



# Community Health Endowment of Lincoln Strategic Plan

2026 - 2030

## Strategic Plan Executive Summary

**Our Vision: Lincoln is the healthiest community in the nation.**



Collaborate and invest to improve health outcomes in Lincoln.



Communicate with and engage key partners and community members to raise awareness of CHE.



Utilize data to increase knowledge, leverage resources, and demonstrate impact.



Strengthen and streamline systems and processes to ensure CHE's effectiveness.

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# About Us

## **Our Vision:** Make Lincoln the Healthiest City In The Nation

On October 1, 1997, a master agreement was signed to formally transfer ownership of Lincoln General Hospital from the City of Lincoln to Bryan Memorial Hospital (now Bryan Health). The sale of the hospital resulted in net revenues of about \$37 million for the city.

Then-Mayor Mike Johanns appointed the Mayor's Task Force on Lincoln General Sale Proceeds to address the use of these funds. After a public process to gather community input, the Task Force developed a vision for a healthier Lincoln and recommended the development of the Community Health Endowment of Lincoln (CHE). CHE was officially established in 1998.

Since its creation, CHE has returned more than \$40 million within the city of Lincoln while growing the endowment at the rate of inflation for future generations.

## **Our Values**

- Stewardship: Using resources prudently while growing and preserving assets
- Collaboration: Partnering to develop healthy children, families, and neighborhoods
- Community Expertise: Valuing good ideas from the heart of the community
- Innovation: Finding new and better ways to improve the health of our increasingly diverse community

## **Health**

CHE's charter defines health as: The ability of all people within the community to reach full mental, spiritual, and physical potential by living in safety with vigor and purpose; meeting personal needs; meeting community responsibilities; adapting to change; and having trusting and caring relationships.

## **This Strategic Plan**

This strategic plan was developed by Community Health Endowment (CHE) board and staff with input from community residents, grantees, nonprofit organizations, elected officials, and others collected through a community-based survey and focus groups. In the creation of this strategic plan, we consider CHE's effort to understand its impact, continue to be a good steward of resources, serve as a thought leader around health initiatives, and foster collaboration around health initiatives in Lincoln.

This plan was adopted by the Board of Directors in May 2026.

## Collaborate and invest to improve health outcomes in Lincoln.

| Activities                                                                                                                                    | Outputs & Outcomes                                                                                                                                                                                                                                                 | Timeline                                          | Responsible                           | Resources / Key Steps                                                                                                                                                                                                                                                                                                             |
|-----------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|---------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1) Evaluate established metrics and identify outcomes that contribute to improved health in Lincoln.                                          | <b>Output:</b> Metrics are identified and reviewed.<br><br><b>Outcome:</b> CHE can demonstrate improved health outcomes and positive impacts created by its funding, collaboration, investment, or technical assistance.                                           | Apr. 2027<br><br>Dec. 2030                        | Funding Committee & President and CEO | Identify shared health outcomes or core measures across grantees; ensure data collection aligns with core measures; demonstrate alignment with Place Matters.<br><br>Establish a reporting mechanism to CHE which aligns with the outcome timeline.                                                                               |
| 2) Continue to connect with funding organizations to increase awareness of CHE and its funding priorities.                                    | <b>Output:</b> Communication plan is created.<br><br>Connect with 5 or more funding organizations to increase their awareness of CHE.<br><br><b>Outcome:</b> Collaborative investment leads to a 5% increase in funding for health-related initiatives in Lincoln. | Dec. 2027<br><br>Dec. 2028<br><br>Dec. 2030       | Executive Committee & CEO             | Communication plan details CHE involvement in the community, funding priorities and goals including Place Matters information.<br><br>Potential organizations may include the City, LLCHD, external funders, and others.<br><br>Continue to consider ways to utilize CHE investment as match, catalyst, or collaborative funding. |
| 3) Continue to consider innovation as well as sustainable investments, and impactful investments that align with identified health priorities | <b>Outcome:</b> CHE continues to identify and invest in ongoing community programs, innovative projects, and large-scale investments<br><br><b>Outcome:</b> CHE investment leads to improved health outcomes in Lincoln.                                           | June 2028<br><br>Dec. 2030, & beyond              | Funding Committee                     | Continue to invest in alignment with designated metrics and goals while maintaining flexibility to respond to community needs.                                                                                                                                                                                                    |
| 4) Provide education and assistance with CHE processes to grantees and potential grantees.                                                    | <b>Output:</b> Identify at least one group of grant partners with similar goals for larger impact investment.<br><br><b>Output:</b> Each grantee receives at least one offer for session for assistance; 33% of grantees engage in education or support.           | By Dec 2030<br><br>Dec. 2027, annually thereafter | CEO and Staff, Funding committee      | Continue to identify and communicate with potential collaboration partners for grantees. Continue to identify and convene grant partners with similar goals for greater impact of investments.<br><br>Utilize assistance and education to aid grant partners in their success.                                                    |

## Communicate with and engage key partners and community members to raise awareness of CHE.

| Activities                                                                                                                  | Outputs & Outcomes                                                                                                                                                                                                                                                                                                                                                   | Timeline                                                | Responsible                                      | Resources / Key Steps                                                                                                                                                                                                                                                                                                                                                                  |
|-----------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|--------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1) Identify, expand and strengthen current and potential partnerships within healthcare organizations and local nonprofits. | <p><b>Output:</b> Identify, establish, and strengthen new or existing partnerships.</p> <p><b>Outcome:</b> Partnerships lead to increased coordination and shared understanding of community health priorities, resulting in CHE funding that aligns with Community Health Improvement Plans and elevates awareness of key health issues.</p>                        | <p>May 2028</p> <p>Dec. 2029</p>                        | CEO                                              | <p>Strengthen partnerships with Lincoln nonprofits to raise awareness of CHE (includes partnering with LCMS to strengthen relationships within the medical community).</p> <p>Review local data from health organizations such as LLCMD, Bryan Health, CHI, Lutheran Family Services, Community Action of Lancaster and Saunders Counties, Region 5 Behavioral Health, and others.</p> |
| 2) Continue to implement a strategic awareness plan for CHE.                                                                | <p><b>Output:</b> Increase earned media and strategically organize community presentations or educational opportunities that highlight CHE's work and impact.</p> <p><b>Outcome:</b> Increased community awareness and understanding of CHE's role, priorities, and impact in improving health in Lincoln.</p>                                                       | <p>Sept. 2027, annually thereafter</p> <p>Dec. 2029</p> | <p>CEO</p> <p>Operations &amp; Comms Officer</p> | <p>Define the core audience for who needs to know about CHE and what they need to know.</p> <p>Respond to interest in the community for education and information.</p> <p>Consider and implement additional ways to share grantee stories of success.</p> <p>Filament (FES) Services &amp; Stingray Writing</p>                                                                        |
| 3) Develop shared messaging with partners around health priorities, needs, and strengths in Lincoln.                        | <p><b>Output:</b> Shared, appropriate language and messaging tools are distributed to be used by community collaborators in their own external communication efforts.</p> <p><b>Outcome:</b> Increased consistency and amplification of key health messages across partner communications, strengthening a shared community voice around priority health issues.</p> | <p>June 2027</p> <p>Dec. 2030</p>                       | Operations & Comms Officer                       | <p>Collaborate with existing partners (identified by Activity 1, e.g., funders, healthcare organizations, community leaders) and key community health issues (e.g., mental health, aging population, health disparities).</p> <p>Develop and include key messages to promote preventative and proactive health strategies.</p>                                                         |

| Activities | Outputs & Outcomes | Timeline | Responsible | Resources / Key Steps                                                                                                                                                                 |
|------------|--------------------|----------|-------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|            |                    |          |             | <p>Engage community members to inform and validate messaging (especially underrepresented voices).</p> <p>Support partners in using and adapting messages across their platforms.</p> |

## Utilize data to increase knowledge, leverage resources, and demonstrate impact.

| Activities                                                                                                                                                                                                                                                                                            | Outputs & Outcomes                                                                                                                                                                                                                                                                                                                                                                                                                    | Timeline                                                         | Responsible                                                            | Resources / Key Step                                                                                                                           |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>1) Develop and release CHE publications and resources, and host community conversations to identify where disparities exist and services needed in our community.</p> <p>Expand CHE's contribution to original data collection to support understanding of local health care issues and needs.</p> | <p><b>Output:</b> Develop and release 1-2 resources and publications. Host 2-4 events and/or community conversations.</p> <p><b>Outcome:</b> Increase awareness of CHE publications, resources, and community conversations, understanding of disparities, and opportunities regarding service provision.</p> <p><b>Long-term Outcome:</b> Increase community investment in geographic health disparities and health initiatives.</p> | <p>Oct. 2027</p> <p>Dec. 2030</p> <p>Dec. 2030, &amp; beyond</p> | <p>President and CEO</p> <p>Operations &amp; Comms Officer</p>         | <p>Event logistics and promotion Outreach Collaboration with data partners</p> <p>Connect with shared outcomes and goals (Activity 1.1)</p>    |
| <p>2) Utilize grantee reports to glean qualitative and quantitative data to better understand the state of health and health factors in our community.</p> <p>Provide support to grantees to respond to health needs and to assess their effectiveness in addressing those needs.</p>                 | <p><b>Output:</b> Produce an annual report to the Board of Trustees summarizing health needs and grantee support strategies.</p>                                                                                                                                                                                                                                                                                                      | <p>Dec. 2027, annually thereafter</p>                            | <p>CEO</p> <p>Funding Committee</p> <p>Grants and Outreach Officer</p> | <p>Update reporting strategies to gather information from grantees.</p> <p>Identify strategies to support grantee response and assessment.</p> |

## Strengthen and streamline systems and processes to ensure CHE's effectiveness.

| Activities                                                                                                                                                                       | Outputs & Outcomes                                                                                                                                                                                                                                                                                                                                                        | Timeline                                           | Responsible                    | Resources / Key steps                                                                                                                                                                                                                                                                                 |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|--------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1) Review and assess application and reporting processes to ensure that reporting and application meet the needs of CHE and is not overly burdensome for applicants or grantees. | <p><b>Output:</b> The application and reporting processes are all reviewed.</p> <p><b>Output:</b> A baseline is established for the reviewed application and reporting processes, including current technical assistance time.</p> <p><b>Outcome:</b> Decreased technical assistance time is allocated to application and reporting support compared to the baseline.</p> | <p>Dec. 2026</p> <p>June 2027</p> <p>June 2028</p> | Funding Committee              | <p>Consider integration of technology to auto-populate and compile data.</p> <p>Assess what information, the timeline, frequency of reporting, length, and the format CHE most needs.</p>                                                                                                             |
| 2) Strengthen and maintain a long-term relationship with a financial manager.                                                                                                    | <p><b>Outcome:</b> CHE endowment increased to maintain its own inflation-adjusted targets.</p>                                                                                                                                                                                                                                                                            | Dec. 2030 (and on-going)                           | Investment & Finance Committee | <p>Monitor Fiducient for continued performance and improvement.</p> <p>Monitor CHE endowment balance and provide recommendations for bi-annual grant budgets and any interim actions necessary to maintain inflation adjusted targets.</p>                                                            |
| 3) Strengthen the existing outreach and technical assistance plan.                                                                                                               | <p><b>Output:</b> Outreach and technical assistance plan is reviewed, setting a benchmark.</p> <p>Reviewed outreach and technical assistant plan is implemented.</p> <p><b>Outcome:</b> Staff members are supporting and engaging community organizations effectively and efficiently in line with CHE's vision.</p>                                                      | <p>June 2027</p> <p>Dec. 2028</p> <p>June 2028</p> | CEO                            | <p>Provide outreach reports at every Board meeting.</p> <p>Staff will track the number of outreach activities they have with grantees and the community to ensure there is enough staff capacity to increase outreach.</p> <p>Metrics for this are captured by other areas in the strategic plan.</p> |

| Activities                                                       | Outputs & Outcomes                                                                                                                                                                                                           | Timeline  | Responsible                      | Resources / Key steps                                                                                                                                                    |
|------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|----------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                  | <b>Outcome:</b> Staff increase their outreach compared to the benchmark.                                                                                                                                                     | Mar. 2029 |                                  |                                                                                                                                                                          |
| 4) Develop a DEI plan to strengthen the goals of the DEI policy. | <b>Outcome:</b> Increase the capacity of the organization to fund initiatives in a culturally competent manner and effectively address health disparities through education, funding, representation, and other initiatives. | Dec. 2030 | Administrative Committee         | Execute the DEI consultancy contract in development by the Administrative Committee and implement related strategies, including training and grantmaking best practices. |
| 5) Strengthening DEI in the Board of Trustees.                   | <b>Outcome:</b> The CHE Board is made up of individuals with diverse backgrounds, experiences, expertise, which helps drive diversity in funding and create an environment that supports a wide set of voices.               | Dec. 2030 | Administrative Committee and CEO | Doing research into what a diverse board looks like, what the board looks like now, and where we need to be. Making sure it is maintained year to year.                  |