



West Mountain Regional Health Alliance

Strategic Plan

2025-2027

OUR MISSION

We build an integrated whole health system that supports optimal health for all people who live in the West Mountain region.

OUR PURPOSE

We believe strengthening whole health systems, with community partners and resources, is essential to improving the social determinants of health for all people living in the tri-county region.

IMPACT

All people in Eagle, Garfield and Pitkin County have access to quality healthcare, social and community resources, education and economic opportunity to thrive.

OUR GUIDING PRINCIPLES

- **Access:** Removing barriers to ensure all people, especially underserved populations, obtain timely, appropriate, and affordable health services when needed.
 - **Collaboration:** Facilitating partnerships to achieve shared goals and outcomes.
 - **Inclusion:** Recognizing diverse peoples, partners, and resources, holding space for everyone to benefit and belong.
 - **Health Equity:** Ensuring that all populations groups have the chance to achieve their highest possible level of health through the fair and just distribution of health resources, services, and opportunities.
 - **Regional Focus:** Practicing a systems approach that values and responds to community needs to achieve scalable and sustainable solutions.
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OUR GOALS & STRATEGIES

SG1. STRENGTHEN THE HEALTH SYSTEM - WMRHA builds a collaborative system of interconnected partners to identify needs and provide access to resources for improving the Social Determinants of Health of all residents.

SO1. Strengthen collective capacity to bridge regional system gaps within key SDOH areas

SO2. Develop and implement a comprehensive Theory of Change and Impact Framework by December 2025

SO3. Establish a membership model for WMRHA that enhances collaboration, contributes to funding, and supports strategic goals by December 2025

SG2. LEVERAGE DATA - WMRHA and its initiatives have effective planning, monitoring, evaluation, and learning systems in place within the organization and initiative areas to continuously learn, adapt, and improve

SO1. Align and streamline data collection systems to improve efficiency of service delivery within initiatives by December 2026

SO2. Planning, Monitoring, Evaluation, and Learning cycles incorporate equity and inclusion guiding principles

SG3. LEAD AND INFLUENCE - WMRHA is a highly visible, recognized, and valued backbone organization among tri-county local governments and community partners.

SO1. The Board is guided by a targeted marketing plan by September 2025

SO2. WMRHA is a thought leader and advocate for SDOH within the region

SO3. Pursue state and national-level action to support regional efforts

SG4. SUSTAIN COMPREHENSIVE FUNDING - WMRHA effectively identifies, secures and administers funding to improve the Social Determinants of Health through our partner agencies and coalitions while also funding general operating needs

SO1. Build System-level awareness and collective action to secure funding towards meeting ongoing SDOH needs in the region

SO2. Increased capacity in the WMRHA as a backbone organization to identify, pursue, and track grant opportunities for key initiatives

SG5. STRENGTHEN THE BOARD - WMRHA board is an effective and efficient governance group enabling collaborative SDOH-related impacts in the region.

SO1. Ensure Board composition reflects the diversity within the West Mountain Region and has a requisite depth of expertise by December 2025

SO2. Develop governance and strategic structures to effectively guide the organization to accomplish its mission



GLOSSARY OF TERMS

Term	Definition
Strategic Objective (SO)	A specific, actionable target that supports achieving a broader organizational goal, providing focused direction for activities and initiatives.
Key Activities (KA)	Specific actions or tasks under strategic objectives indicating how goals within a plan will be achieved.
Theory of Change	A comprehensive description and illustration of how and why a desired change is expected to happen in a particular context.
Impact Framework	A structured approach that outlines the elements of measuring and assessing the impact of a program, including goals, metrics, and evaluation methods.
Collective Impact	Collective impact is a framework for addressing complex social issues through structured collaboration among diverse organizations and interest holders. It emphasizes the importance of cross-sector coordination rather than isolated interventions by individual organizations, aiming to achieve significant and lasting social change.
Backbone Support	An organizational model providing infrastructure and support to enhance partner collaboration toward a common goal. Creating and managing collective impact requires a separate organization(s) with staff and a specific set of skills to serve as the backbone for the entire initiative and coordinate participating organizations and agencies.
Social Determinants of Health	Conditions in which people are born, grow, live, work, and age that affect their health outcomes. These determinants encompass a wide range of factors, including economic stability, education, social and community context, health and healthcare, neighborhood and built environment.
Initiative-Specific Gaps Assessments	An evaluative process identifying gaps within initiatives to improve performance and outcomes by addressing unmet needs.
Quantitative and Qualitative Data	Quantitative Data: Numerical data analyzed statistically. Qualitative Data: Descriptive data providing insight into experiences or concepts.
Equity and Inclusion	The fair and just distribution of health resources, services, and opportunities across different population groups, ensuring that everyone has the chance to achieve their highest possible level of health. This involves addressing and reducing disparities in health outcomes that arise from social, economic, and environmental disadvantages, and ensuring that marginalized and underserved communities receive the support they need to overcome these barriers.
Access	The ability of individuals and communities to obtain timely, appropriate, and affordable health services that meet their needs. This includes ensuring that healthcare facilities, providers, and resources are available and accessible to all segments of the population, particularly underserved and marginalized groups.