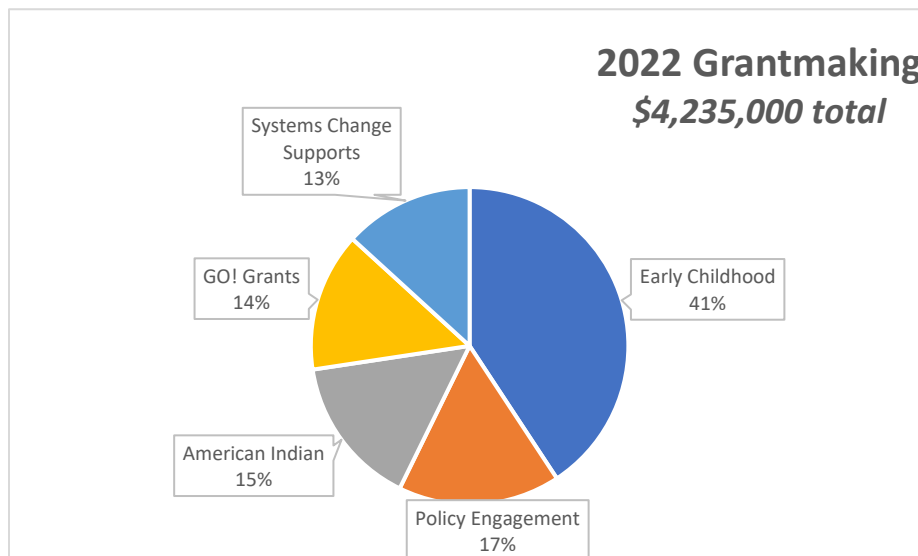


# 2022 Program Plan

## *Reducing social and economic barriers to Western Montanans' health and wellbeing, particularly for families living in poverty and American Indians*

In 2022, Headwaters expects to invest more than \$4 million into community-driven solutions to reduce social and economic barriers to Western Montanans' health and wellbeing—particularly for families living in poverty and American Indians—through four grantmaking programs. Additionally, we expect to provide a quarter of a million dollars to support grantee convenings, specialized technical assistance, and grantee storytelling.



### Early Childhood Strategic Initiative

Montana communities know that investing in children is essential. Research shows that the period between when a baby is born and their fifth birthday is a critical period of a child's life, when the brain experiences its most rapid growth. Nurturing children and their positive relationships with adults during this time is fundamental to their success in school, to their social and emotional development, and to the way they adapt to stress and achieve success throughout their lives. Yet, these experiences can be difficult for everyone to achieve in our state.

In Montana, two thirds of children under age five live in a home where both parents work, yet Montana is one of only six states that does not offer public pre-Kindergarten for four-year-olds, and working families struggle to find and afford safe, child care options throughout our state where this critical learning can take place. Early childhood programs have been historically underfunded in Montana, resulting in a fragmented system that is difficult for families to access and navigate.

With this aim in mind, Headwaters provides multi-year funding to a select number of **locally-driven, multi-sector collaborative groups** working to advance opportunities for children ages 0-5 in Western Montana. Additionally, Headwaters funds **early childhood projects** in communities where a collaborative does not exist or where a promising new model could lead to replication in other communities. Headwaters also provides funding to expand

the capacity of local organizations to connect research, policy, and advocacy efforts to improve the lives of kids in their earliest years. We do this by funding state-level partners that support policy and advocacy around early childhood, and by providing technical assistance and support to local organizations focusing on improving the lives of children and families.

If you are working to advance opportunities for kids ages 0-5 and want to learn more about funding opportunities, please contact Ashley Shaw, program officer at [ashleys@headwatersmt.org](mailto:ashleys@headwatersmt.org).

## American Indian Health & Wellbeing Initiative

Headwaters Foundation supports community-driven solutions to reduce health disparities and improve the health and wellbeing of American Indians in Western Montana. We work with organizations that exist specifically to serve American Indians, demonstrate Native leadership within their organization, and prioritize addressing social determinants of health. Since our founding, we've relied on workshops and conversations with American Indian leaders in Western Montana to identify key areas for strategic investments to support American Indian health and wellbeing in our region. These priority areas are:

- **Mental Health Crisis Intervention and Prevention on the Flathead Indian Reservation** - developing new intervention and prevention approaches to address mental health.
- **Urban Indian Health and Wellbeing** - supporting collaboration among the state's Urban Indian Health Centers in order to increase access to culturally appropriate healthcare for the Montana's urban Indian populations.
- **Cultural and Identity** - partnering with Native-led organizations providing programs that preserve Indigenous culture and identity.
- **Food Sovereignty on the Flathead Indian Reservation**- a partnership with the Confederated Salish and Kootenai Tribes to support access to healthy food and preserve traditional food systems.

If you are working in one of these areas and want to learn more about funding opportunities, please contact Cari Cuffney, program officer at [caric@headwatersmt.org](mailto:caric@headwatersmt.org).

## Policy Engagement Fund

In order to achieve health equity in Montana, Headwaters acknowledges that we must go upstream and affect the policies that impact people's lives. Through this fund, Headwaters seeks to increase the capacity of organizations doing policy and advocacy work; increase collaboration among policy organizations, especially across sectors; support organizations working to engage and mobilize Montanans in policy work; and support research that will lead to better policy-making on social and economic issues affecting people's health. In 2022, Headwaters will focus on funding organizations, community organizing efforts, or networks focusing on improving policies related to our

priority social determinants of health. We are interested in supporting research that will lead to improved decision-making on policies in our priority areas as well. Priority areas include:

- **Family Resiliency** (early childhood education & development, child welfare, family support)
- **Food** (food access, food security, access to foods that support healthy eating patterns)
- **Housing** (quality of housing, affordable housing, stable housing)
- **Social Inclusion** (civic participation, discrimination, incarceration, Indigenous traditional knowledge & culture)
- **Mental Health** (children's mental health, maternal mental health, family mental health)

To learn more about this fund and whether your organization is a fit, please reach out to Cari Cuffney, program officer at [caric@headwatersmt.org](mailto:caric@headwatersmt.org).

## Systems Change Supports

To start to make significant change in people's lives, we need to build the capacity of organizations in the state to tackle things at the systems change level. We believe that significant and strategic investments into the skills and leadership of community leaders will pay dividends back to the communities for years to come. Systems changes can be achieved when the mindset of a community changes. To support this, we must invest in strategies to shift the narratives around social determinants of health, to prioritize prevention-first approaches and uplift the needs of people in our state who face the greatest barriers to health. Through this fund, Headwaters supports foundational skill-building opportunities for grantee partners and continues to amplify key messages around social determinants of health and the benefits of Trust-Based Philanthropy to lead to better outcomes. These funding opportunities are only available to current grantee partners.

## GO! Grants

Through this fund, Headwaters will offer grants up to \$7,500 in general operating support for nonprofit organizations working in Western Montana's most rural communities to promote healthy lives for children and families. To qualify for funding, an organization must primarily serve rural areas\* in our region outside of urban centers, serve families experiencing poverty or American Indian communities, and demonstrate that the bulk of their work is aligned with the following strategic focus areas:

- **Family Resiliency** (early childhood education & development, child welfare, family support)
- **Food** (food access, food security, access to foods that support healthy eating patterns)
- **Housing** (quality of housing, affordable housing, stable housing)
- **Social Inclusion** (civic participation, discrimination, incarceration, Indigenous traditional knowledge & culture)
- **Mental Health** (children's mental health, maternal mental health, family mental health)

\*[Applications are accepted online via the website](#). Headwaters defines rural as areas outside of Butte, Kalispell, Helena, or Missoula.

## What we don't fund

Currently, our grantmaking programs do not including funding for:

- Individuals
- Endowments
- Direct lobbying
- Debt retirement, operating deficits or after-the-fact support
- Basic biomedical research, drug therapies or devices
- Public, Private or parochial education institutions, including their foundations, except when support is essential to programs or projects that align with our Strategic Framework and are not considered standard educational services
- Organizations or projects that unlawfully discriminate with regard to employees, volunteers, delivery of programs or services, or clients served based on age, sex, religion/creed, race, color, national or ethnic origin, sexual orientation, gender identity or expression, disability, marital status, military or veterans status, pregnancy or genetic information
- 501c4 or 501c6, except when programmatically appropriate and will require expenditure responsibility
- Any organization or project that is inconsistent with the mission, vision, values and Strategic Framework of Headwaters