



Community  
Catalyst



# Our Five-Year Strategic Plan

A health system rooted in race equity and health justice is integral to creating a world where health is a right for all.

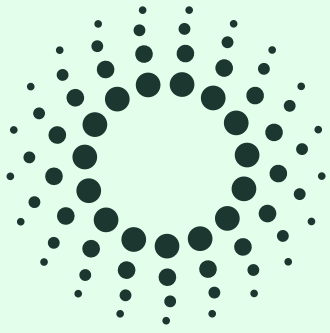
# Charting a New Path Forward

The U.S. health system is entrenched in inequity – with laws, policies, and practices that discriminate against people because of race, income, immigration status, gender identity, age, and disability – and this impacts us all. Through Community Catalyst’s decades of work, two realities have emerged:

- There is tremendous opportunity to build on our collective successes in much deeper, more impactful ways; and
- In order to do so, we must focus more intently on power building to advance structural health system change.

In our next chapter, Community Catalyst will focus our work on race equity and health justice, long-term vision setting, and power building. We will collaborate with community partners to build a policy vision for change that anchors race equity and health justice — and to learn about, share, and bolster community power-building strategies. With partners in the health justice movement, Community Catalyst will champion community-led ideas at the local, state, and national level to meet the health needs of people most hurt by our health system today, including Black, Indigenous, and people of color, individuals with disabilities, LGBTQ+ people, women, immigrants, and older adults. By weaving together community power-building strategies across the country, we will leverage the power of the health justice movement nationally.

**This is the work we must do to organize a collective and powerful community voice that can stand up to corporate interests and opponents of health justice. By bridging power building with public policy and advocacy, we will link the work of today with the future we are trying to create.**



## Building on 25+ Years

**Since our inception, Community Catalyst has been pushing for people to have a voice and influence over how the U.S. health system responds to community needs.**

For more than 25 years, we have been a trusted partner to advocacy organizations across the country, a change agent to policymakers at the state and national level, and both an adversary and a collaborator to health systems in our efforts to expand insurance coverage and make health care better for everyone.

Along with our partners, we have been at the forefront of major victories – from passing, implementing, and protecting the Affordable Care Act to improving essential programs like Medicaid and Medicare. Through it all, we have been driven by a commitment to connecting policy to community experience and strengthening the health advocacy infrastructure.

# The Problem

- The health system puts profit over people's health and reinforces systems of white supremacy, patriarchy, and other systems of oppression. Health is a commodity rather than a right.
- A root cause of health inequity is structural racism. Structural racism – and other forms of oppression such as ageism, ableism, xenophobia, sexism, and transphobia – are barriers to the prerequisites for good health.
- Policymakers are not sufficiently responsive to people.
- The health justice and advocacy movement is too fragmented and does not have a shared analysis of what it will take to build the power needed to make structural changes to the health system.
- Community Catalyst needs to focus more on race equity and health justice.

## Our Theory of Change

If we can build the power of the movement for health justice and harness community-driven ideas for structural health system change, we can hold policymakers and health systems accountable to our vision for a system rooted in race equity and health justice.



# A Relentless Focus on Equity

As we look ahead, we are intent on focusing our passion and commitment more deliberately towards race equity and health justice, centering our work on standing with the people most hurt by our health system today, including Black, Indigenous, and people of color, individuals with disabilities, LGBTQ+ people, women, immigrants, and older adults. We recognize the need to embody this commitment in a deep way by embedding race equity and health justice into the core of our mission – and throughout our organization and work.

**We embrace the hard work we need to do, internally and externally, to advance our vision of health justice.**

We are on a journey – and we understand that we have much work to do to make the change in the world we want to see. That’s why we will invest in learning and in our staff, and why we will hold ourselves accountable to becoming a more diverse, equitable, and inclusive workplace and to becoming an anti-racist organization.

# Three Pillars of Change

There are three core pillars underpinning Community Catalyst's 2021 – 2025 strategic plan: center equity; harness bold ideas and make progress; and build power and unity. Within those pillars lie our strategic priorities for the next five years, all embracing partnership with local, state, and national organizations to build a fundamentally transformed health system that is accountable to everyone, especially those hurt most by the health system today.

## Center Equity

Build and utilize anti-racist practices, with an intersectional lens

Center health justice and race equity in the broader health advocacy movement

## Harness Bold Ideas & Make Progress

Develop a long-term vision for a transformed health system that is accountable to everyone

Achieve health policy and practice change wins that both help people and set the stage for longer term goals that sustain health justice

## Build Power & Unity

With local and state partners, develop and implement power-building strategies

Build partnership with multi-issue organizations

Stabilize organizational infrastructure, build financial sustainability, and facilitate program integration

**We embrace the hard work we need to do, internally and externally, to advance our vision of health justice.**

What progress looks like:

- Local, state, and national organizations are aligned and making progress on long-term policy change rooted in race equity, health justice, and community leadership
- A strong, united, multi-racial movement with greater power over policymakers and health industry
- A more responsive and accountable health system: better coverage, better care, better health – with a focus on people most harmed today

# What Our Work Looks Like

We're building a powerful, united movement with a shared vision of and strategy for a health system rooted in race equity and health justice. Community Catalyst's work is fueled by the following initiatives, through which we work to drive meaningful progress alongside partner organizations across the country.

- **People Over Profit:** Too often, profit drives decisions about health care, and that comes at the expense of people, families, and communities. We're working to shift this imbalance.
- **Health & Economic Justice:** We're pushing for change that addresses the root causes behind the high costs of health care.
- **Community-First Public Health:** We're working to ensure that no matter who you are or where you live, the "public" is at the center of public health.
- **Organizing People & Power:** We cannot out-spend corporate interests in the fight for health justice. But we can out-organize them.
- **Coverage & Care:** We're pushing for changes that dramatically expand coverage and benefits—and improve access to trusted providers, no matter where you live.
- **Health System Innovation:** We're making sure that health system innovation—changing how care is delivered and paid for—centers community needs, ideas, and perspective.

## Our Mission

To build the power of people to create a health system rooted in race equity and health justice and a society where health is a right for all.

## Our Vision

Everyone has what they need to be healthy and our health system is shaped by and accountable to all people.

## Our Values

Race Equity & Health Justice  
Boldness & Action  
Collaboration & Humility  
Learning & Adaptability  
Transparency & Integrity