

2022–2025


# Strategic Plan





## Context

At its inception in 2002, the Camden Coalition existed as little more than a breakfast meeting among local healthcare providers looking to address the complex health and social issues faced by residents of the city of Camden. In our early years, our organization was among a handful attempting to lower healthcare costs by addressing social determinants of health through our Core Model—a person-centered approach to care management.

Over the past two decades, and particularly over the past two years, the healthcare landscape has changed dramatically. Social determinants are now accepted as a major driver of health outcomes. Conversations among healthcare leaders have shifted away from focusing solely on cost to include how structural racism and inequities affect outcomes for populations. In addition, the COVID-19 pandemic has exposed the shortcomings of our current system at every level, leading to calls for change through cross-sector partnerships and the inclusion of consumer voices in planning and execution. These external factors, combined with the [2020 results](#)  of a randomized controlled trial of our Core Model, made us reflect on the critical work we should be doing in the coming years and how to measure our collective impact.

## The process

Because it has been five years since our last strategic plan, we decided to engage broadly across diverse stakeholders at local, regional, and national levels, as well as the full Camden Coalition board of trustees and staff. The goal of our strategic planning process was to assess what we do well, what we have accomplished, and how we could best contribute to improving the health and well-being of people with complex health and social needs.

We also examined the challenges and opportunities presented by the COVID-19 pandemic, and the subsequent and potential future changes in healthcare, public health, and social care services. In doing so, we have sought to leverage our approach to ecosystem transformation, while also expanding the field of complex care across the country.

Our strategic plan for 2022–2025 sets forth our mission, vision, and organization-wide goal, and the priorities that will enable us to advance health equity and improve the health and well-being of people facing health and social complexities.



# Mission, vision & brand

Our strategic planning process enabled us to take a closer look at our mission, vision, and brand to ensure alignment to our updated organizational goals and priorities.

*The Camden Coalition’s vision* is transformed health and social systems that ensure every individual receives person-centered care rooted in authentic healing relationships.

*Our mission* is to contribute to that vision by improving the health and well-being of people with complex needs by demonstrating and advancing equitable ecosystems of care.

By “ecosystems” we are referring to interconnected and interdependent networks of community partners (both healthcare and non-healthcare) whose shared goal is to improve the lives of the individuals they serve.



Our new strategic plan also utilizes our new Camden Coalition branding which recognizes the community-based health and social care workers, as well as lawyers and others working in tandem with healthcare providers in support of this vision. Deciding to emphasize that we are actually the Camden Coalition and not just the Camden Coalition of Healthcare Providers honors the important role of *all* cross-sector care teams in caring for individuals with complex health and social needs, as well as highlights our commitment to coalition-building across stakeholder groups.

As a demonstration organization, we pilot and test new models of care to improve the health and well-being of individuals with complex health and social needs.



# 2022–2025 Strategic priorities & organization-wide goal

As an organization, we believe in a multistakeholder approach to problem-solving that is rooted in a commitment to long-term partnerships. Our strategic planning process was no different, which is why we conducted approximately eight focus groups in the spring of 2021, and twenty-two interviews with individual external stakeholders—from national thought leaders to local partners and Camden Coalition clients—over the summer. Our interviews focused on the areas where stakeholders thought the Coalition has or could have the most impact. Interviewees’ responses and feedback were distilled into themes and recommendations, which were used to create the plan’s following five areas of focus:

## STRATEGIC PRIORITIES



### Advance equity

*Recognize the inequalities of power, privilege, and prejudice that shape the systems in which we operate, and work to ensure equitable policies and practices are embedded in all aspects of the Coalition’s work.*



### Be the expert

*Disseminate our knowledge and expertise on addressing complex needs through training, convening, curricula, and publishing. Help advance the field on what works for whom and in what context.*



### Demonstrate what works

*Provide the field with concrete guidance on what works for who and in what context. Demonstrate and document locally and nationally the return on investment and outcomes from Coalition activities and programs.*



### Enhance organizational alignment

*Align our local and national messaging, governance, and program expertise to maximize impact and accelerate scaling of best practices.*



### Expand the evidence

*Build on data expertise and quality improvement approaches to inform payers, providers, policymakers, and other stakeholders on what works across different practice and community settings. Develop tangible, measurable outcomes through a pragmatic, multi-site research plan with partners.*

We believe every individual, regardless of their needs, should receive person-centered care rooted in authentic healing relationships.





*By 2025, confront inequities and system failures by strengthening the ecosystems of care for 500 communities in Camden, across New Jersey, and around the country.*

## Theory of change



### Problem

*Fragmented and inequitable systems of care*



### Actions

*Empower people, advocate for change, and co-design solutions*



### Impact

*Uptake of new practices and system changes that result in better outcomes*

## ORGANIZATION-WIDE GOAL

In recognition of the dramatic changes needed to transform the current health and social care systems that are failing so many, we have defined an organizational goal:

***By 2025, our organizational goal*** is to confront inequities and system failures by strengthening the ecosystems of care for 500 communities in Camden, across New Jersey, and around the country.

- ▶ Our approach to “strengthening the health ecosystems” involves facilitating greater coordination and collaboration amongst local healthcare, social care, and other community actors, as well as improving the delivery of relevant services and supports.
- ▶ We will define a “community” as a population within a geography with a varying combination of health and social needs. For example, pregnant people or parents dealing with addiction in Camden who would benefit from improved access and services; or individuals in St. Louis who frequently use the emergency department and inpatient psychiatric services, and who would benefit from greater access to, and coordination with, community behavioral health services.
- ▶ Our aspirational goal to impact 500 communities by 2025 was formulated by an analysis of the geographies and populations served by our programs in collaboration with local, regional, and national partners. Our goal-setting is rooted in our Theory of Change and establishes our commitment to increase the uptake of new practices and system changes that empower people in communities to receive person-centered and equitable care.

## Measuring success toward our organization-wide goal

To guide and measure the collective outcome of our work, we have developed an overarching framework that identifies six key domains of a strong and equitable health ecosystem. These domains are meant to be flexible and broad so they can be refined and further developed by the field.

With these working domains as guideposts, we will track our progress toward our organization-wide goal through the measurement framework below. This framework will further prioritize our work over the next four years and shape our impact analysis as we strive to maximize the health and well-being of the hundreds of communities we will serve.

1

### Workforce

*A strong and equitable health ecosystem requires a well-prepared, diverse, and interprofessional workforce that is focused on delivering high-quality and person-centered care, creative problem-solving, and effective collaboration with participants and organizational partners.*

2

### Services

*A strong and equitable health ecosystem continuously evaluates the continuum of services that are needed by the population impacted to ensure that services are high-quality and accessible, service gaps are filled, and care management supports individuals to achieve their goals.*

3

### Data and measurement

*A strong and equitable health ecosystem collects, shares, and uses quantitative and qualitative data to identify and understand the population impacted, assess needs, coordinate services, adapt best practices, and continuously improve the delivery of care and support.*

4

### Leadership and governance

*In a strong and equitable health ecosystem, there is a well-functioning process for identifying priorities, defining roles, and working together to design and improve services. Leaders in a mature health ecosystem recognize power differentials amongst those involved and seek to share power and overcome those differentials where possible.*

5

### Funding and payment

*In a strong and equitable health ecosystem, adequate resources are directed to the organizations and services that are essential to improve care for the population impacted, particularly community-based organizations and non-medical services.*

6

### Consumer participation

*In a strong and equitable health ecosystem, community members and people with lived experiences are involved in all aspects of care, program design and improvement, and organizational and ecosystem governance in meaningful ways.*

**See our organization-wide framework graphic on the next page →**

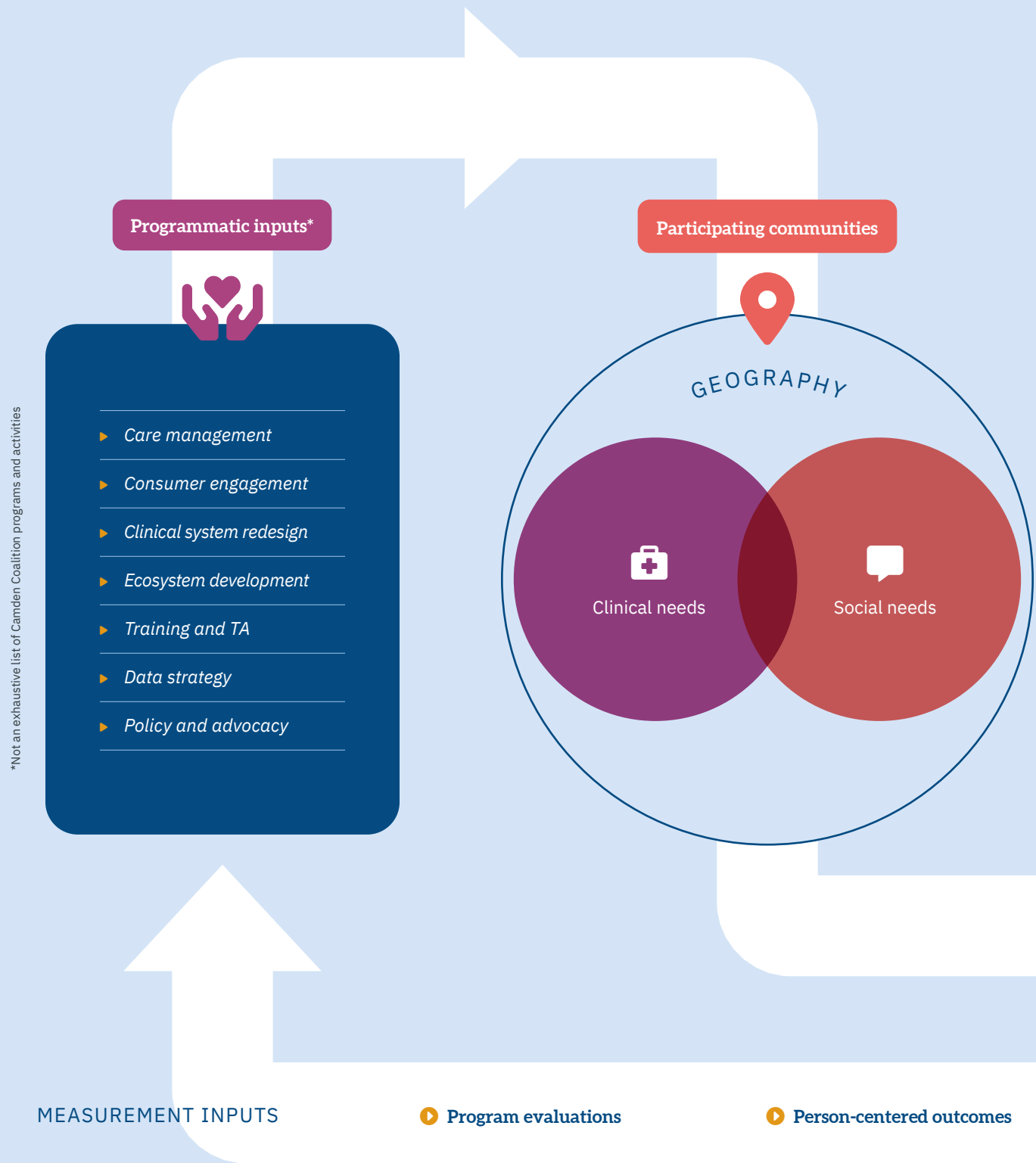
We use a data-driven approach to identify and engage participants in our care intervention model, and believe shared data is the key to cross-sector collaboration.





Organization-wide measurement framework

To ensure we achieve our goal to strengthen ecosystems of care in 500 communities by 2025, we designed a framework by which we can advance our work and measure how each of our programs contribute to one or more of the six domains of a strong ecosystem.







## Driving toward change

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As we embark on our 20th year of service in the city of Camden, we see healthcare at a crossroads. The COVID-19 pandemic may have exacerbated the weaknesses and failures of our system, but it also exposed them clearly, presenting opportunities to innovate and chart an equitable path forward. We look forward to leveraging these opportunities to identify and sustain the changes needed to care for individuals with complex health and social needs.

Stay up to date with the Camden Coalition's progress at [camdenhealth.org](https://camdenhealth.org).





## About the Camden Coalition

We are a multidisciplinary nonprofit working to improve care for people with complex health and social needs in Camden, NJ, and across the country. The Camden Coalition works to advance the field of complex care by implementing person-centered programs and piloting new models that address chronic illness and social barriers to health and wellbeing. Supported by a robust data infrastructure, cross-sector convening, and shared learning, our community-based programs deliver better care to the most vulnerable individuals in Camden and regionally.

Through our National Center for Complex Health and Social Needs (National Center), the Camden Coalition works to build the field of complex care by inspiring people to join the complex care community, connecting complex care practitioners with each other, and supporting the field with tools and resources that move the field of complex care forward. The National Center's founding sponsors are the Atlantic Philanthropies, the Robert Wood Johnson Foundation, and AARP.



**Camden  
Coalition**



**The National Center**  
for Complex Health & Social Needs  
*An initiative of the Camden Coalition*

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