HealthierHere

Capacity Building Program

IMPACT REPORT 2026



Building Stronger Organizations for Healthier Communities

How HealthierHere is investing in the fiscal, operational, and technical readiness of community-based organizations across King County, WA.

HealthierHere Capacity Building Cohorts
Spring 2025 – Spring 2026 | King County, WA

www.healthierhere.org

What is the Capacity Building Program?

HealthierHere's Capacity Building Program provides training, hands-on coaching, and funding to strengthen partner organizations' fiscal, operational, technical readiness. The program is designed to prepare community-based organizations for contracts with the HealthierHere Community Hub, Managed Care Organizations (MCOs), and other contracting opportunities across health and social care systems.

What sets this program apart is its equity-centered foundation

This model reflects HealthierHere's commitment to equity in action, not just in language.

- Organizations are compensated while they build capacity
- The funding model reduces financial barriers that too often prevent smaller community-rooted organizations from accessing professional development support

Our Approach



Customized Training

Partners complete a 55-criteria readiness assessment prior to the program. Modules are tailored to each cohort's readiness assessment gaps and led by subject matter experts in the field.



Peer Learning + Coaching

Each program leverages a cohort model with shared learning sessions, monthly 1:1 check-ins with coaches and HealthierHere staff, and peer-to-peer knowledge exchange.



Funded Capacity Building

Contracts follow a deliverables-based approach, centered on accountability. Organizations are compensated for achieving goals, participating in trainings and coaching calls, and working towards building sustained change.

Program at a Glance

$730K+
Total program investment across all cohorts

11
Partner organizations across 3 cohorts

100%
Participants agreed training met their needs

58
Total partner goals completed

3
Capacity building cohorts completed

6
Training modules per cohort*

**Cohort I had 3 training modules. The number was increased to 6 modules for subsequent cohorts.*

Cohort Timeline

COHORT I
Spring 2025
March – June 2025
Fiscal & Operational Pilot
6 partners

01 MARCH — 02 APRIL — 03 MAY — 04 JUNE

COHORT II
Fall 2025
September 2025 – January 2026
Fiscal & Operational
4 partners

01 SEPT — 02 OCT — 03 NOV — 04 DEC — 05 JAN

COHORT III
Spring 2026
February – June 2026
Privacy, Security & Data Systems
5 partners

01 FEB — 02 MARCH — 03 APRIL — 04 MAY — 05 JUNE

Fiscal & Operational Capacity Building

Across two cohorts, HealthierHere invested directly in the fiscal and operational foundations of community-based organizations. HealthierHere contracted with a variety of subject matter experts to provide financial management and organizational operations training, with each trainer bringing a unique teaching style to the cohort.

Readiness Assessment

The Readiness Assessment evaluates organizations across 55 criteria aligned with Managed Care Organization (MCO) contract requirements and federal sub-recipient standards. Organizations meeting between 25-74% of requirements were identified as ready for capacity building support.

The most common readiness assessment gaps identified across both fiscal & operational cohorts included:

- Regular production of organizational financial statements
- Risk assessments for federal audit readiness
- Cash flow contingency planning
- Written policies and procedures for administrative, financial, and direct services
- Determination of allowability of costs
- Conflict-of-interest statements

Partner Organizations

Spring 2025 pilot (Cohort I)

- A Supportive Community for All
- AZISWA
- Falis
- Mother Africa
- Teenagers Plus
- Villa Comunitaria

Fall 2025 (Cohort II)

- Arms Around You
- Congolese Integration Network
- Ethiopian Community in Seattle
- Serve Ethiopians Washington

Training Modules

Modules combine expert-led instruction with peer-to-peer learning and working through real-life scenarios. Across all three cohorts, each module curriculum was tailored to the cohort's identified gap areas.

MODULE	TOPIC	READINESS ASSESSMENT GAP ADDRESSED
Module 1	Financial Management Essentials	Financial statement creation; organizational budget building
Module 2	Operational Strategy & Efficiency	Conflict-of-interest policies; organizational processes and controls
Module 3	Written Policies & Procedures	Written administrative, financial, and direct service policies
Module 4	Preparing for an Audit	Risk assessment; federal audit readiness
Module 5	Contingency Planning	Cash flow contingency plans
Module 6	Continuous Fiscal & Operational Improvement	Determination of the allowability of costs; feedback loops and metrics

Privacy, Security & Data Systems Capacity Building

The third capacity building cohort launched in February 2026, focusing on an increasingly critical area of organizational readiness: client privacy, data security, and technology systems. With growing requirements from Managed Care Organizations for HIPAA compliance and data governance, this cohort addresses gaps that community-based organizations often face as they scale their operations.

A single vendor organization was selected as the subject matter expert for the cohort, providing continuity for a complex and evolving topic area.

> "The learning process has been very empowering."
>
> **Cohort II and Cohort III participant**

Partner Organizations

Spring 2026 (Cohort III)

- Arms Around You
- Congolese Integration Network
- Ethiopian Community in Seattle
- Indian American Community Services
- Serve Ethiopians Washington

Training Modules

MODULE	TOPIC	READINESS ASSESSMENT GAP ADDRESSED
Module 1	IT & Privacy Roles	Designating personnel responsible for privacy and security
Module 2	Data Access & Retention	Written policies for client data retention and destruction
Module 3	Workstation Security	Written workstation and work-from-home policies
Module 4	HIPAA Training	HIPAA, information privacy and security training
Module 5	Risk Management & Audits	Written risk management policies; periodic audits of IT infrastructure
Module 6	HealthierHere Policy Compliance	Meeting HealthierHere Participation Agreement requirements

What Partners Accomplished

The results of this program go beyond training completion. Across all three cohorts, participating organizations built tangible infrastructure that positions them for long-term sustainability and contracting readiness.

Readiness Assessment Progress

One of the clearest indicators of program impact is movement on the Hub Readiness Assessment. Across the three cohorts, organizations had anywhere from 1 to 9 identified gap areas to address as part of the program (approximately 4 on average). By the end of each cohort, 100% of partners were accountable in reaching the stated goals of the contract and closing their identified gap areas.

Tangible Results Shared By Partners

- Developed and adopted formal fiscal policies, including cash flow contingency plans, conflict-of-interest, and allowability of costs
- Bolstered privacy, security, and data management policies, including standardized protocols for client data access, retention, and destruction
- Strengthened risk and audit readiness, completing risk registers and preparing documentation for organizational & federal audits
- Standardized internal controls, checklists, employee handbooks, staff training plans, and onboarding materials
- Implemented new financial and data security systems, including general ledgers, payroll, and software installations on work devices
- Clarified job descriptions and roles, with clearly refined duties
- Established external consultant relationships

Participant Satisfaction

End-of-program evaluations showed strong satisfaction across program dimensions, including content presented by subject-matter experts, 1:1 coaching from HealthierHere staff, communications regarding the contract and deliverables, and the fiscal support received. At the close of the program, participants described how they felt: **Confident. Motivated. Better Equipped. Grateful. Empowered.**

> "The training has been instrumental in helping us strengthen our organizational policies and capacity. We look forward to continuing to apply what we've learned and to participating in any future opportunities for support and collaboration.
>
> **Cohort II and Cohort III participant**

> "It's making a meaningful impact on the people and organizations participating.
>
> **Serve Ethiopians Washington, Cohort II and Cohort III**

How does this work impact you?

Community-Based Organizations

HealthierHere is a a strong advocate for increasing opportunities to capacity building pathways for small community-rooted social service organizations. We recognize:

- Capacity building does not have to mean going it alone
- Peer learning communities can provide as much value as formal training
- Building internal systems now creates time and bandwidth for the community work that matters most



Government

The demand for community-based care coordination is growing. Policy and budget environments that cut nonprofit funding create downstream costs in the health and social care systems that government agencies manage.

- Recognize community-rooted organizations as critical public health infrastructure
- Support funding structures that compensate community organizations while they build, not just after they've already scaled
- Align federal or government contracting requirements with accessible capacity building pathways



Funders & Investors

Deliverables-based capacity building investments yield returns that reimbursement-based contracts cannot. When organizations are funded to strengthen their internal systems, they become more sustainable partners, more accountable stewards of funding, and more effective connectors between communities and the care they need.

- Invest in deliverables-based models that reflect the true cost of participation, including time and upfront expenses. This removes organizational participation barriers
- Identify infrastructure gaps as a starting place to partner
- Prioritize organizations led by, and rooted in, the communities they serve



What We Learned



HealthierHere has treated each cohort as a learning opportunity, actively incorporating participant feedback and operational experience into how the program evolves. Below are the key improvements made across cohorts and what we continue to carry forward.

Program Evolution

The program has grown and improved substantially since the Spring 2025 pilot. Key changes made based on feedback and operational experience include:

- Expanded the trainer pool and offered asynchronous learning options
- Added follow-up coaching calls with trainers for deeper content engagement
- Introduced policy and procedure “show and tells” for peer learning
- Developed an external SharePoint for centralized access to training materials
- Introduced month-end assessments for real-time progress tracking
- Incorporated post-module feedback forms to inform subsequent sessions
- Separated capacity building contracts from case management contracts to fund capacity building as a prerequisite to case management contracting and reduce the time burden on partners
- Selected a single vendor for the privacy cohort to ensure continuity across a complex topic

> “Through this process, ECS was able to develop meaningful and sustainable policies and procedures that will support our organization far beyond this program. The knowledge and best practices shared throughout the cohort have helped us better understand not only compliance expectations but also how to build stronger internal systems to responsibly protect client information and strengthen organizational readiness.
>
> **Ethiopian Community in Seattle (ECS), Cohort II and Cohort III**

One Year Later: Impact That Lasts

A year after completing the Fiscal & Operational Capacity Building Cohort I, HealthierHere followed up with all six participating organizations to see what stuck. The results show that the program's gains didn't fade, rather they compounded.

What Partners Are Doing With It

Organizations didn't just learn new systems. They put them into practice. The most common outcomes partners reported:

- Applying new financial and operational systems to daily work
- Improving direct services to clients and the community
- Increased staff confidence in fiscal oversight and compliance
- Broader organizational growth, including new hires and expanded roles

One-Year Follow-Up Results

100%
Would recommend the program to other King County CBOs

100%
Report clear, consistently communicated fiscal and operational roles

83%
Feel more confident seeking funding and meeting funder contract requirements

67%
Have completed or scheduled an internal audit since finishing the program

100%
Have taken action toward government funding since completing the program

2 of 6
Shared they have already secured new government funding

Six Cohort I partner organization participants completed the follow-up survey (n = 6)

Growth wasn't without friction.

Partners named limited staff capacity and funding gaps after the program ended as the biggest hurdles to putting new systems fully into practice, plus at least one outside factor (a banking merger that stalled setting up new accounts). Still, most described this as growing pains, not roadblocks. The new systems have become, in one partner's words, "part of our organizational culture," even as they keep strengthening them over time.

> "Limited staff capacity, competing organizational priorities, and time constraints affected the pace of implementation... Despite these barriers, we have continued to apply key concepts from the program and are making steady progress toward incorporating the recommendations into our organizational practices."
>
> **Cohort I participant**

Key Takeaways

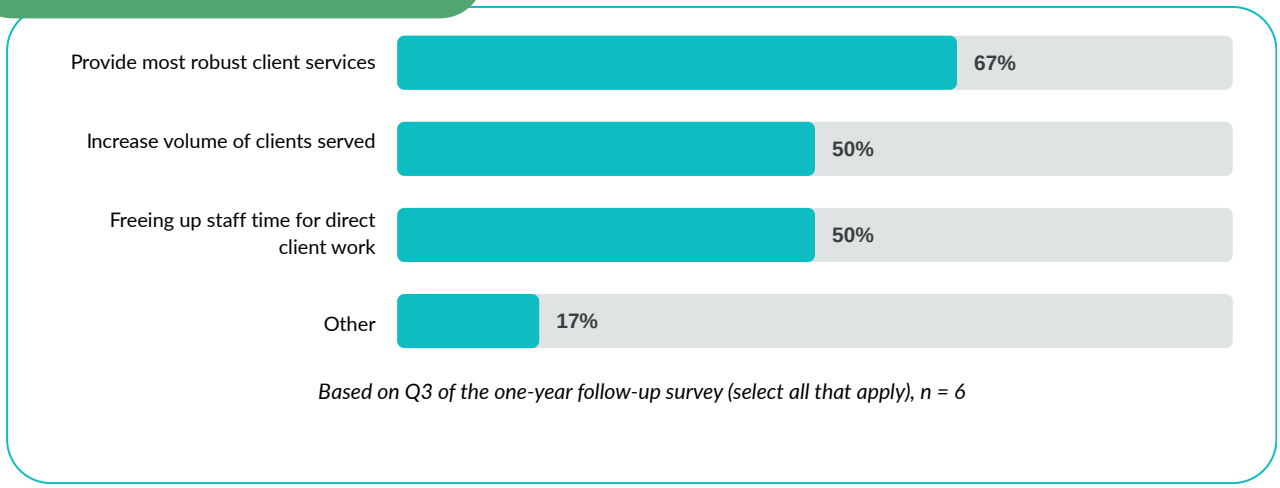
One year out, the Fiscal & Operational cohort's impact continues to deepen. **Partners are more confident pursuing funding, clearer on internal roles, and better positioned for audits and larger contracts.** This is exactly the readiness HealthierHere set out to build.

1 in 3 partners reported no barriers at all to implementing what they learned, and the ones who expressed challenges are asking for the same thing: continued coaching after the cohort ends and additional opportunities to learn from peer organizations.

> "The fiscal and operational capacity building cohort was transformative. While our organization had been serving the community for many years, much of our work was built on volunteer efforts, passion, and community trust rather than formal systems and infrastructure. The cohort helped us transition from a grassroots, volunteer-driven organization to a more sustainable, professionally structured nonprofit, while maintaining the community-centered values that have always been at the heart of our work."
>
> **Cohort I participant, one-year follow-up**

How Capacity Increased

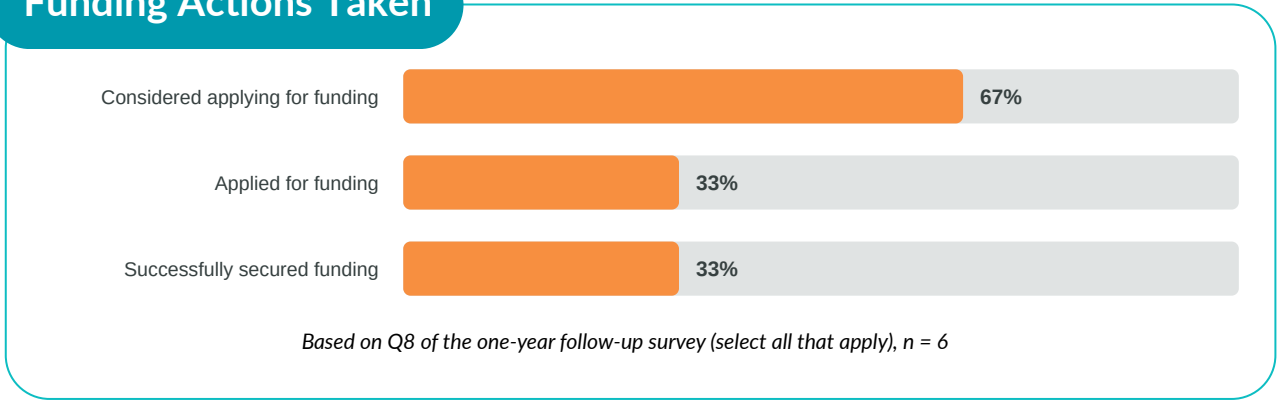
Partners were asked whether since completing the program, their organization has increased its capacity to serve clients and if so, how



Based on Q3 of the one-year follow-up survey (select all that apply), n = 6

Funding Actions Taken

Regarding governmental funding (local, state, federal)



Based on Q8 of the one-year follow-up survey (select all that apply), n = 6

Partnership Recognition

Building a meaningful program requires immense collaboration, thoughtful partnership, agility, and continuous iteration. Thank you to our eleven Capacity Building Partners for your enthusiastic participation and truly embracing peer-to-peer knowledge sharing. We are also grateful for your regular feedback on strengths of the program and ways to better meet the needs of your unique organizational context, staff, and clients. In addition, we want to thank our subject matter experts from the finance, client privacy, and data technology fields for bringing a wealth of knowledge to each cohort and being agile and adaptive. This collaboration will leave a lasting impact on the King County community.

Partner Organizations

- Arms Around You
- A Supportive Community for All
- AZISWA
- Congolese Integration Network
- Ethiopian Community in Seattle
- Falis
- Indian American Community Services
- Mother Africa
- Serve Ethiopians Washington
- Teenagers Plus
- Villa Comunitaria

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- Rebecca Field, CLA
- Jeremy Fogelquist, CLA
- Bakary B Sanneh, TruDBooks
- Ford Winslow, AI CISO
- Charles Renert, AI CISO

HealthierHere Supporting Team

- **Olivia Butkowski**, Community Collaboration Advisor, Capacity Building Program Manager
- **Anne Farrell-Sheffer**, Director, Community and Tribal Collaboration
- **Ro Friend**, Associate Director of Privacy and Security
- **Rhyezin Larimer**, Accounting Analyst
- **Christine Berch**, Director of Finance
- **Tavish Donahue**, Director, Hub Program Operations

Contact Us



Olivia Butkowski

HealthierHere

Community Collaboration Advisor

obutkowski@healthierhere.org

Rhyezin Larimer

HealthierHere

Financial Accountant - Programmatic

rlarimer@healthierhere.org

HealthierHere

About: HealthierHere

HealthierHere - Capacity Building Program

info@healthierhere.org

Capacity Building Graduation: Photos













Stay Connected

Learn more at healthierhere.org

Contact

Olivia Butkowski, Community Collaboration Advisor
obutkowski@healthierhere.org | 425-577-7030

HealthierHere
2001 8th Ave, Ste 1400 | Seattle, WA 98121