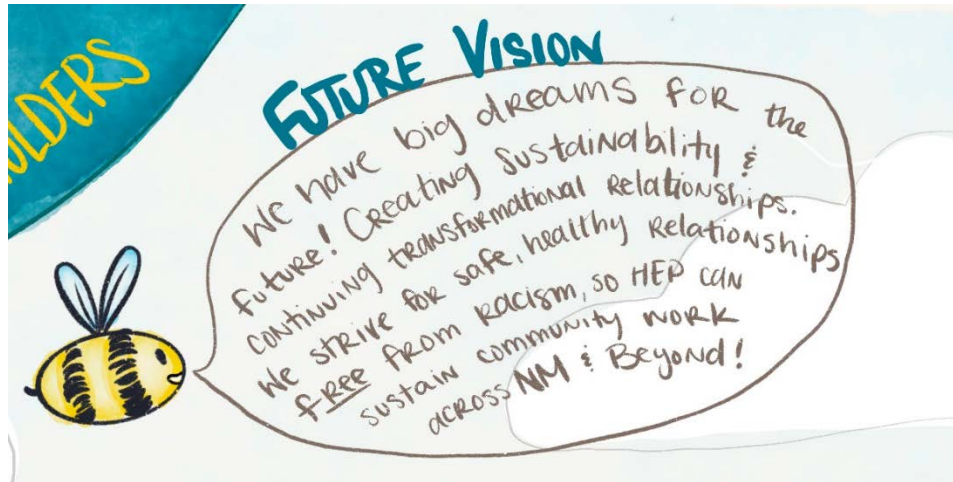




New Mexico Health Equity Partnership 2022 & Beyond - Strategic Business Model



Graphics by Emily McClintock



Introduction

Who is HEP?

The [New Mexico Health Equity Partnership](#) (HEP), is a statewide network, which strengthens the capacity of communities to shift power relations and advocate for policy and systems changes to create healthy and just communities. HEP currently consists of [two staff positions](#), [seven technical assistance providers](#), a [diverse steering committee with eleven members](#), graphic illustrators, and a strong network of community-based organizations who are a galvanizing force to offer creative policy and systems change solutions to advance health equity and racial equity. HEP believes every New Mexican should have the opportunity to lead a healthy life, live in neighborhoods where children and families thrive, and have a say in decisions that impact their communities and their lives.

Historically, HEP has held a multi-dimensional role as a funder, connector, weaver, convenor, trainer, facilitator, technical assistance provider, mentor, curriculum developer, partner, and cheerleader. HEP utilizes a human approach, is inclusive, creative, resourceful, transparent, and has deep respect for people and communities. The HEP team and network embody a sense of family, fun and laughter with a calm and reassuring presence. HEP partners with grassroots organizations for the long-term. Staff show up, support, and stand side by side with community. Values that are important to HEP include equity, community, humility, and co-learning. HEP is known for being:

- Strategic thinkers around statewide health equity with collaborative leadership.
- Strong communicators and good listeners with clear roles and processes.
- Organized, prepared, reliable, responsive, and creative, making things run smoothly with an ability to identify opportunities as they emerge.
- Adaptable, flexible, shifting as needed, and going with the flow of each community, each being unique and moving at its own pace and rhythm.
- Reflective and self-aware with a commitment to growing and learning along with partners.



Graphic by Gina Montoya

HEP'S History - what has HEP done?

Since 2012, HEP has been planting seeds with the vision that every New Mexican can succeed and live a healthy life that includes quality housing, education, nutrition, safety, transportation, cultural and language access, etc. Further, HEP envisions communities fully engaged in ensuring quality living conditions and has a say in policy decisions that impact their day-to-day lives. HEP accomplishes this by supporting community driven research, creating critical connections and linkages, and providing resources to increase organizational and advocacy capacity.

We supported community driven research: HEP has offered New Mexico based training and technical assistance to community groups on how to make a more compelling and impactful case when engaging decision makers on issues they care most about. One critical tool HEP uses is called the Health Impact Assessment. Since 2013, HEP has provided funding and training for [19 Health Impact Assessments in New Mexico](#) in ten counties and at least nine smaller community driven research efforts. Through the HIA process, community partners have learned how to collect and utilize data and community narratives to inform policy change and hold decision makers more accountable. Community groups have examined the proposed impacts of policies focused on environmental justice, housing, language access, parks and trails, transportation, wage theft, etc. on the health of current and future generations. They have made recommendations and educated decision makers, leading to policy changes.

To deepen HIA expertise in New Mexico, in 2016, HEP in partnership with Human Impact Partners implemented a HIA Train the Trainers Program to build the capacity of New Mexico community members to serve as HIA technical assistance providers. Therefore, knowledge and expertise are sustainable and is passed onto more advocates at the local level well into the future. To HEP's knowledge, this is the first HIA Train the Trainer Program in the country. In 2020, Together for Brothers released a [youth toolkit](#) and in 2021, HEP in partnership with Roanhorse Consulting, technical assistance providers, and Indigenous community partners launched an [Indigenous HIA toolkit](#).



A report by New Stories to the Robert Wood Johnson Foundation, highlights HIA as a best practice. The NMHEP members are noted as STARS as communities coming together to inform policies to improve health via HIA. The report notes that what is particularly relevant in New Mexico is that HIA's are being used by enough people in enough communities that they are creating a common vocabulary for action and learning.

Graphic by Emily McClintock

Community partners are proud of completing HIAs which have led to policy wins and systemic change that impact BIPOC communities, youth, immigrants, and refugees. HIAs have rippled through organizations and agencies to inform vision, strategies, and approach to work. Due to community ownership and leadership, HIAs done years ago still live on and are used in organizing efforts. Teams are proud of the shifts in relations of power and narrative change tied to their community organizing. Community partners are proud of the young people, families, and communities who have been at the center of their HIAs, told their stories, and the unity and solidarity strengthened across communities.

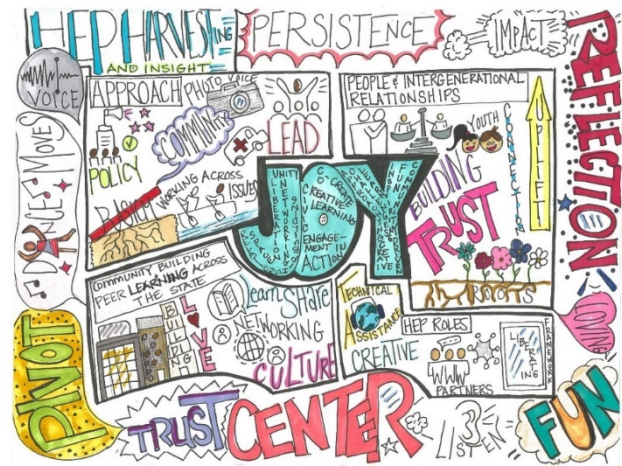
We created critical connections and linkages: HEP has facilitated a network of relationships among organizations and communities throughout New Mexico via convenings and communications platforms. There is a breadth and depth of connections, which include people representing different racial and ethnic backgrounds and age groups with deep relationships and trust. HEP plays a significant role as a convener in New Mexico creating spaces for relationship building and cross-cultural learning with

grassroots organizations, community champions, community members, and health leaders. Gatherings have been opportunities for community leaders from diverse regions to foster relationships, leverage resources, and promote cross-community learning. Partners share promising practices and support each other's efforts to advance equity. HEP also facilitates relationships with other networks. In recent years, HEP has strengthened its ability to create critical connections, bridge networks, and offer trainings to communities via intentional collaborations with the Con Alma Health Foundation, NewMexicoWomen.Org, and the Notah Begay III Foundation. This means more people working together. HEP makes connections for partners to both participate in and lead and facilitate sessions at gatherings, share resources, graphic record events, etc.

We provided resources to increase organizational and advocacy capacity: HEP has supported community members to be their own champions. Since 2013, HEP has provided resources, technical assistance, and moral support to increase the organizational and advocacy capacity of three place-based teams representing Indigenous communities, communities of color, immigrant communities, and low-income communities, in Doña Ana, McKinley, and San Juan counties. Since its inception, HEP has grown relationships with funders. During the pandemic, HEP has collaborated closely with the Con Alma Health Foundation serving in a coordinator role to distribute emergency COVID-19 relief funds to BIPOC, immigrant, refugee, and rural communities. Currently, HEP serves in the Assistant Project Director role with the Con Alma Health Foundation on its Vaccine Rollout and community rebuild effort. Partners describe HEP a good starter funder that opens gates for people of color and small organizations. HEP provides connections, encouragement, and mentoring to apply for funding.

In 2021, partners indicated that HEP has made stakeholders' lives happier by doing the following.

- **Capacity Building:** HEP offers creative frameworks and New Mexico based training and technical assistance with HIA teams and follow up efforts (photovoice, graphic storytelling), as well as other trainings. HEP staff offers 1-1 support and provides communications support. HEP offers creative ways to support teams and has a commitment to brainstorming and problem solving.
- **Connector:** HEP facilitates relationships with other networks, HIA teams, graphic recorders, youth, funders, and people. This means more people working together. HEP makes connections for partners to both participate in and lead/facilitate sessions at gatherings, share resources, graphic record events, etc.
- **Convenor:** HEP plays a significant role as a convenor across NM creating spaces for relationship building and cross-cultural learning with grassroots organizations, community champions, community members, and health leaders.
- **Partnerships:** HEP and partner organizations are with each other for the long-term. HEP shows up, supports, and stands side by side with community. There is trust with partners that ripples across communities.
- **Funder:** HEP team is a good starter funder that opens gates for people of color and small organizations. HEP has grown relationships with influencers and funders. HEP provides connections, encouragement, and mentoring to apply for funding.



Graphic by Gina Montoya

The order in which these strategies are presented is based on what brings the HEP team and network joy, as well as needs prioritized for the future of the HEP network. To learn more about HEP's history, what has been rooted and grown, our learnings and successes, please check out HEP's [Harvesting of Insights](#) summary. Key highlights have been shared above.

Strategic Business Model

HEP'S Future - what will HEP do moving forward?

For the past nine years, HEP has been an initiative at the Santa Fe Community Foundation and funded by the W.K. Kellogg Foundation. HEP is grateful for the generosity of these philanthropic institutions, as well as the many others who continue to resource HEP. With knowledge that the WKKF funding would come to an end in February 2022, in early 2021 HEP embarked on a journey to gather insights from partners, and in summer 2021 developed a new business model with the guidance of Roanhorse Consulting. The model builds off the learnings shared above, and a revenue generator assessment conducted in 2015-2016 which served as a foundation for the HEP team offering convening and coordination services. HEP conducted 20 virtual reflection sessions with 38 individuals to inform the model. As part of HEP's evolution, we are excited to move forward with the following strategic areas.

- **Capacity Building:** HEP will provide training and technical assistance to support grassroots organizations to conduct community driven research to make a more compelling case to decision makers on issues that affect the health and wellbeing of communities. Key tools include Health Impact Assessment, photovoice, and graphic harvesting.
- **Connecting:** HEP will create critical connections by facilitating relationships and leadership opportunities across the network and distribute information and elevate stories via communications platforms to advance health equity and racial justice.
- **Convening:** HEP will serve as a convener and co-create spaces for relationship building and cross-cultural learning to advance health equity and racial justice. As a convenor, HEP will build loving and beloved community to do work for social justice. HEP will provide opportunities for people to connect across the state, bridge the rural and urban divide, and engage in mutually beneficial relationships and peer learning. HEP will provide space for networking and for sharing different ideas, views, cultures, traditions, and perspectives.
- **Collaborative Funding:** In partnership with other funders, HEP will engage in collaborative grantmaking and provide connections, encouragement, and mentoring to increase access in funding for BIPOC and grassroots organizations to advance health equity and racial justice. HEP is committed to growing investments in Health Impact Assessments to ensure community centered efforts are adequately funded and so more communities can conduct HIAs. With additional resources raised in the future, HEP holds a longer-term vision to continue to play the role of starter funder to bring national money into New Mexico for BIPOC communities.

To support the strategic areas named above in service of advancing health equity and racial justice, HEP will move forward with a Co-Directorship model.

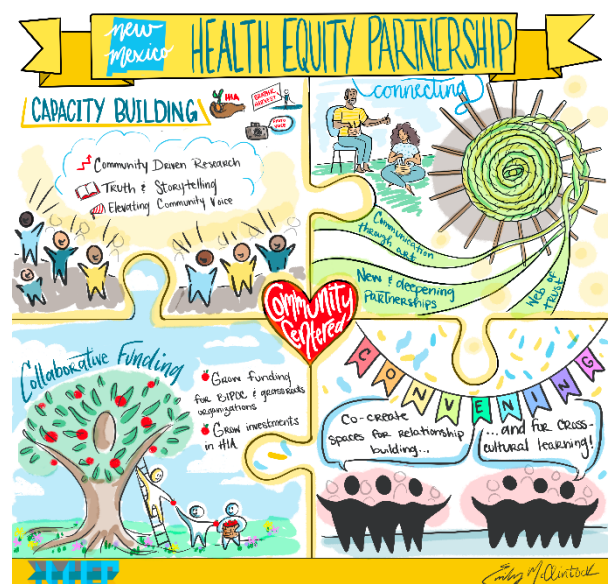
Co-Directors – what will they do?

One Co-Director will be responsible for strategic leadership, as well as oversight and management of two key areas: capacity building and facilitating critical connections through network engagement and utilizing diverse communications platforms to uplift stories.

The other Co-Director will be responsible for fundraising, operations management, and oversight and management of two key areas: collaborative funding and convening.

Organization - where will HEP be?

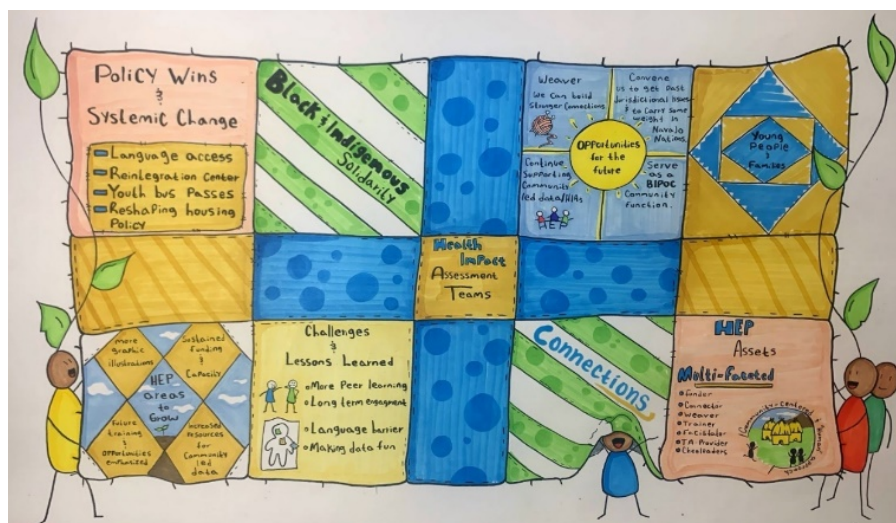
HEP is seeking a values aligned fiscal sponsor to support the partnership to continue to blossom in its next phase. The decision to move to fiscal sponsorship was informed by a SWOT analysis of different organizational structures (501c3, fiscal sponsorship, embedded/initiative of another organization).



Strategic Areas - What activities will take place?

Capacity Building: HEP will provide training and technical assistance to support grassroots organizations to conduct community driven research to make a more compelling case to decision makers on issues that affect the health and wellbeing of communities. Key tools include Health Impact Assessment, photovoice, graphic harvesting and other creative storytelling methods.

- HEP will partner with organizations to provide training and technical assistance, with an equity lens, to conduct community-driven research efforts.
 - HEP will deepen culturally relevant training utilizing the Indigenous HIA toolkit, youth toolkit, and trainings in Spanish to ensure more equitable engagement. This may include integrating a power analysis into the process. HEP will introduce photovoice during HIA trainings to deepen communities understanding.
 - HEP will deepen photovoice education via multiple paths, including photovoice training series for communities followed by a train the trainer series in future years with community members and TA providers who have more experience.
- HEP will partner with organizations to support smaller community-driven research efforts to advance policy efforts. These efforts would be an opportunity to go deeper into utilizing creative tools such as photovoice, graphic harvesting, etc. for communities to tell their narratives and organize for policy change.
 - HEP will partner with organizations in NM to conduct seed or follow up efforts tied to their HIAs and offer training and technical assistance as needed. Examples include follow up reports, photovoice projects, and graphic timelapse videos. There is interest to do projects with youth and intergenerational groups and with a focus in rural communities.
- HEP will work with organizations to co-apply for funding and partner on strategic community driven research efforts utilizing HIA. HEP will work with organizations to assess where they are in their journey to help determine if a full HIA, components of an HIA, photovoice project, or other tools are most appropriate.
 - This will include working with Deconstructing Racism NM on a Racial, Health, and Economic Impact Assessment in 2022. HEP partnered with DRNM in 2021 on preliminary RHEIA efforts and will support two educational peer learning on HIA in early 2022.
 - It could also mean exploring partnerships with organizations interested in conducting HIAs tied to environmental justice and in parts of the state (e.g. Southeast New Mexico) where few HIAs have been completed.



Graphic by Baruch Campos

Connecting: HEP will create critical connections facilitating relationships and leadership opportunities across the network and distribute information and elevate stories via communications platforms to advance health equity and racial justice.

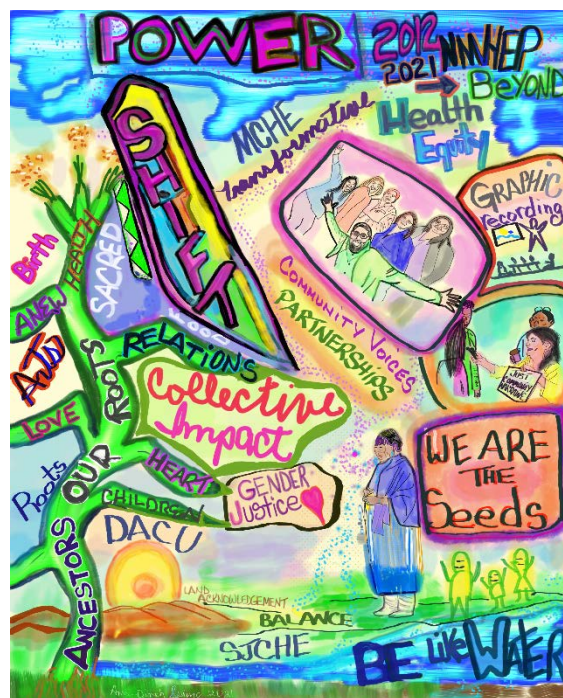
- HEP will refine its network structure and membership offerings. It is important for members to stay connected with a collectivist approach. See Appendix C for network structure and offerings.
- HEP will conduct network engagement to strategically increase membership (e.g. NM First, Racial Justice Equity Commission, etc.). Need to ask ourselves who is not at the table? Facilitating connections amongst community partners in rural, frontier, and tribal communities is particularly important.
- HEP will have members update their registration to inform asset mapping. Asset mapping can be represented visually in a graphic or in future years in a health equity and racial justice graphic workbook.
- HEP will compile a 1-pager of facilitators, graphic recorders, policy organizations, and capacity building resources within the network to better facilitate peer connections across the network. Network members who are also interested in engaging in peer for learning and/or exchanging hours across organizations can let us know and they will be listed on the form as such.
- HEP will facilitate connections: amongst network members interested in specific issues, tools, learnings, etc.
- HEP will facilitate connections for network members to participate in, present, facilitate, and hold leadership roles at collaborative statewide or regional gatherings.
- HEP will facilitate connections for peer learning across the network and opportunities for network members to provide health equity and racial justice facilitation, coaching or trainings based on their strengths and interests with or for each other.
- HEP staff will stand side by side with partners at community events, policy presentations, etc. based upon request and when the HEP team has time and capacity.
- HEP will elevate graphic harvesting by utilizing it within community-driven research and convening. Seasoned visual practitioners and those growing their skills will graphically record events and summarize themes from notes. HEP will help elevate and facilitate connections to graphic recorders with peers in the network.
- HEP will elevate community stories, uplift local work and collaboration, learnings and successes, and HIA and photovoice work via a monthly newsletter and social media (Facebook and Instagram).



Graphic by Emily McClintock

Convening: HEP will serve as a convener and co-create spaces for relationship building and cross-cultural learning to advance health equity and racial justice. As a convener, HEP will build loving and beloved community to do work for social justice. HEP will provide opportunities for people to connect across the state, bridge the rural and urban divide, and engage in mutually beneficial relationships and peer learning. HEP will provide spaces for networking and for sharing different ideas, views, cultures, traditions, and perspectives.

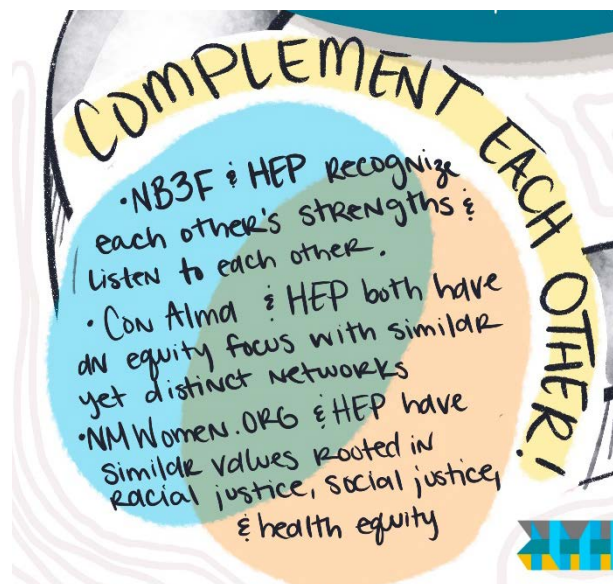
- HEP will prioritize convening in partnership with other organizations to support specific purposes and intentions. For example, in 2022, this will include convenings and communications campaigns tied to the:
 - Healthy Masculinities Collaborative - a partnership between NewMexicoWomen.Org, Tewa Women United, Together for Brothers, Transgender Resource Center of New Mexico, and HEP.
 - Vaccine Rollout and Community Rebuild convening, coalition building, capacity building and technical assistance efforts in partnership with the Con Alma Foundation.
- HEP will provide convening services, including coordination, planning, co-design, logistics, zoom management, facilitation, and report writing to organizations for a fee. Organizations such, as the Notah Begay III Foundation, have contracted with HEP to co-convene gatherings with Indigenous communities locally and nationally. Similarly, organizations who need convening support can include HEP as a partner in their grant applications for strategic purposes.
- HEP will engage in collaborative efforts with other organizations to provide opportunities and engage in anti-racism education and racial healing with the HEP network and possibly with other stakeholders to create spaces for learning and bridge building. The future plan will be developed based on feedback given by partners and the learnings and reflections of the racial equity and healing training and coaching the HEP steering committee and core partners engaged in during fall 2021.



Graphic by Anna Rondon

Collaborative Funding: In partnership with other funders, HEP will engage in collaborative grantmaking and provide connections, encouragement, and mentoring for grassroots organizations to access funding.

- HEP, in partnership with the Con Alma Health Foundation, will build on collaborative COVID-19 relief and recovery work to advance health equity and racial justice utilizing grantmaking, technical assistance, convening, and communications towards:
 - The promotion of a New Mexico Vaccine Rollout for equitable allocation, distribution, and access in partnership with philanthropic and community partners, and the New Mexico Department of Health.
 - A Community Rebuild post COVID-19 for communities to address the disproportionate impact COVID-19 has had on vulnerable populations in New Mexico.
- HEP will also provide coordination, planning, convening, coalition building, facilitation, and report writing services to peer funders for a fee.
- HEP will facilitate connections between grassroots organizations and funders and share funding opportunities.
- HEP will collaborate with partner organizations to seek funding for community driven research and storytelling efforts to advance health equity and racial justice.
- HEP will collaborate with partner organizations to seek funding to advance health equity and racial justice efforts and play a defined role.



Graphic by Emily McClintock

Long-term:

- HEP intends to grow investments in HIAs to ensure community centered efforts are adequately funded and so more communities can conduct HIAs.
- With additional resources raised in the future, HEP would like to continue to play the role of a starter funder and become a more official intermediary to bring national money into New Mexico for BIPOC communities.
- In planning for this, it will be important to map ecosystem of partners to answer the following questions to inform this longer-term vision. What are other organizations are doing this and/or are poised to do this moving forward?

Who is involved? How does HEP communicate?

The [New Mexico Health Equity Partnership](#) (HEP), is a statewide network, which strengthens the capacity of communities to shift power relations and advocate for policy and systems changes to create healthy and just communities. HEP currently consists of [two staff positions](#), [seven technical assistance providers](#), a [diverse steering committee with eleven members](#), graphic illustrators, and a strong network of community-based organizations who are a galvanizing force to offer creative policy and systems change solutions to advance health equity and racial equity. HEP believes every New Mexican should have the opportunity to lead a healthy life, live in neighborhoods where children and families thrive, and have a say in decisions that impact their communities and their lives. HEP's interactions with partners are rooted in relationships and communications are tailored to specific projects. This may look like regular check in calls, planning calls, peer learning sessions, debrief sessions, etc. HEP communicates with constituents via phone calls, in person conversations, email, text, zoom, graphic illustrations, videos, website, monthly newsletter, social media, etc.

HEP Network - view the full list of network members [here](#).

Technical Assistance Providers and Trainers

- Christina Morris, HIA TA Provider
- María Gallegos, HIA TA Provider
- Valerie Rangel, HIA TA Provider & Indigenous HIA Toolkit TA lead
- Yolanda Cruz, HIA TA Provider
- Estefany Carrasco (project-based)
- Mahdi Hossaini, HIA TA Provider (project-based)
- Terry Schleder, HIA TA Provider (project-based)
- Mabel Gonzalez, Mavel Photography, Photovoice Trainer
- Together for Brothers, Youth HIA Toolkit
- Roanhorse Consulting, Indigenous HIA Toolkit

HEP Staff

- David Gaussoin, Coordinator (Co-Director as of March 1, 2022)
- Jessi Espinoza-Jensen, Grants & Capacity Building Strategist (Outgoing Director - last day April 29, 2022)
- TBD - new Co-Director

Steering Committee Members (*meets at least quarterly for strategic oversight, small grant making decisions based on funding, resource development, etc.*)

- Metro region
 - Michael Barrio
- Northeast region
 - Anastacio Trujillo
 - Fatima van Hattum
 - Maria Perez
 - Pat Leahan
 - Yolanda Cruz
- Northwest region
 - Christina Morris
 - Anna Rondon
 - Hazel James
- Southwest region
 - Joseph Hill
 - Kari Bachman

Graphic illustrators we've worked with before and recommend!

- Anna Rondon
- Baruch Campos
- Christian Gering
- Emily McClintock
- Erica Bota
- Gina Montoya
- Israel Haros Lopez
- Louie Gamon
- Michelle Buchholz
- Michel Wing
- Sean Clark
- Taslim van Hattum
- Visual Sisterhood (Jen Mein & Anne Gomez)

Key Collaborators

- Chainbreaker Collective
- Doña Ana Communities United
- McKinley Collaborative for Health Equity
- San Miguel Health Impact Assessment Team
- San Juan Collaborative for Health Equity
- Together for Brothers

Ecosystem partners

- Con Alma Health Foundation
- Deconstructing Racism New Mexico
- Healthy Masculinities Collaborative
- Human Impact Partners
- New Mexico Department of Health
- NewMexico Women.Org
- New Mexico Public Health Association
- Notah Begay III Foundation

Cost Structure: What resources are expected? What is needed?

Revenue Streams: HEP's expected revenue for 2022 is \$420,892. HEP is grateful to the following organizations and individuals who have contributed to HEP's 2022 budget either through funding and/or by providing HEP with contracts for coordination or convening services.

- Amalgamated Foundation
- Community Health Funder Alliance - Anchorum St. Vincent, Christus St. Vincent (CSV) and the Santa Fe Community Foundation.
- Con Alma Health Foundation
- McCune Charitable Foundation
- NewMexicoWomen.Org
- Notah Begay III Foundation
- Santa Fe Community Foundation
- W.K. Kellogg Foundation
- Individual donors

Investment in human resources: The HEP team, partners, technical assistance providers, steering committee, etc. are essential to advancing HEP's strategic areas outlined in this plan. The Co-Directorship model will provide opportunity for shared responsibilities, based on strengths, within the HEP team.

Investment in communications: In 2022, HEP will invest in communications by allocating resources to support website enhancements so the HEP website is reflective of the new business model. HEP also has resources allocated to support graphic harvesting and other marketing materials. HEP invests in staff time for communications. One Co-Director is responsible for facilitating critical connections through network engagement and utilizing diverse communications platforms to uplift stories.

Organizational support: As HEP steps into its new business model, HEP is looking for fiscal home aligned with HEP's mission, vision, and values, with complementary strengths and assets, that can contribute to a reciprocal relationship to support HEP grow on the next phase of its journey. HEP is looking for staff within the fiscal sponsorship committed to being in authentic relationship with the HEP team and who will serve as thought partners to advance health equity and racial justice.

HEP is looking for a fiscal sponsor, with a statewide presence, that has experience working with New Mexico's diverse communities. It is important to HEP that the fiscal sponsors values are aligned and there is a healthy organizational culture where staff feel seen, heard, and valued.

It is important to HEP that equity is embedded in the fiscal sponsors practices and policies. HEP wants to be in a learning environment where there is an understanding of health equity and a commitment to anti-racism. Culturally, it is important that equity is actively practiced, and staff show up with humility in interactions with each other and community. It is also important that the fiscal sponsor have adequate infrastructure to serve as a financial back shop with practices rooted in equity. HEP would also like the fiscal sponsorship to support with resource development and offer a reasonable rate for the services provided. Specific criteria are included below:

- Values: Alignment of HEP values (equity, community, humility, co-learning).
- Back Office Supports: Strong back office supports rooted in equity that is community friendly.
- Policies & Practices: Equity embedded in policies, practices, human resources, etc.
- Resource Development: Resource development support for HEP's vision and a reasonable fee based on what they are offering.
- Culture: Learning environment where equity is actively practiced, and staff demonstrate humility with each other and community.

- Leadership: Reciprocal relationships, complementary strengths and thought partnership that allows HEP to focus on the community centered work on the ground, and that allows for HEP's autonomy.
- Communications: Respectful communications internally and strong communications externally, including strategic communications to support with fundraising to elevate HEP's work via communications platforms (website, e-news, social media, donor news, etc.).
- Statewide Focus: Statewide focus and knowledge of New Mexico's diverse communities.

Appendix A: New Mexico Health Equity Partnership (Mission, Shared Value, Vision, and Approach)

- **Mission:** The New Mexico Health Equity Partnership (HEP) strengthens the capacity of communities to shift power relations and advocate for policy and systems changes to create healthy and just communities.
- **Shared Value - What we believe?** HEP believes every New Mexican should have the opportunity to lead a healthy life, live in neighborhoods where children and families thrive and have a say in decisions that impact their communities and their lives.
- **Vision - How will the world be different?** Every New Mexican can succeed and live a healthy life that includes quality housing, education, nutrition, safety, transportation, cultural and language access, etc. The community is fully engaged in ensuring quality living conditions and has a say in policy decisions that impact their day-to-day lives.
- **Approach:** HEP and partner organizations are with each other for the long-term. HEP shows up, supports, and stands side by side with community. There is trust with partners that ripples across communities.

Appendix B: What is different and/or is important to highlight from the past for 2022?

- HEP is committed to deepening community driven research work to build power and focus on sustainable policy and systems. While HEP is dedicated to supporting organizations via HIA training and technical assistance to reach policy goals, we are clear that HEP itself is not a policy organization and there are other organizations (e.g. Strong Families) much stronger in this area that are important for us to partner with.
- In 2022, the HEP team will no longer have WKKF dollars, enabling us to serve in the role as a funder to subgrant HIA funds or funds to three place-based teams. From 2012-2014, HEP had a \$3.1 million grant from WKKF receiving approximately \$1 million per year. In 2021, WKKF received \$300,000 from WKKF; most other funds are from earned income from services HEP is contracted to do. In 2022, 60% of the HEP budget is anticipated to be from contracts. This orients the HEP model to provide services around key areas where the team can co-seek funding as a partner with organizations and then provide services as part of the effort. Another option is for organizations to contract with HEP for services.
- HEP will shift from a core partner and network member model to focus solely on network members with newly defined benefits. HEP has invited current core partner leads to serve on the HEP steering committee.
- Because the HEP staff will have less capacity to provide 1-1 support in the future, we are working to be more intentional about facilitating connections across the network for peer learning, support, etc.
- We will uplift graphic recorders tied to the HEP network and intentionally hire and recommend them to visually record and synthesize information. While this will be more integrated in the work, we are clear that we are not serving in an agent role.
- In 2015/2016, during an earlier transition period for HEP, the HEP team conducted a revenue generator assessment to identify, explore, and confirm keyways that HEP could generate revenue. HIA services, as well as community-based convening services were identified as promising services. HEP has learned that many organizations don't have the resources to pay for HIA services, yet partnering on collaborative grants (e.g. Global 505 & HEP) is one way to identify and pay for the HIA services.
- Early on, HEP had funding for numerous gatherings per year. Moving forward, except for the Statewide Gathering, convening will be done in collaboration with other organizations to support strategic efforts with specific purposes and intentions. Peer funders (e.g. Con Alma, NB3 Foundation, NMWomen.Org) have contracted with HEP for its convening and coordination services. These have also been opportunities for HEP network members to earn revenue for their facilitation and graphic recording services. The new business model further affirms and deepens the revenue generator model developed and nourished six years ago.
- Because the HEP team will not have funding to subgrant, this means that its grantmaking role for at least the next year will be in collaboration with other funding entities, such as the Con Alma Health Foundation via the Vaccine Rollout and Community Rebuild effort.
- Further, because the HEP team will not have funds to subgrant funds, responsibilities around grantmaking internally will shift, as will roles with grantee partners. HEP's responsibilities will be based on specific partnership / project-based efforts. We acknowledge that the biggest shift will be with the place-based teams since HEP has provided consistent funds to them over the years via WKKF.
- While HEP doesn't anticipate doing its own grantmaking in 2022, it does have resources to support community partnerships and trainings around community driven research projects and photovoice.

Appendix C. HEP Network Benefits

Structure Partner Type	Current/Previous	2022 and beyond
Core Partners - four	<ul style="list-style-type: none"> Quarterly partner visits Racial equity / healing sessions and coaching Host and attend policy/advocacy days Priority points on small group gathering funds Personal page on the HEP website <p>Expectations</p> <ul style="list-style-type: none"> Strategic Planning for statewide gathering 	<p>HEP acknowledges that it does not have the funding to offer benefits to core partners as it did in the past. The HEP team has extended an invitation to core partner leads (Anna, Kari, Hazel, Pat) to serve on the steering committee in next phase of HEP, which they have accepted. HEP will not have core partners moving forward; only network members.</p>
Network members - over 100	<ul style="list-style-type: none"> Engage in the HEP's peer learning community and make critical connections via gatherings and the online forum. Submit news, accomplishments, job announcements, events, to the HEP newsletter/website calendar. Learn about the HEP's opportunities via our newsletter. 	<ul style="list-style-type: none"> Engage in the HEP's peer learning community and make critical connections via gatherings and communications platforms. Submit news, community stories, learnings and successes, HIA and photovoice work accomplishments, job announcements, and events via a monthly newsletter, social media (Facebook and Instagram), and calendar. Learn about the HEP's opportunities via our newsletter. Members' assets will be recorded and represented in an asset map. Members who are facilitators, graphic recorders, policy organizations, and capacity builders etc. will be identified in a 1-page document posted on the HEP website. Members who would like to engage in peer learning across the network with a pair and/or exchange hours across the network will be delineated as such. HEP will facilitate connections: <ul style="list-style-type: none"> amongst network members interested in specific issues, tools, learnings, etc. for network members to participate in, present, facilitate, and hold leadership roles at collaborative statewide or regional gatherings. for peer learning across the network and opportunities for network members to provide health equity facilitation, coaching or trainings based on their strengths and interests with or for each other. elevate and facilitate connections to graphic recorders with peers in the network. HEP staff will stand side by side with partners at community events, policy presentations, etc. based upon request and when the HEP team has time and capacity.

Working document updated 1.27.2022

* HEP's strategic business model will continue to evolve over time. The HEP team will date the document to illustrate when updates have been made.