



2026–2029

# Strategic Plan



# Introduction

This strategic plan represents a leap of faith.

Like many small healthcare nonprofits, the Camden Coalition entered 2025 unsure we would make it through the year. A new federal administration was upending policy, issuing “stop work” notices, and canceling grant programs. Terms long used to describe on-the-ground realities—like “inequity” or “disparity”—were disappearing from government, university, and philanthropy websites. At the same time, 2025 was the last year of our [previous Strategic Plan](#). We questioned whether investing scarce time and resources in a new plan was wise amid such uncertainty.

But uncertainty has never stopped us before.

When the Camden Coalition began in 2002, we were little more than a breakfast meeting of local providers responding to the complex health and social challenges facing Camden City residents. Without a proven playbook, we tested new approaches to care rooted in authentic healing relationships designed to address both medical needs and social barriers to health.

Over the past 24 years, we have navigated many moments of disruption. Most recently, during the COVID-19 pandemic, we adapted rapidly to meet urgent community needs while facing operational instability, shifting funding, and unprecedented strain across healthcare and social service systems. That experience reinforced our ability to stay grounded in our mission,

collaborate with partners and community members in real time, and keep learning amid crisis—deepening our resilience and sharpening our sense of purpose.

With that history in mind, we launched a year-long process to develop our next strategic plan.

We began by assessing the complex care field. Care navigation models are now widespread, with community health workers, doulas, and peer support specialists embedded in healthcare systems. Innovators have developed interventions, technologies, and policies that meaningfully address health and social needs, and insurers are testing payment models to support whole-person care.

Yet a core problem persists: health and social care ecosystems remain deeply fragmented. Even strong programs operate in silos, with poor coordination and limited data sharing. People with complex needs still fall through the cracks.

From this insight emerged a guiding conviction: even the strongest interventions cannot succeed in weak ecosystems. We believe the Camden Coalition is uniquely positioned to strengthen those ecosystems—across South Jersey, New Jersey, and beyond—in spite of, or in response to, whatever uncertainties lie ahead.

We are proud to present our 2026–2029 Strategic Plan, which outlines:

1.

Our view of the core problems driving fragmentation and weak ecosystems of care

2.

Our refined vision and mission centering our ecosystems-strengthening approach

3.

The strategies and core focus areas we will pursue to build stronger ecosystems

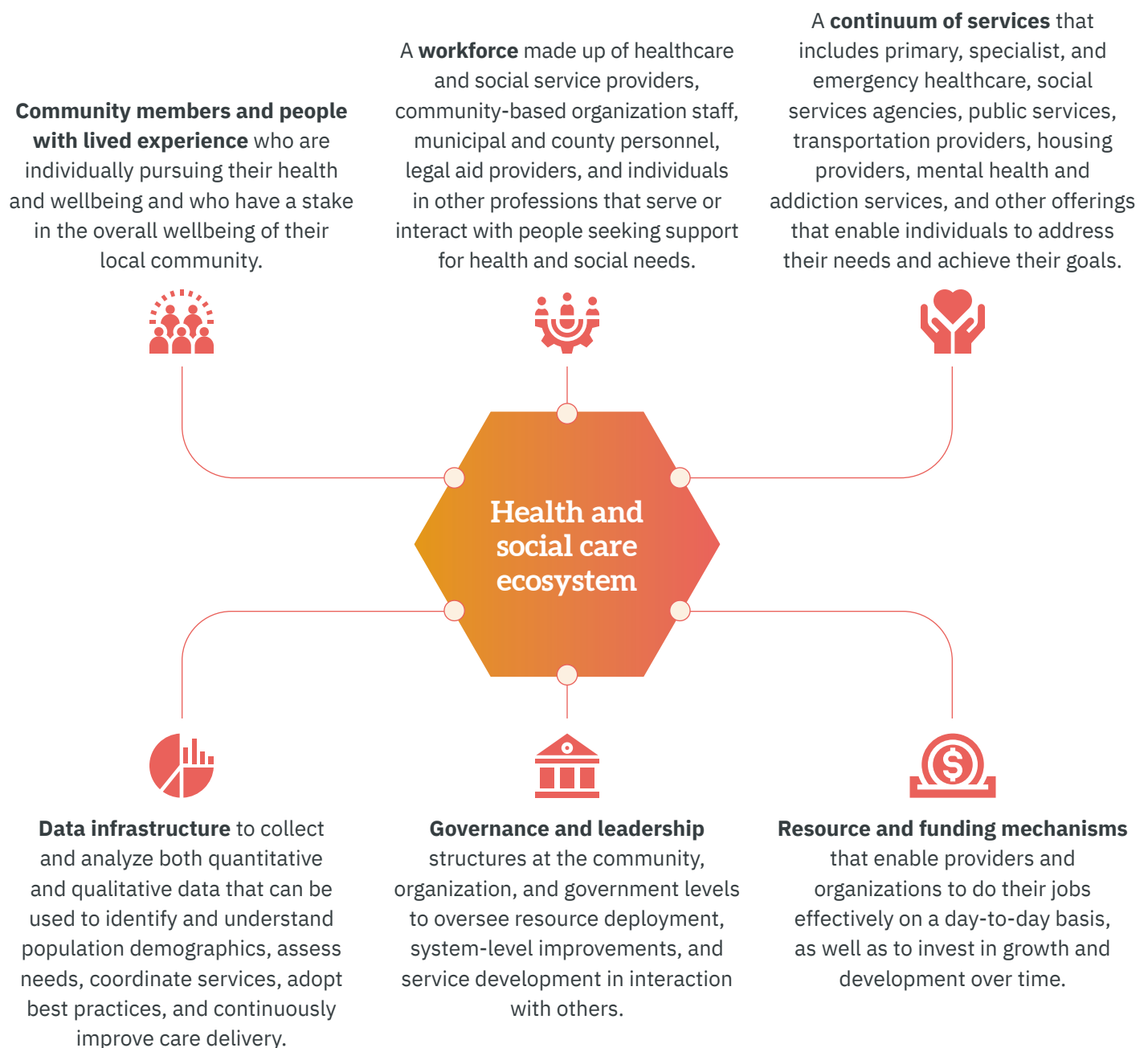
4.

The results we aim to achieve and the contributions we hope to make to the future of complex care

# What is an ecosystem?

A health and social care ecosystem is an interconnected network of organizations, providers, community members, and other stakeholders that collectively serve the population of a defined geographic area. Ecosystems can be as small as a town or single health system or as large as state or broader multi-state region, depending on the communities served, the policy landscape, and the variety and distribution of services, among other factors.

Over the past several years, we have developed a formal framework to understand the constituent components of a health and social care ecosystem:



# The problem

Across the country, health and social care systems remain deeply fragmented, creating major barriers to delivering effective, person-centered care. These weak ecosystems contribute to poor patient experiences, inefficient use of healthcare resources, strain and burnout among the workforce, and, ultimately, to poor health outcomes for individuals and communities. The Camden Coalition has identified four key dimensions of fragmented ecosystems:

## Siloed services

Healthcare, social services, public agencies, and other stakeholders often work in isolation, both across organizations and within them, making coordinated, holistic support for individuals and families difficult.



## Power imbalances

Decisions about care systems are often made by those removed from the communities affected, with economic forces and cultural norms privileging some voices and marginalizing others.

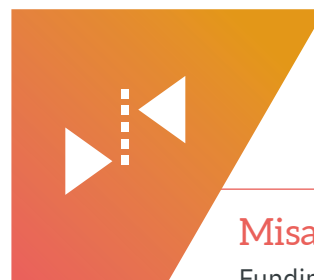


## Weak ecosystem



## Disjointed accountability

Accountability in health and social care is often diffuse and focused upward to funders, regulators, or shareholders rather than toward individuals and communities, undermining trust, transparency, and shared purpose.



## Misaligned incentives

Funding and performance models reward siloed operations, competition, and short-term gains, leaving little incentive for organizations or teams to collaborate around people's interconnected health and social needs.

# Our solution

The Camden Coalition works to strengthen ecosystems of care across these four key dimensions of fragmentation. We view our role as contributing to the collective efforts of consumers, providers, organizations, policymakers, and other stakeholders across the country to bring about four key changes in the field of complex care:

## Integrated services

Providers and teams coordinate seamlessly across and within organizations, sharing information and working together to deliver care and support that meets the whole person's needs.

## Shared power

Communities and people with lived experience have meaningful influence over decisions about care systems, ensuring that programs, policies, and priorities are culturally responsive and reflect their real needs.



## Mutual accountability

All stakeholders share responsibility for the wellbeing of the people and communities they serve, collaborating effectively and measuring success by collective outcomes rather than individual performance.

## Aligned incentives

Resources, funding, and performance measures encourage collaboration, long-term impact, and integrated solutions that address the full spectrum of health and social needs.

# Vision, mission, and ecosystem-building strategies

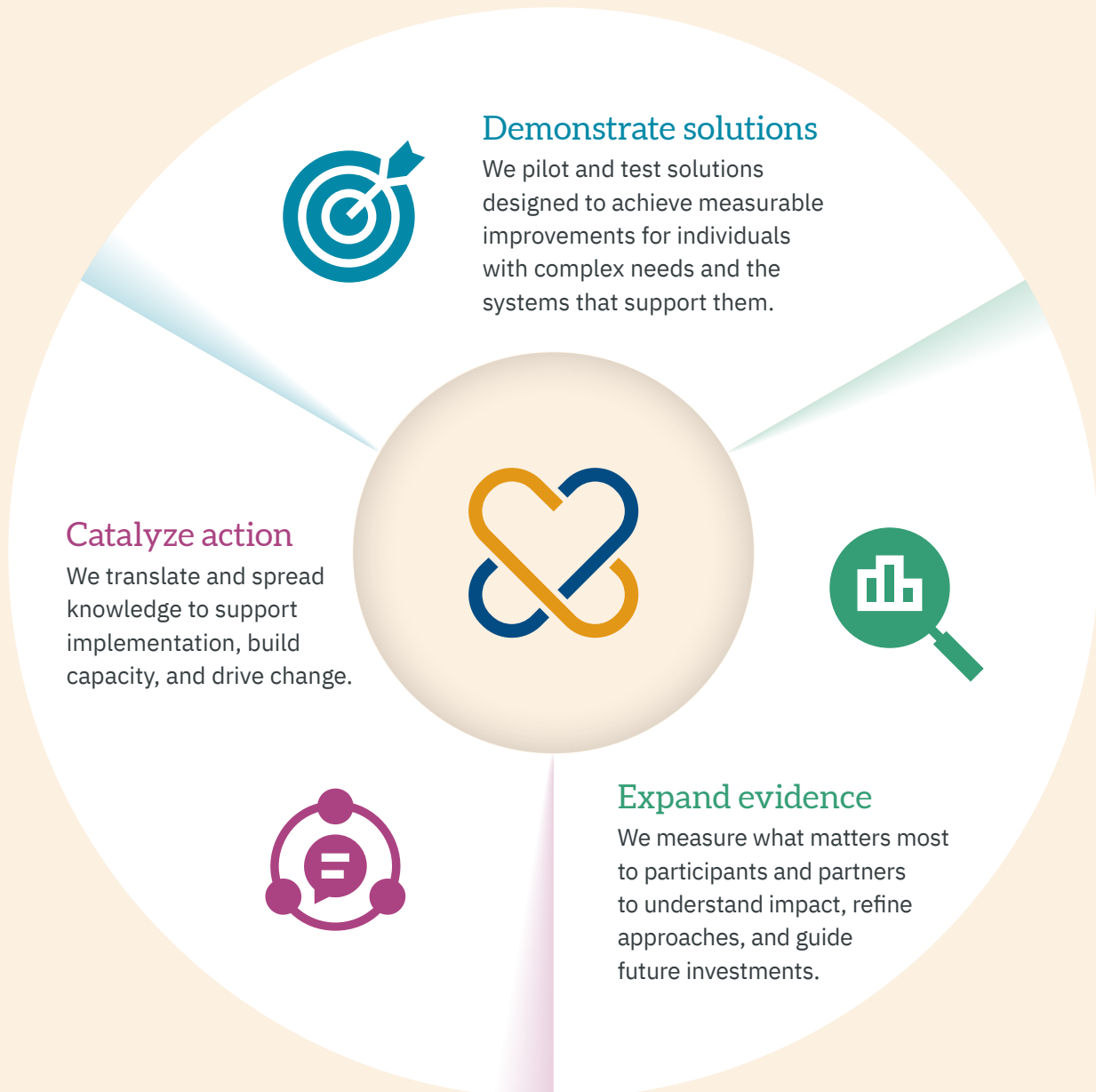
We deploy three major strategies to further our mission and vision.

## Our vision

*The Camden Coalition's vision is transformed health and social care ecosystems that ensure every individual receives person-centered care rooted in authentic healing relationships.*

## Our mission

*Our mission is to demonstrate and advance strong ecosystems of care in which people with complex needs can achieve health and wellbeing.*



# Core focus areas



Community and consumer engagement



Multisector data activation and analysis



Clinical redesign



Convening and backbone function



Organizational and system capacity building



Teaching and training



Policy and advocacy





# Demonstrate ecosystem solutions that result in better outcomes

We pilot and test solutions designed to achieve measurable improvements for individuals with complex needs and the systems that support them.

## 2026–2029 organizational goals

1

Design, test, and support interventions that strengthen care ecosystems and address priority gaps in access and quality of care for people who our systems are currently failing.

2

Develop, test, and scale responsive engagement and support strategies that strengthen NJ Medicaid and ensure eligible beneficiaries maintain access to Medicaid and other public programs.

3

Demonstrate the feasibility and value of investing Medicaid and other public dollars in addressing health-related social needs as part of building a strong ecosystem.

4

Across the portfolio, demonstrate the impact of activating real-time data infrastructure (e.g., health information exchange) and effective community engagement on outcomes.

## Measures of our success

- ▶ Camden Coalition demonstration projects produce measurable improvements in cohort outcomes and/or generate actionable insights about promising approaches for addressing patient needs.
- ▶ South Jersey regional ecosystem partners actively engage in identifying shared problems and collaboratively design and implement demonstration projects, resulting in shared ownership of outcomes.
- ▶ People with lived experience are meaningfully engaged in all Camden Coalition demonstration projects, contributing insights that shape project design, implementation, and evaluation.



## Contributions to a strong ecosystem

- Integrated services:** Stakeholders across sectors collaborate seamlessly to deliver high-quality whole-person care.
- Mutual accountability:** Providers and communities forge transformative partnerships with trust and interconnected accountability.
- Aligned incentives:** Funders reward long-term team-based thinking that puts consumers at the center of every decision.
- Shared power:** People with complex needs co-create solutions that work.



# Expand evidence to influence ecosystem decision makers

We measure what matters most to participants and partners to understand impact, refine approaches, and guide future investments.

## 2026–2029 organizational goals

1

Lead and partner on evaluations that strengthen evidence for community-based ecosystem models, using integrated data systems, hybrid evaluation methods, and community-informed approaches.

2

Deploy and continuously improve evaluation frameworks – building on Camden Coalition’s Ecosystem Alignment Tool and related methods – to measure and assess efforts to reinforce the six domains of a strong ecosystem.

3

Implement targeted dissemination strategies that ensure decision makers – leaders, providers, and consumers – understand and act on evidence generated.

## Measures of our success

- ▶ Camden Coalition evaluations generate actionable evidence grounded in metrics that reflect the priorities and experiences of both consumers and ecosystem partners.
- ▶ Camden Coalition evaluation findings are effectively disseminated to a wide audience, ensuring that key insights influence leaders, providers, and consumers in practice, policy, and investment decisions.



## Contributions to a strong ecosystem

**Integrated services:** Complex care research integrates assessment of both intervention and ecosystem strength.

**Mutual accountability:** Providers and payers continually ensure their policies reflect evidence from person-centered research.

**Aligned incentives:** Research yields novel solutions for braiding business units and service lines in care delivery.

**Shared power:** Researchers listen to people with lived experience when deciding what to measure – and how.



# Catalyze action by spreading ecosystem best practices

We translate and spread knowledge to support implementation, build capacity, and drive change across the country.

## 2026–2029 organizational goals

1

Grow the Camden Learning Center as a trusted training hub for health and social care ecosystem workforce.

2

Support organizations and public agencies in strengthening complex care practices across disciplines and systems through tailored technical assistance, collaborative learning opportunities, and peer exchange initiatives.

3

Drive the adoption of backbone models (e.g., Regional Health Hub, community care hubs) to support the scaling and sustainability of proven regional and statewide health and social care ecosystem initiatives.

4

Advance policies and system-level mechanisms that enable people with complex needs to advocate for improved and equitable access to resources and to meaningfully participate in shaping solutions to fragmentation across health and social care ecosystems.

## Measures of our success

- ▶ Camden Coalition learning and capacity-building initiatives are widely utilized by stakeholders across health and social care ecosystems.
- ▶ Multi-sector stakeholders acknowledge and seek out the Camden Coalition's leadership in complex care program design, community engagement, data-informed innovation, and health and social care alignment through backbone models.
- ▶ Consumers and people with lived experience who participate in Camden Coalition capacity building and peer learning initiatives secure opportunities to participate meaningfully in complex care practice and policy formulation.



## Contributions to a strong ecosystem

**Integrated services:** Patients experience seamless care and receive the support and resources they need to thrive.

**Mutual accountability:** Providers and payers are accountable for whole-person health care.

**Aligned incentives:** Payment models align the goals of consumers and providers around whole-person care.

**Shared power:** People with complex needs co-create policies, programs, and ecosystem solutions that improve equitable care.



Camden  
Coalition

**DON'T LOSE  
HEALTH CARE  
ACT NOW!**  
If you or someone in  
your family care (Medicaid)  
your benefits to you  
HERE'S WHAT TO DO:  
1. Call to request your  
2. Complete the  
3. Mail Call Center

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## About the Camden Coalition

The Camden Coalition works to improve care for people with complex health and social needs in Camden, New Jersey, and across the country. The organization implements person-centered programs and pilots new models that address medical needs and social barriers to health and wellbeing. Supported by a robust data infrastructure, cross-sector convening, and shared learning, its community-based programs improve outcomes for some of society's most vulnerable individuals. The Camden Coalition's National Center for Complex Health and Social Needs (National Center) connects complex care practitioners with each other and with data, tools, and other resources.

For more information, visit [www.camdenhealth.org](http://www.camdenhealth.org)



**Camden  
Coalition**



**The National Center**  
for Complex Health & Social Needs  
*An initiative of the Camden Coalition*

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