



Introduction

Youth Healthcare Alliance (YHA) stands at a pivotal moment in its evolution. Originally founded as the Colorado Association for School-Based Health Care (CASBHC), the organization has spent nearly three decades advancing the belief that *health and learning go hand in hand*—that when young people can access care where they learn and live, their potential expands in every direction.

Over the past several years, YHA has undergone a period of significant growth, reflection, and adaptation. Guided by strong leadership, the organization has expanded its reach beyond traditional school-based health centers (SBHCs) to encompass a broader ecosystem of school-linked healthcare as another community-connected healthcare model. At the same time, YHA has faced headwinds common to many advocacy and intermediary organizations—fluctuating grant landscapes, rising operational costs, and the need to balance statewide policy influence with hands-on technical assistance for local partners. Despite these challenges, the organization has remained grounded in its mission and resilient in its approach, continuing to deliver impact through advocacy, training, partnership development, and the amplification of youth voices.

Over the last planning cycle, YHA has:

- **Built a statewide Youth Advisory Board (YAB)** that now plays an active role in shaping advocacy priorities, events, and messaging.
- **Secured critical legislation and state funding** to sustain and expand school-based healthcare services.
- **Elevated the field's visibility** through annual conferences, regional convenings, and communication platforms that connect hundreds of SBHC professionals.
- **Strengthened equity and resilience** by embedding trauma- and resilience-informed (TRI) practices throughout the organization (including principles from Healing-Centered Engagement Framework and others).
- **Served as a trusted voice** to legislators, funders, and statewide coalitions, positioning school-based healthcare as essential to both health and education outcomes.

At the same time, YHA has navigated financial uncertainty stemming from the loss of foundation funding, the need to draw upon reserves, and the challenge of maintaining full staffing levels. The board and staff have responded strategically, refocusing on core strengths and taking proactive steps to stabilize operations. This plan builds on that foundation of resilience, turning the lessons of recent years into a roadmap for long-term sustainability and expanded impact.

The 2026–2028 Strategic Plan reflects an intentional and collaborative planning process led by YHA's board and staff with guidance from Anderson Strategic Ventures. The process included stakeholder discovery, board and staff retreats, focused working sessions, and iterative feedback opportunities. Each step invited the question: "What does the future of youth healthcare in Colorado require—and how must YHA evolve to lead it?"

The result is a plan built around two core goals that define where YHA is headed:

1. **Strengthen Leadership, Advocacy, and Impact Across the SBHC Ecosystem** – Clarify and amplify YHA's statewide leadership, advocacy, and partnership role to advance equitable, youth-centered healthcare.
2. **Strengthen Financial Sustainability and Operational Excellence** – Build the financial stability, governance strength, and organizational capacity needed to sustain and scale YHA's work.

These goals are interconnected: YHA's ability to lead and influence at the systems level depends on a sustainable organizational foundation, and its long-term strength is driven by the power of partnerships, visibility, and proven impact.

As YHA enters this next chapter, it does so with renewed clarity about its identity, its purpose, and its power. This plan is not just a roadmap for the next three years, it's a reaffirmation of YHA's commitment to equity, youth voice, and community-driven impact—ensuring that every young person in Colorado can thrive.

Organization Overview

Vision

All Colorado youth have equitable access to quality, integrated healthcare in their schools and communities, leading to stronger health outcomes and brighter futures.

Mission

Youth Healthcare Alliance strengthens, supports, and expands school-based and school-linked healthcare through advocacy, technical assistance, and partnerships that center youth voice and equity.

Values

- **We Believe in Equity**
Every student has the right to fair and just access to health care to achieve optimal outcomes. There is power in diverse communities, the people who live there are the experts in what they need, and school-based clinics are driven by the unique values of the communities where they are located. School-based clinics are an equity investment in diverse communities that have not been resourced otherwise.
- **We Believe in Collaboration**
There is power in partnerships across all levels of health care, education, and community. We also partner with young people as we believe in their power and that they can take charge of their health and well-being.
- **We Believe in Advocacy**
There is power at the intersection of education and health care to increase access to whole-person care in schools. We will persistently advocate for youth and school-based clinics, on their behalf and alongside them.

Program Overview

Youth Healthcare Alliance (YHA) advances equitable, accessible, and youth-centered healthcare by supporting and connecting the statewide network of school-based and school-linked health centers. Through **legislative advocacy**, **community engagement**, and **clinical advancement**, YHA builds the systems, partnerships, and policies that make quality care possible for young people where they learn and live.



Legislative Advocacy

YHA champions state-level policy and funding that sustain and strengthen school-based health care in Colorado. We monitor legislative issues that impact youth health, work alongside agency and legislative partners, and advocate for programs and investments that expand access to care for young people and their families.



Community Engagement

YHA brings together community leaders, school-based health centers, educators, and healthcare providers to collaborate on shared priorities. Through trainings, peer learning, and facilitated discussions, YHA helps communities identify needs and assets, exchange ideas, and create coordinated strategies that improve health and academic outcomes.



Clinical Advancement

YHA provides training, technical assistance, and shared learning opportunities to improve clinical practice, increase integration of services, and advance trauma- and resilience-informed care. These efforts help clinics strengthen operations, ensure quality, and sustain services that meet the needs of youth and families across Colorado.



Youth Engagement

YHA amplifies the voices and leadership of young people through its Youth Advisory Board and related initiatives. Youth help guide advocacy priorities, share their lived experiences, and influence how healthcare services are designed and delivered in school and community settings.

Together, these interconnected program areas position YHA as a statewide leader, convener, and partner in ensuring every young person has access to high-quality, inclusive healthcare in the places they learn and grow.

Goal 1: Strengthen Leadership, Advocacy, and Impact Across the SBHC Ecosystem

YHA is the trusted statewide connector and advocate for school-based and school-linked healthcare – leading a thriving ecosystem of partners, funders, and youth who bridge policy, practice, and community. Through collaboration, visibility, and innovation, YHA serves as both a catalyst and convener for systems-level change that advances equitable, youth-centered healthcare across Colorado.

Outcomes

Through this goal, YHA will sharpen its statewide role and visibility while equipping the SBHC field with practical tools, leadership pathways, and trauma- and resilience-informed approaches to sustain impact. Partners, funders, and policymakers will have a clear understanding of YHA's value, leadership, and advocacy role in advancing school-based and youth-centered healthcare. SBHCs and communities will benefit from stronger capacity-building support, coordinated advocacy efforts that amplify local voices, more opportunities to share success stories, and deeper youth involvement in shaping systems that affect their health and education. A modernized approach to membership will strengthen engagement, clarify value for members, and create a shared sense of investment in YHA's mission and long-term sustainability.

Objectives

1. Clarify and communicate YHA's role, value, and advocacy focus across the statewide ecosystem.
2. Advance advocacy and policy efforts that strengthen and expand school-based and school-linked healthcare.
3. Build partnerships and technical assistance that increase capacity and sustainability across the SBHC field.
4. Expand youth engagement to grow leadership, advocacy, and impact.
5. Increase visibility and storytelling to elevate the collective impact of SBHCs and YHA.

Tactics

ID	TACTIC	OBJECTIVES SUPPORTED					PROGRAMS IMPACTED			
		1	2	3	4	5	Adv	Comm	Clinic	Youth
1	Define, evaluate, expand, and pilot TA Opportunities using the TA Framework (see details below)	x		x			x	x	x	x
2	Annually evaluate, update and communicate YHA's membership model, offerings, and benefits to ensure alignment with organizational goals and member needs.	x		x		x	x	x	x	
3	Develop and publish a concise "YHA Ecosystem Role" summary or visual that clearly communicates how YHA connects, supports, and leads within the SBHC network.	x		x		x	x	x	x	
4	Implement a coordinated communications and visibility campaign that shares stories, data, and outcomes from SBHC partners, youth advocates, and YHA advocacy and TA initiatives.	x	x	x	x	x	x	x	x	x
5	Expand existing and consider new "Community of Connection" opportunities for SBHCs to connect, network, support, and exchange ideas.	x		x		x		x	x	x
6	Develop and launch a strategy in more sustainable alternatives for SBHC funding that includes community organizing, coalition-building, youth engagement, and advocacy efforts.	x	x	x			x	x	x	x
7	Strengthen and expand the Youth Advisory Board and develop new youth-led advocacy, storytelling, and program design opportunities.		x		x	x	x	x	x	x

Metrics

Metric	2025 Baseline	2026 Milestone	2027 Milestone	2028 Goal
Increase the number of non-SBHC formal partnerships or collaborations by 55%	- 9	+10% 10	+15% 11.5	+20% 14
Increase number of times youth engaged through YAB and related activities for advocacy, co-design, or leadership initiatives by 73%	- 15	+15% 17	+20% 21	+25% 26
Increase in TA projects or clinics served annually by 58%	- 19	+10% 21	+15% 25	+20% 30

Goal 2: Strengthen Financial Sustainability and Operational Excellence

YHA is financially strong and agile, anchored by multiple funding streams, thriving partnerships, and a growing community of champions who invest in the power of youth healthcare to transform lives statewide.

Outcomes

This goal focuses on strengthening YHA's financial foundation and embedding sustainability as a shared responsibility across the organization. By diversifying funding sources, engaging mission-aligned partners, and building financial capacity and accountability among staff and board, YHA will reduce risk and increase flexibility. The result will be an organization that can confidently sustain its work, invest in innovation, and reinvest in the SBHC field it supports. A refreshed and reactivated Board of Directors will operate with clear expectations, accountability systems, and aligned committee structures—serving as a true partner in governance, fundraising, and advocacy for youth healthcare across Colorado.

Objectives

1. Develop and implement a multi-year plan to strengthen and diversify YHA's revenue base.
2. Rebuild long-term financial stability and reserves through clear investment policies.
3. Strengthen board and staff structures, expectations, and accountability to ensure alignment with fundraising, sustainability, and organizational growth.

Tactics

ID	TACTIC	OBJECTIVES SUPPORTED			PROGRAM IMPACTED			
		1	2	3	Adv	Comm	Clinic	Youth
1	Develop and implement a multi-year Development and Revenue Diversification Plan that defines funding sources, diversification targets, outreach strategies, moves management standards, and accountability roles for board and staff.	x	x	x	x	x		
2	Conduct a comprehensive Board Assessment, Update, and Activation Process to evaluate and strengthen YHA's structure, expectations, recruitment, and accountability.	x	x	x	x	x		x
3	Review and adjust staff structure and internal operations to ensure alignment with the implementation of this Strategic Plan and evolving organizational priorities.	x		x	x	x	x	x
4	Explore pooled or shared fundraising models with SBHC partners to strengthen field-level financial sustainability.	x	x		x	x	x	x

Metrics

Metric	2025 Baseline	2026 Milestone	2027 Milestone	2028 Goal
Year-over-year increase in unrestricted revenue of at least 10% annually	- \$101,000	10% \$111,100	10% \$122,210	10% \$134,431
100% of Board members are accountable to 75% or more of pledged engagement activities	6/11 55%	8/11 73%	10/11 91%	11/11 100%

Implementation Plans

Goal 1 Overview: Strengthen Leadership, Advocacy, and Impact Across the SBHC Ecosystem

- **2026 Priorities**

In 2026, we will finalize and pilot our Technical Assistance (TA) Framework, defining and promoting priority offerings that align with our mission and capacity. We will evaluate and refine the membership model through key-informant interviews and financial analysis and share a new “YHA Ecosystem Role” summary that highlights our unique value to partners and funders. We will expand our visibility through a coordinated communications campaign, continue hosting regional meetings and structured networking at the annual conference, and begin planning a long-term campaign to strengthen sustainable SBHC funding. The Youth Advisory Board (YAB) will grow to include more rural and frontier youth, supported by new leadership development and storytelling initiatives.

- **2027 Priorities**

In 2027, we will refine and scale our TA offerings based on evaluation findings, implement any revisions or additions to membership offerings, and deepen outreach to select partners. We will formalize annual impact reporting, introduce quarterly thought-leadership webinars, and strengthen peer connection through virtual and regional learning communities. We will design and launch a community-led campaign for sustainable SBHC funding, engaging youth and coalition members in shared advocacy and storytelling efforts that elevate the value of school-based healthcare statewide.

- **2028 Priorities**

By 2028, we will update the TA Framework for long-term integration, refresh membership engagement strategies, and continue expanding outreach and partnerships across the field. We will maintain quarterly communications and visibility activities featuring stories of collective success and institutionalize regional learning communities as a sustained platform for collaboration. We will strengthen the sustainable-funding campaign through broader youth and community engagement and launch our YAB alumni network. Finally, we will publish the first youth-designed impact report capturing our progress, partnerships, and statewide influence.

Goal 2 Overview: Strengthen Financial Sustainability and Operational Excellence

- **2026 Priorities**

In 2026, we will develop and implement our multi-year Development and Revenue Diversification Plan, setting revenue goals, identifying funding opportunities, and aligning outreach strategies with board engagement. We will continue board participation in Colorado Gives Day and other campaigns, conduct a comprehensive board assessment to clarify structure and accountability, and review staff and operational systems to ensure alignment with this strategic plan. We will also begin exploring shared or pooled fundraising models with SBHC partners to promote field-wide sustainability and collaboration.

- **2027 Priorities**

In 2027, we will deepen relationships with funders, refine campaign marketing, and continue tracking progress toward revenue and diversification targets. We will strengthen board and staff accountability tools to promote transparency and follow-through on fundraising goals. We will advance feasibility discussions on pooled fundraising models with SBHC partners while integrating staff training, cross-coverage, and performance systems that reinforce long-term operational sustainability.

- **2028 Priorities**

By 2028, we will create a long-term investment plan, begin budgeting annual reserve building, and maintain strong relationships with funders while sharing the results of our collective fundraising campaigns. We will continue board self-evaluations and implement leadership transition processes that ensure continuity and alignment. We will move viable pooled fundraising models toward early implementation and conduct annual operational reviews to adjust staffing and systems as needed to sustain long-term growth and financial health.

Process & Acknowledgments

Strategic Planning Process

This 2026–2028 Strategic Plan was developed through a year-long, collaborative process designed to capture the insights and experiences of YHA’s statewide network. The process engaged board members, staff, youth leaders, and key partners in a series of surveys, conversations, and workshops to co-create a shared vision for YHA’s next chapter.

Beginning in spring 2025, the process was grounded in listening. Individual interviews, staff discussions, and a review of past strategic plans, organizational reports, and community feedback helped identify the themes and priorities shaping YHA’s work today. Over the following months, facilitated sessions with board and staff explored these findings through the lens of mission alignment, sustainability, and statewide impact. Additional meetings focused on refining goals, objectives, and measurable outcomes to ensure the plan reflects both organizational aspirations and operational realities.

Acknowledgments

This plan represents the collective effort of many individuals who contributed their time, energy, and wisdom throughout the process. Their insights and dedication have been instrumental in shaping the direction of Youth Healthcare Alliance’s future.

Board of Directors (as of October 27, 2025)

- Leticia Call, Secretary
- Doug Campbell, M.B.A.
- Paul Eschen, Treasurer
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- Amanda Singh, PMHNMP, PNP, BSN, RN, BSc
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- Jennifer Suchon, MSN, PPCNP-BC, FNP-BC, PMHS, President

Staff Team (as of October 27, 2025)

- Lauren Cikara, Manager of Community Engagement
- Rebecca Gostlin, Director of Clinical Initiatives
- Aubrey Hill, Executive Director
- Mariana Ledezma-Amorosi, Director of Community Engagement