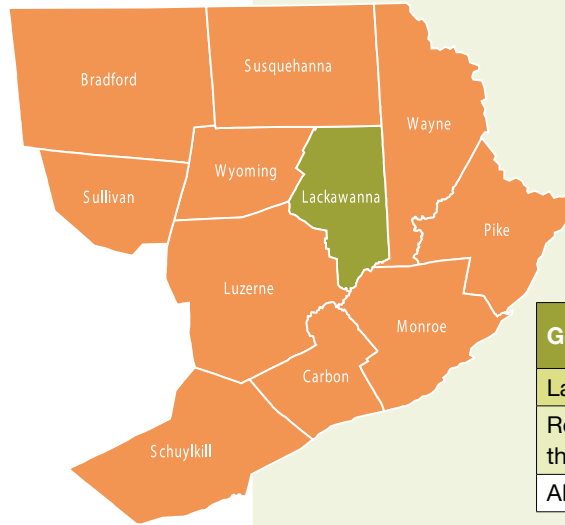
**Not everything went according to plan, yet we appreciated opportunities to learn and grow in the face of unanticipated challenges.** We look ahead to the next five years and beyond with a renewed commitment to our healthcare roots, an unwavering belief in the power of partnership, and a deep gratitude for the dedication of the nonprofit community in Northeastern Pennsylvania.



Total # Grants Approved = **196**

Total \$ Grants Approved =  
**\$15,347,756**

**102** Unique Grantee Organizations



**Geographic Impact:** Moses Taylor Foundation retained a primary commitment to Lackawanna County, while supporting a broader 11-county region that also included Bradford, Carbon, Luzerne, Monroe, Pike, Schuylkill, Sullivan, Susquehanna, Wayne, and Wyoming Counties.

Geographic Area Impacted	# Grants Approved	\$ Grants Approved
Lackawanna County	74	\$6,787,820
Regional (grant impacted three or more counties)	57	\$3,784,369
All Other Counties in Region	65	\$4,775,567

### Priority Areas

The grant categories listed below represent the Foundation's priority areas during the five-year strategic plan period. Health and Healthcare (General) represents grants that were more broadly in the clinical space. The Strategic Initiatives grants are those that were received through the responsive grantmaking process and aligned with the Foundation's initiatives in Older Adult Isolation, School-Based Health, or Capacity Building.

Priority Area	# Grants Approved	\$ Grants Approved
Primary Healthcare	13	\$2,227,735
Mental and Behavioral Health	23	\$1,514,806
Dental Care and Oral Health	3	\$670,000
Healthcare Workforce	22	\$2,555,487
Health and Healthcare (General)	31	\$2,477,153
Human Services	67	\$3,966,994
Strategic Initiatives	37	\$1,935,581



### COVID

The Foundation made a significant commitment to support local nonprofits with direct response to the COVID-19 pandemic. These grants are in addition to what is represented as part of the Community Needs Responsive Grantmaking.



Total # Grants Approved = **38**

Total \$ Grants Approved = **\$1,183,944**

## 2018 IDENTIFYING THE NEED

After successfully partnering with The Wright Center to expand a school-based health center in the Scranton School District, the Foundation identified a need and opportunity to duplicate the model in other school districts.



## 2019 SETTING A GOAL

Set the preliminary goal that, by the end of 2023, the percentage of K-12 students with access to school-based health centers in Lackawanna and Luzerne counties would double.



## 2020 FACING CHALLENGES

With the onset of the COVID-19 pandemic, the priorities of potential medical partners changed, limiting options for new centers.



## 2020 FINDING OUR WAY

Attempted to spur action by engaging partners in a variety of ways:

- Partnered with The Institute on research into ideal locations
- Networked with other school-based health centers across the nation
- Connected with local school districts
- Engaged other funders

Unfortunately, none of these proved effective.



## 2021 RESETTING EXPECTATIONS

After realizing that a self-motivated medical partner was necessary to move the work forward, MTF changed course. The Foundation remains committed to offering support if opportunities present themselves, but is no longer seeking to proactively create new centers.

## 2022 EXPANSION OPPORTUNITY

Supported expansion of NEPA Community Health Care's school-based health center in the Elk Lake School District.



## LOOKING FORWARD

- Remain open to additional opportunities if they occur
- Place increased focus on school nurse initiative, which has grown far beyond initial expectations





# School-Based Health: School Nurses



## 2018 IDENTIFYING THE NEED

Diverse stakeholders serving school-aged children highlighted school nurses as the “hidden” healthcare system and as a population lacking support and resources.

## 2019 FINDING OUR WAY

During listening sessions, local school nurses shared gaps and discussed the complexity of the work—leaving the Foundation unsure as to where efforts could have the most impact.

## 2019 SETTING A GOAL

Set a preliminary goal that, by the end of 2023, school nurses in NEPA would have the basic supports necessary to meet the health needs of students. Initially expected this work to consist of straightforward grants to schools for supplies and equipment.

## 2019/2020 FOCUSING OUR LENS

Commissioned the National Association of School Nurses to conduct a needs assessment of school nurses in NEPA. Results identified deeper, systemic issues impacting school nurses.

## 2021 SPREADING AWARENESS and RECEIVING RECOGNITION

Established school nurse PR advisory committee and launched communications campaign to raise awareness of the role of school nurses.

Foundation received the statewide “Friend of School Nursing Award” from the PA Association of School Nurses and Practitioners.



## 2020 DEVELOPING A STRATEGIC APPROACH

Using needs assessment results, developed a five-point strategy focused on:

- Advocacy
- Connections
- Professional Development
- Staffing/Funding
- COVID Needs

## 2022 ADVOCACY AND PROFESSIONAL DEVELOPMENT

Completed internal advocacy training to prepare for next phase.

Administered school nurse professional development survey to identify gaps and responded with enhanced local offerings and a mentorship pilot.

## 2023 RESEARCH AND EVALUATION

Completed school nurse workforce and funding study and began sharing results and cultivating related pilots.

Engaged firm to evaluate school nurse work and make suggestions for the future.

## LOOKING FORWARD

- Develop school nurse advocacy strategy
- Continue awareness campaign
- Cultivate additional professional development opportunities
- Pilot alternative models for school nurse staffing and funding
- Address long-term impacts from COVID (mental health)
- Expand existing and explore new partnerships
- Adjust strategy as needed based on evaluation results





# Reducing Older Adult Isolation

## 2018 IDENTIFYING THE NEED

Older adults are particularly vulnerable to social isolation, which has been directly tied to a variety of adverse health outcomes.



## 2018 FOCUSING OUR LENS

Community stakeholders serving older adults emphasized that the region has a wealth of programs and services, but gaps existed in collaboratively:

- Identifying those who are isolated
- Connecting them to services
- Raising awareness about the issue



## 2018 SETTING A GOAL

Set the preliminary goal that, by the end of 2023, Lackawanna County health and social service providers will be using a tool to measure older adult isolation and will connect 3,000 at-risk older adults to navigators.



## 2020 PAUSING FOR COVID

COVID-19 pandemic hit and MTF encouraged the group to put its work on hold to focus on responding to emergency needs.



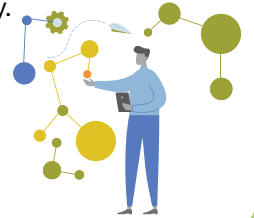
## 2019 ESTABLISHING THE COLLABORATIVE

Awarded planning grant to a collaborative of nearly 30 different organizations led by the United Way of Lackawanna & Wayne Counties.



## 2019 DEVELOPING A STRATEGIC APPROACH

Incorporating emerging best practices, the Foundation developed and issued a planning grant RFP to identify a collaborative of organizations to work together to design a system for Lackawanna County.



## 2021 RESUMING WORK

Collaborative reconvened and completed its plan. The strong supports built into the planning grant were key in ensuring the entire group remained committed to this work even after a long hiatus.



## 2022 TESTING THE PLAN

Collaborative received three-year pilot funding from MTF and other partner funders to begin testing its plan.



## 2023 SHARING LEARNINGS

Pilot continues to progress; early learnings were shared at the National Council on Aging Conference.

## LOOKING FORWARD

- Continue support of pilot, evaluation, and sustainability planning
- Monitor social services landscape to help solve for potential service gaps caused by increased referrals
- Explore expansion to other counties
- Share learnings with the field



# Capacity Building



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

High

- Small groups of mission-aligned organizations
- Long-term collaborative relationships
- Multiple touchpoints over time
- Highly customized

### Capacity Building Grants

Fund individual nonprofits to advance leadership development; fundraising strategies; strategic planning; financial sustainability studies; technology upgrades; and diversity, equity, and inclusion efforts.

### Listen4Good

Provide five local nonprofits per cohort with resources and technical assistance for collecting, interpreting, and responding to beneficiary feedback.

**2018:** Launched 1<sup>st</sup> cohort

**2020:** Launched NEPA Funders Collaborative and 2<sup>nd</sup> cohort

**2023:** Launched 3<sup>rd</sup> cohort with older adult focus



Level of Foundation Engagement

- More defined audience
- Short-term relationships
- In-depth information on a variety of topics

### Scranton Area Community Foundation

Address capacity building needs of nonprofit organizations in NEPA through educational opportunities.

**2018-** Annual slate of workshops

**2020:** (shifted to virtual only during COVID)

**2021:** 3-year investment for ongoing training, NEPA Learning Conference, and Executive-in-Residence program

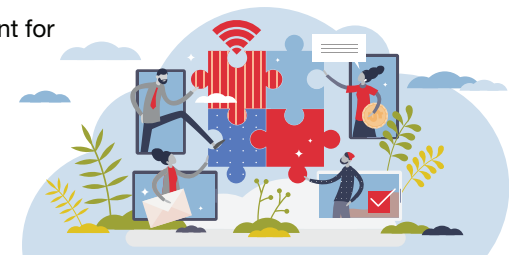
**2023:** Introduced eCornell professional development offerings

### The Institute

Inform and educate grantmakers, grantees, nonprofits, elected officials, and stakeholders through demographic reports, research studies, and legislative briefings.

**2018:** 3-year pilot project

**2021:** 3-year re-investment for continued support



Low

- High volume of connections
- Short-term relationships
- Easily accessible and open to a wide audience of nonprofits
- Mix of general information and customized support

### Catchafire

Establish an online resource that matches mission-driven organizations with virtual, skills-based volunteers on capacity building projects critical to an organization's success.

**2022:** Launched 1-year pilot project

**2023:** Renewed partnership for additional year based on positive pilot results

### NEPA Learning Conference

Support 2-day conference bringing together nonprofit leaders from across the community to participate in a series of workshops on capacity building.


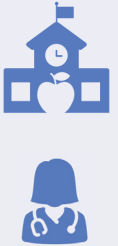

**2019:** Inaugural conference

**2020:** Virtual conference

**2021:** Hybrid (remote/in-person) conference

**2023:** In-person conference

# 2019-2023

OBJECTIVES	GOALS	OUTCOMES
 <p><b>RESPONSIVE GRANTMAKING</b> Cultivate responsive grants to identify and address community needs.</p>	<p>By the end of 2023, we will improve the use of community responsive grants to monitor trends and address emerging community needs.</p>	<p>From January 2019 through December 2023, the Foundation maintained quarterly grant cycles (supporting primary, mental, and oral health; healthcare workforce; and human services) and ad hoc funding opportunities based on emerging needs. During this period, 196 grants were approved for a total of \$15.3M plus an additional \$1.1M in COVID-related funding. The Foundation continued to seek community and partner feedback through mechanisms such as a formal Grantee Perception Survey, as well as ongoing informal conversations. A comprehensive analysis of Foundation grantmaking data, coupled with public information on community needs, was integral to the Foundation's refreshed strategic directions which will launch in July 2024.</p>
 <p><b>SCHOOL-BASED HEALTH</b> Expand school-based health services through broadly supporting school nurses and increasing the availability of school-based health centers.</p>	<p>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% to 28%.</p> <p>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.</p>	<p>The percentage of students in Lackawanna and Luzerne counties with access to school-based health centers did not change demonstrably given the diminished capacity and changing priorities of potential medical partners. However, the Foundation supported the expansion of a school-based health center in Susquehanna County.</p> <p>Based on results of the assessment conducted by the National Association of School Nurses, the Foundation adopted a five-point strategy focused on advocacy, connections, professional development, staffing/funding, and COVID-related needs. These points guided the Foundation's approach to ensuring school nurses have basic supports to meet the health needs of students. From a professional development series and hands-on skills lab to a mentorship program and awareness campaign, the Foundation championed the role of school nurses. A comprehensive evaluation scheduled for completion in June 2024 will quantify progress and illuminate areas for continued support.</p>
 <p><b>SOCIAL ISOLATION IN OLDER ADULTS</b> Reduce social isolation in older adults through public awareness, identification, and connections to community resources.</p>	<p>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.</p>	<p>Lackawanna County health and social service providers serving older adults are using various tools to measure social isolation to determine candidacy for referral to the navigators. The navigators are then using a standardized and validated screening tool with the referred older adults to identify specific barriers to connection and provide warm hand-offs to related services. While the number of isolated older adults referred to the navigators thus far is lower than anticipated (approximately 300), the project demonstrates strong promise, even after losing a year during the initial COVID outbreak, and is poised for significant expansion in the coming months.</p>
 <p><b>CAPACITY BUILDING</b> Champion increased investment in nonprofit capacity building.</p>	<p>By the end of 2023, we will support a continuum of capacity building services that meet the diverse needs of our partners</p>	<p>The Foundation maintained and expanded partnerships with Listen4Good, Scranton Area Community Foundation, and The Institute to support capacity building at the community level. In addition, a new partnership with Catchafire was launched – matching skills-based volunteers with local nonprofit organizations. Rounding out the continuum of capacity building services, the Foundation provided funding to individual nonprofits to advance leadership development; fundraising strategies; strategic planning; financial sustainability studies; technology upgrades; and diversity, equity, and inclusion efforts.</p>