



# Archstone Foundation's Strategic Plan

*Improving the Health and Well-Being of Older Californians and Their Caregivers*

## Charting a New Direction

In 2019, Archstone Foundation staff began a strategic planning process to review our work to better understand and respond to the most pressing issues facing older adults' health and well-being. Stakeholders throughout Southern California and a wide range of regional and national experts identified long-standing systemic failures and the lack of coordination between health care and social services as fundamental challenges. In response to these gaps, the Foundation will shift its grantmaking from the Foundation's long-standing support of distinct issue areas, to funding three new core strategies — "The Three Ts" – Teams, Training, and Technology. We believe this work will improve the health and well-being of all Californians and their caregivers and advance a more just and equitable care system.



## Furthering Our Mission Through the Three Ts

Healthcare, social services, and related systems can and should work together to provide better care. The Three Ts are intended to promote high-quality care for older adults, reduce racial and ethnic disparities, and further Archstone Foundation's mission — improving the health and well-being of older Californians and their caregivers. In addition, we will ensure that these integrated services are culturally competent, client-centered, comprehensive, collaborative, coordinated, connected, and compassionate (what we refer to as the Seven Cs).

### TEAMS

### TRAINING

### TECHNOLOGY



## TEAMS

No single health or social service professional has all the skills essential in meeting the needs of older adults and their caregivers. Silos of care need to be reinvented as models of care teams that can be structured to achieve more cost-effective care. Current workforce shortages make it essential that all team members contribute at their highest value possible. Teams must also place older adults and their family at the center of the team to ensure that their care preferences and goals are met.

With Teams, Archstone Foundation will focus its grantmaking on spreading affordable person- and family-centered team care models that demonstrate improved outcomes for older adults and their families. The Foundation will particularly focus on adapting tested models to ensure that they respond to the needs of diverse older adults and communities poorly served by traditional care systems.

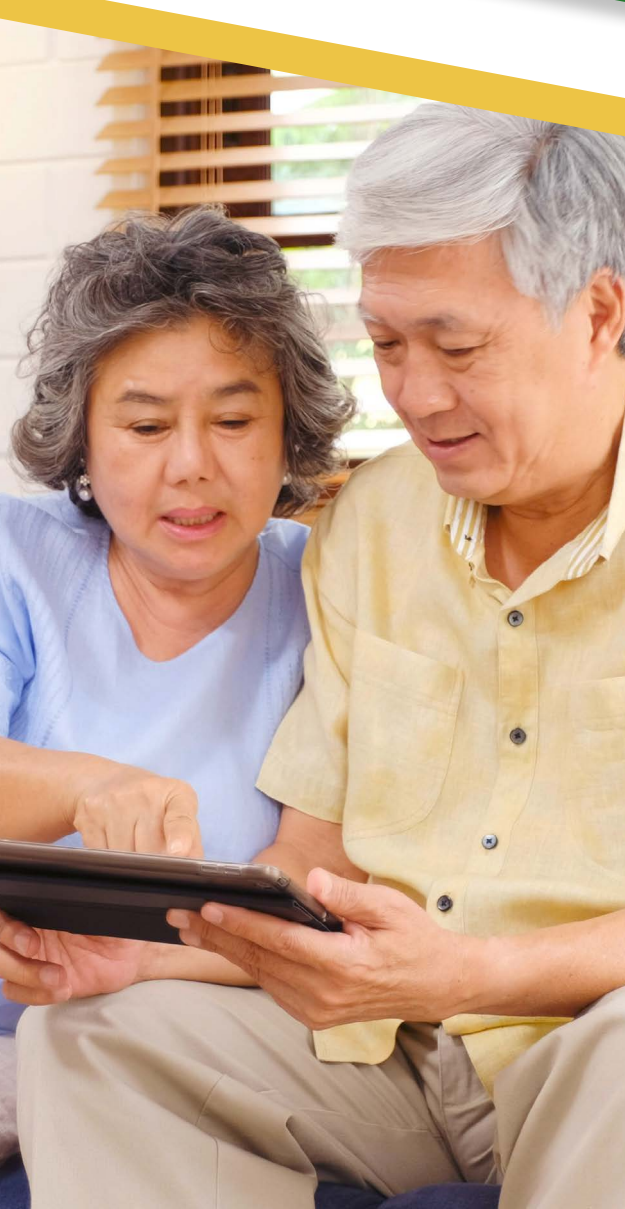




# TRAINING

Integrated care requires a commitment to changing long-established policies and practices. Social services and health care cannot collaborate effectively without learning from and about each other, the formal processes of teamwork, and person-centered care. One of those practice changes includes recognizing opportunities for social service staff and community health workers (CHWs) to take on more care coordination responsibilities and ensuring appropriate training for those new roles and responsibilities. Likewise, teams can and should develop the capacity to address issues of race, class, age, gender, and sexual orientation—essential to providing care that meets the needs of all older adults.

With its Training priority area, Archstone Foundation will center its grantmaking on training health care and social service providers on effective team care models, with a focus on improving teamwork, enhancing geriatrics and gerontological expertise and skills, and meeting the needs of newer team members (e.g., CHWs) who are filling gaps in traditional care.



# TECHNOLOGY

Healthcare and social service silos create barriers that prevent the exchange of information and limit data sharing, which are critical building blocks to improving care. Removing these barriers are necessary steps to improving care coordination. Professionals working to support older adults and their families should have 24-7 access to care plans across all settings, while at the same time, privacy concerns must be addressed. Team care is most effective when all members of a care team, including older people and their caregivers, have real-time notice of important changes of health status, such as a hospitalization or emergency department visits. Similarly, goals of care and end-of-life wishes must also be immediately available.

Technology grantmaking will focus on promoting the adoption of technologies that facilitate teamwork and empower older adults and their families to direct own their care. This may include:

- Developing ways for different systems and devices to communicate with one another – interoperability;
- Advocating for better regulatory frameworks;
- Promoting affordable technological devices and services that enable lower-income older adults and their families to realize the benefits of team care; and
- Demonstrating technology's benefits to all stakeholders.

# Our Commitment to the Future

Archstone Foundation has set a target grantmaking allocation of \$15 million for the implementation of our new strategic direction. This includes funding for our three new core strategies — Teams, Training and Technology — and cross-cutting grant types (e.g., technical assistance, evaluation, policy, advocacy, convenings, communications, and leadership) that are focused on the Three Ts. It also includes support specifically for efforts that address diversity, equity, and inclusion.

We look forward to joining with a wide range of thought partners and grantees and turning these plans into programs and initiatives that can dramatically improve care coordination, reduce health disparities, and make a measurable difference to the health and well-being of older adults and their caregivers in California.



## Theory of Change

**Improving the Health and Well-being of Older Californians and Their Caregivers**

**Integration of Health Care and Social/Supportive Services (Seven Cs)**

Culturally Competent

Client-Centered

Comprehensive

Collaborative

Correct

Connected

Compassionate

### GOALS

Teams

Training

Technology

Grants, Technical Assistance, Evaluation, Policy and Advocacy, Convenings, Communications, Leadership

*For more detailed information on the Foundation’s strategic plan and our Grantmaking Standards, please visit: [Archstone.org](https://www.archstone.org)*