



FOR YOUTH DEVELOPMENT®
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

ENVISIONING THE Y'S FUTURE

West Cook YMCA's Inc.

**Strategy Roadmap Dashboard Report
2025-2027**





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Strategy Roadmap Dashboard 2025-2027

8/4/2024

Big Question

Overall Rating

How will the West Cook YMCA increase accessibility to programs and services to reduce inequities in our communities, and especially among youth?

[Delay adding a rating until the entire dashboard is completed early next year.]

Current Strategies

From 2018 through 2023, the West Cook YMCA activated robust strategies to increase community access to our association’s programs and services, for both our traditional membership base and priority populations we seek to engage. Membership strategies have included financial investments; identification of new membership populations; earning trust within the communities we seek to support; technology; partnerships; and funding strategies to ensure sustainability. Specifically, we have increased our financial investments to support access by including membership for entire families when a member of the family participates in Aquatic, Youth Development, or Community Integrated Health programs. We have earned preferred-provider status with local school districts, healthcare providers, and community-based organizations to help identify individuals who would most benefit from our programs, driving referrals. Various digital platforms have been established, further providing access to our programs through the Universal Mobile App; virtual Y programming; and streamlined membership and scholarship processes. Strategic partnerships have increased our brand awareness, community trust in the Y, and improved reach of programs such as the Power Scholars Academy, Signature Afterschool Program, and esports. We also established a referral process that permits physicians to securely refer patients to our evidenced-based health interventions (Diabetes Prevention, Weight Loss, and Hypertension). In addition, we secured increased funding from school districts and local and state governments, which facilitates our ability to increase access and reduce inequities in our communities, especially among youth.

Organization Impact

To transition our traditional membership model from a gatekeeper to an access point for all residents in our association’s service area, so whatever their circumstances, community members can engage with our programs and services and be vital members of our broader West Cook YMCA community. To continue to acquire and provide programs and services that meet the needs of our community in distinct, value-added ways, and in a financially sustainable manner so we can offer diverse membership options to all.

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Strategic Action	Deadline	Advances	Success Indicators	Status
Define and activate a clear long-term approach to identify and diversify our funding model, to undergird a robust, inclusive, and sustainable membership model.	2027	Community-Integrated Health, Membership, Youth Development	By 2027, increase percentage of membership base that is third-party funded from 14% to 30% in comparison to December 2023 Membership Totals.	[Add status later]
Expand our program offerings to serve students from kindergarten through 8th grade.	2026	Youth Development	By 2026, our program offerings will serve 300 students in kindergarten through 8th grade.	[Add status later]
Curate programming focused on removing systemic barriers to participation, providing relevant services and support systems, and creating nurturing environments that promote confidence and growth for program participants.	2027	Community-Integrated Health, Membership, Youth Development	By 2027, create and implement an assessment of existing programming including potential barriers of participation, relevant services, and support systems, along with a plan to make improvements.	[Add status later]
Ensure a safe and welcoming environment by building an inclusive mindset within our staff, incorporating YMCA Global, Diversity, Equity, and Inclusion practices.	2027	Community-Integrated Health, Membership, Youth Development	By 2025, establish a Diversity, Inclusion & Global committee, inventory existing work (i.e. review of 2023 DIG metrics), assess internal GDEI awareness, and by 2026 develop plans for improvement.	[Add status later]
Continue to build relationships and partnerships to increase participants' access to our programs and services, across multiple populations.	2026	Community-Integrated Health, Membership, Youth Development	By 2026, establish at least three to five new or deepened formalized partnerships that increase access to Y programs and services. Surveys indicate the West Cook YMCA is a partner of choice for accessible programs and services across multiple populations.	[Add status later]

Big Question	Overall Rating
What role will the West Cook YMCA have in reducing or delaying the impacts of Social Determinants of Health and increasing overall wellbeing?	[Delay adding a rating until the entire dashboard is completed early next year.]

Current Strategies
The West Cook YMCA has made significant inroads in developing our infrastructure, capabilities, and reputation as a strategic partner to reduce chronic-disease risks in our communities. Specifically, we are now fully certified to offer five of the six chronic-disease programs developed by YMCA of the USA (Diabetes Prevention, Hypertension, Weight Loss, Livestrong Cancer Survivorship, and Healthy Weight and Your Child). We have become Medicare- and Medicaid-certified for reimbursement; we have secured funding to provide and expand this work through 2026; and we have forged strategic partnerships with the Oak Park Health Department to help us build a meaningful community-engagement strategy and assist in building community awareness to serve Oak Park residents. We are now driving physician referrals through Loyola Medicine and Rush Oak Park Hospital. We have leveraged our partnerships with local school districts to build a network of program sites, making access to the Y’s health interventions more convenient and connected to wraparound supports our target audiences need. We have secured funding partnerships with local and state governments and health foundations to help us to: fund our work; further diversify our funding and reimbursements; build a larger data set showing the results and impact of our interventions; and deepen our brand awareness, value, and competitive advantage in the health-equity space.

Organizational Impact

To achieve a recognized leading position in our service area as a provider, partner, and collaborator with data-driven programs and services to improve overall well-being or delay the impacts of negative social determinants of health. Specifically,we will focus on the reduction of health risks associated with diabetes, hypertension, obesity, cancer and the impacts of isolation. Enhance access to youth-enrichment experiences that support the development of our youth.

Strategic Action	Deadline	Advances	Success Indicators	Status
Integrate access to programming for youth we directly serve and extend our Evidence-Based Health Intervention programming to the families of the youth in our programs.	2027	Community-Integrated Health, Membership, Youth Development	By 2027, initiate our Healthy Weight and Your Child Programming, an evidenced-base health intervention to support youth and families.	[Add status later]
Continue development of infrastructure and partnerships to be attractive to healthcare providers and payors.	2027	Community-Integrated Health, Youth Development	By the end of 2026, institute a process where West Cook YMCA is reporting back to providers and payors on the status of participants.	[Add status later]
Identify, select, and implement new programs that enable our Association to respond to emerging community-health risks and increase overall well-being.	2026	Community-Integrated Health & Membership	By 2025, conduct a Community Integrated Health assessment and implement associated new programming by 2026.	[Add status later]
Share West Cook YMCA's success and learning as a local leader in addressing social determinants of health as a model for other YMCAs to adopt.	2026	The YMCA Movement	By 2026, present findings from the Community Integrated Health program at a national conference.	[Add status later]

Big Question	Overall Rating
How can we transform current and access new program space to ensure we achieve our full mission impact	[Delay adding a rating until the entire dashboard is completed early next year.]

Current Strategies
Our efforts to address this Big Question were informed by the COVID-19 pandemic. We have moved most of our Youth Development programming to remote locations such as school districts, hospitals, community spaces, and universities, and we have curated or acquired nearly 800 digital-content assets. This strategy to bring programming to our community has resulted in more equitable, financially viable, safer, and more convenient offerings for our participants. In addition, it allows us to reimagine how we can use the facilities in ways we could not otherwise consider.

Big Question	Overall Rating
How can the West Cook YMCA build the public's awareness and interest for the value of the Y's impact among influential stakeholders in our communities?	[Delay adding a rating until the entire dashboard is completed early next year.]

Current Strategies
Our current strategies have focused on repositioning the West Cook YMCA and its value proposition with key stakeholder populations. We have also assessed our competitive landscape and how it informs where we can provide the most value and remain financially sustainable. Additionally, we have developed partnerships and collaborations with significant local community-based organizations, so both the Y and our partners benefit from the transference of goodwill and trust the ventures generate. Finally, we have secured the financial resources to implement a new website, purchase advertisements, publish a marketing and communication plan, and undertake a membership study to better understand what our members want, and the way our association is current positioned in the minds and hearts of our target

Organizational Impact
To use physical spaces that maximize equitable, convenient, and life-affirming opportunities for stronger health and well-being among all community members.

Strategic Action	Deadline	Advances	Success Indicators	Status
Viable plan is in place for a new facility or space that maximizes the integration of health and wellness, prevention, primary and specialty care, and digital platforms, which together increase community access to both YMCA programming and services offered through collaborations.	2027	Community-Integrated Health, Membership, Youth Development	By 2026, we will have established a mechanism to evaluate opportunities for long-term expansions of facilities or spaces. If deemed a viable opportunity, move to complete an analysis and plan for a viable new West Cook YMCA facility or space, with strategic partners identified and a funding model established.	[Add status later]
Explore options for mixed-use collaborations or shared spaces that can be an alternative to building a new facility and that considers leased spaces or shared cost scenarios.	2025	Community-Integrated Health, Membership, Youth Development	By 2025, complete a gap analysis for space we need and where it exists in relation to communities and populations we wish to serve.	[Add status later]
Intensify and continue our efforts to build targeted partnerships and participant access to spaces and referral channels in strategically meaningful locations.	2025	Community-Integrated Health, Membership, Youth Development	By 2025, increase sites to 5 new additional locations that allows us to increase access and ease for participants.	[Add status later]

Organizational Impact
That our YMCA is widely considered a vital community resource that addresses complex and challenging needs for our participants, and that strengthens the foundations of our communities.

Strategic Action	Deadline	Advances	Success Indicators	Status
Identify, develop and implement a business intelligence strategy and reporting structure so that it informs our decision making, tracks our impact, and allows us to influence the perception our stakeholders have of our association's value.	2025	Community-Integrated Health, Membership, Youth Development	By 2025, identify, develop, and implement a business intelligence strategy and reporting structure.	[Add status later]
Position our association as a vital and recognized community resource, through an integrated marketing and communication strategy.	2025	Community-Integrated Health, Membership, Youth Development	By 2025, publish and activate a three-year integrated marketing and communication strategy to (1) educate and prepare our internal stakeholders and (2) expand our reach to various audiences and communities.	[Add status later]

YMCA Mission: To put Christian principles into practice through programs that build a healthy spirit, mind and body for all.
Our promise: To strengthen the foundations of community