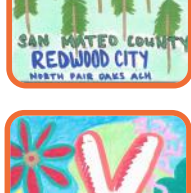
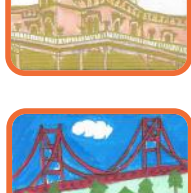


STRATEGIC ROADMAP

CALIFORNIA ACCOUNTABLE COMMUNITIES FOR HEALTH INITIATIVE
2026-2029



CACHI 



Letter from the Executive Director

In every corner of California, communities are facing the same truth: the systems we've depended on for health and well-being are under strain, and the safety nets that offer protection are being dismantled. Yet communities continue to show us what's possible when equity is not just an aspiration, but the structure that guides decisions, resources, and power.

That is the promise of **Accountable Communities for Health (ACHs)**. Over the past decade, ACHs in California have proven that lasting change comes from shared governance, cross-sector partnership, and deep trust with residents. They've shown that equity can be built—and defended—through local infrastructure strong enough to withstand crises and flexible enough to meet communities where they are.

Now we are asking ourselves: how do we protect what we've accomplished while building something better?

CACHI's Strategic Roadmap is not a static plan, but both an articulation of our values and a guide for strengthening CACHI's role as a backbone for the network, elevating the ACH model at the state level, and creating more ways for collaboratives to act together. It reflects nearly a year of listening and dialogue with more than 100 ACH stakeholders—through interviews, planning circles, and our annual convening.

As we look to the next chapter, I'm deeply grateful for your partnership and leadership. Together, we can ensure the ACH model remains a foundation for local action and a blueprint for reimagining systems in California.



**Rea Pañares | Executive Director,
California Accountable Communities for Health Initiative**



About CACHI

The **California Accountable Communities for Health Initiative (CACHI)** is driving a statewide shift in how health systems, social services, community organizations, and residents collaborate to improve population health and equity. Through multi-sector, community-based partnerships— **Accountable Communities for Health (ACHs)**—in 36 communities across the state, CACHI aligns local resources, policies, and investments to tackle the root causes of health disparities.



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Defining the Future

CACHI stands at a critical juncture. In just under a decade, it has evolved from a pilot initiative into California's largest statewide infrastructure for advancing health equity through community-driven, multisector partnerships.

As federal supports for health, housing, and basic needs are systematically undermined, and equity itself becomes a contested concept, **the urgency of community-led solutions has never been greater.** CACHI enters this next chapter not only to sustain what has been built, but to step more fully into a leadership role: elevating the ACH model as a blueprint for equity in a reimagined health system.

In this new reality, **CACHI will serve as a catalyst for aligning grassroots innovation with institutional change at scale**—ensuring that community voice, governance, and power are not peripheral but central to California's path forward.

Our Vision

Every community has the infrastructure and power to shape policies and systems through their lived experience, leadership, and wisdom.

Our Mission

CACHI leads a powerful movement to transform health systems through community-driven, multisector partnerships rooted in the ACH model. By uplifting local leadership and centering the voices of those most impacted by inequities, we spark lasting change—investing in bold, collaborative solutions that address root causes and build a just future for all Californians.



Core Values

Shared Stewardship: Trust-based, cross-sector partnerships that uphold accountability to communities.

Community-Anchored Systems: Sustainable strategies rooted in local voice and shared power.

Lived Expertise: Centering those most affected by inequities as co-designers and decision-makers.

Storytelling as Strategy: Using narrative, reflection, and data to foster learning and inspire systems change.

ACH Approach



Centering Community Voice



Multi-Sector Engagement



Aligning Systems and Priorities

Transformed Systems

*Healthier, Stronger,
More Equitable
Communities*

Improved health outcomes.
More resilient systems.
Greater equity.

Overview

Since its founding in 2016, the California Accountable Communities for Health Initiative (CACHI) has grown from a pooled philanthropic investment into a statewide infrastructure supporting community-driven health transformation.

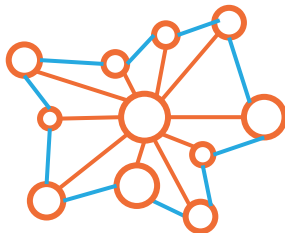
CACHI 1.0



Piloting the ACH model with 13 sites

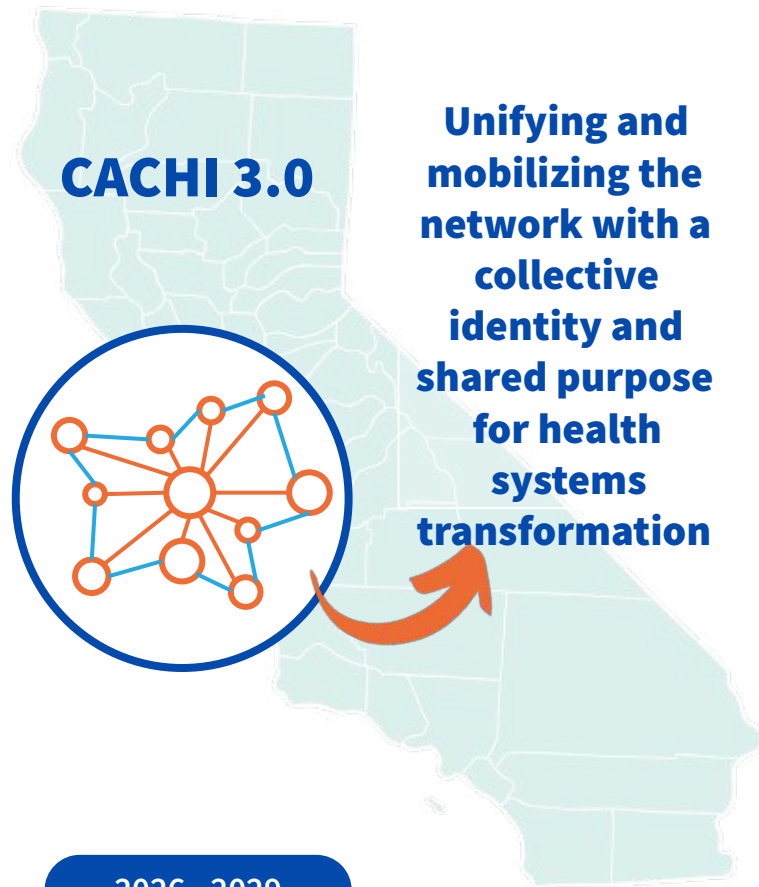
2016 - 2022

CACHI 2.0



Expanding statewide and deepening learning across the network

2023 - 2025



CACHI 3.0

Unifying and mobilizing the network with a collective identity and shared purpose for health systems transformation

2026 - 2029

CACHI 1.0

CACHI 1.0 marked the initiative's launch phase, during which 13 ACHs were established across California with support from a collaboration between the California Health and Human Services Agency, the California Department of Public Health, and seven private philanthropies.

These **ACHs built durable, cross-sector partnerships** rooted in authentic community engagement and aligned action across clinical, public health, social service, and community organizations.

When the COVID-19 pandemic struck, many of these ACHs quickly pivoted to respond—leveraging their civic infrastructure to coordinate local relief efforts, distribute resources, and ensure that communities most affected by the crisis were not left behind.



CACHI 2.0

CACHI 2.0 began in 2023 with a **\$15 million allocation from the state general fund**, enabling the network to nearly triple the number of sites.

As the number of ACHs grew, so too did the need to scale technical assistance, peer learning, and grants. **CACHI continued to serve as the program office while also beginning to explore a broader role**—one that could support the ACHs not only through site-level resources but also by building a unified voice for the model and its value.

This phase also marked an organizational milestone with the **hiring of CACHI's first Executive Director**, reflecting increased internal leadership and the capacity to guide a larger network.



Equity Under Fire

In late 2024, CACHI launched a strategic planning process to chart its future direction. Midway through this process, **major shifts in the national political landscape intensified the urgency of the work.**

Federal actions began to dismantle core components of the safety net, including threats to Medicaid, environmental justice, housing, and public health funding. The current U.S. administration has signaled hostility not only toward programs serving vulnerable communities but toward the concept of equity itself.

These **attacks coincide with rising demand for principled, community-rooted leadership**—exactly the kind of leadership that ACHs have demonstrated, both during the pandemic and in the years since.



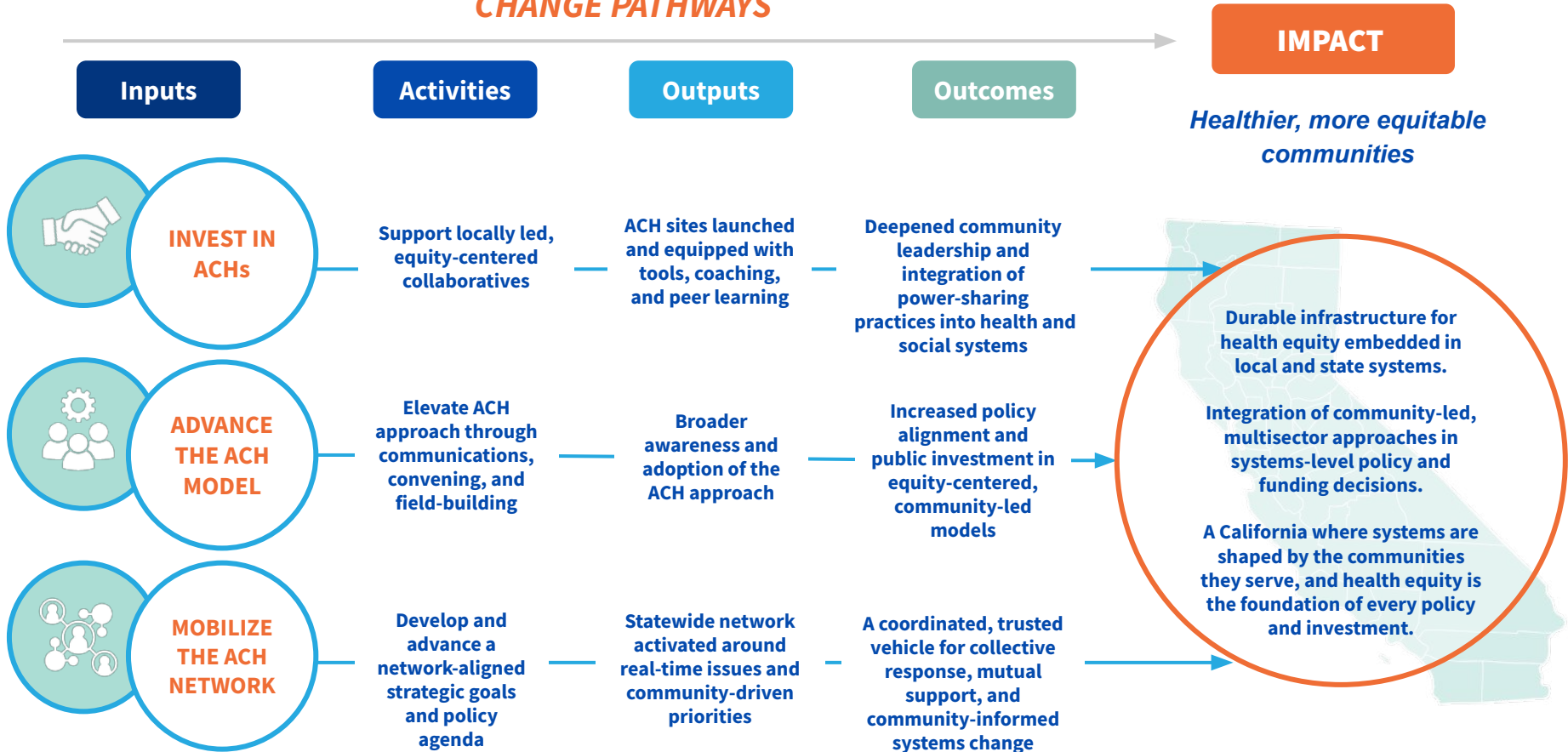
CACHI 3.0

CACHI 3.0, the emerging phase, will reflect this moment. With its deep relationships across 36 communities and its role as a connector across sectors and systems, **CACHI is poised to help rebuild what is being torn down.** The ACH approach—rooted in power-sharing, community governance, and cross-sector accountability—offers a blueprint for the systems we need now.

Through this strategic roadmap, **CACHI is preparing to evolve into a more integrated statewide network**, one that not only supports local transformation but also advances community-led solutions and system-wide resilience in the face of deepening inequities.



CHANGE PATHWAYS



Overview

Our 2026–2029 strategic roadmap emphasizes CACHI’s strategy to expand internal capacity to support ACHs as a statewide movement, elevate the ACH approach as a public policy and health equity innovation, and mobilize collective action to influence policy and investment.

Goal 1

Expand CACHI’s organizational capacity to support and connect ACHs as leaders of a statewide movement of community-driven, multisector partnerships.

Goal 2

Raise awareness of and advocate for the ACH model as a scalable, community-rooted framework for cross-sector collaboration and public health innovation.

Goal 3

Mobilize the ACH network around key issues, critical events, and infrastructure opportunities with a unified strategy and shared purpose.

Goal 1

Expand CACHI's organizational capacity to support and connect ACHs as leaders of a statewide movement of community-driven, multisector partnerships.

We're evolving from a program-focused team into a statewide organization with the structure and capacity to support ACHs, scale impact, and mobilize collective action.

Objective

Build the internal systems, staffing, and strategy necessary to sustain CACHI's next phase as a statewide integrator and amplifier of ACH-led innovation.

Key Activities

- Expand staffing and internal operations to support implementation of strategic goals
- Develop a long-term sustainability strategy rooted in public-private investment
- Enhance CACHI's data, evaluation, and knowledge management systems
- Build robust communications infrastructure—both internally and across the network

Goal 2

Raise awareness of and advocate for the ACH model as a scalable, community-rooted framework for cross-sector collaboration and public health innovation.

We're evolving from the "best-kept-secret" to a recognized leader with the reach and influence to advance the ACH model across systems and sectors.

Objective

Position CACHI as a trusted source of thought leadership and strategic insight on community-centered systems change.

Key Activities

- Deepen engagement with health system and policy leaders to embed the ACH model into public and private infrastructure.
- Expand adoption of CACHI's tools, frameworks, and practices through learning opportunities and offerings targeted to the field, partners, and practitioners.
- Increase visibility and demonstrate value to diverse audiences through new platforms, strategic partnerships, and public-facing campaigns.

Goal 3

Mobilize the ACH network around key issues, critical events, and infrastructure opportunities with a unified strategy and shared purpose.

We're evolving from network development to network mobilization—turning connection into coordinated action on the policies, crises, and opportunities shaping California's future.

Objective

Activate the network to take collective action to create change at scale.

Key Activities

- Cultivate a strong collective identity to build a resilient, connected network that shares resources, knowledge, and strategy.
- Establish the relationships, processes, and protocols needed for coordinated action across ACHs.
- Catalyze the network in response to key policies, crises, and moments of opportunity requiring unified engagement.
- Strengthen the network's platform, supports, and resources for convening at the regional and state level to amplify the reach, visibility, and collective impact of the ACHs.

ACKNOWLEDGEMENTS

We would like to acknowledge the work and commitment of the **Strategic Planning Committee** who devoted countless hours to developing this roadmap. We thank Alberta Moore, Anne Reid, Jacqueline Franco, and Rafael Avendano, as well as the **CACHI Team**—Rea Pañares, Roza Do, Tina Yuen, Lynea Diaz-Hagan, Laura Hogan, Ignatius Bau, Jeremy Cantor, Hanaa Hamdi, Arpiné Shakhbandaryan, and Bree Walter—who contributed tremendously to this effort.

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We also want to thank our current funders who have made this work possible. **The California Endowment, The California Wellness Foundation, Blue Shield of California Foundation, Sierra Health Foundation,** and the **California Department of Public Health** were among the first to see the potential of the ACH approach and have remained steadfast partners in sustaining it. Blue Shield of California Foundation also provided dedicated support for the strategic planning process that led to this roadmap. Their shared early vision and ongoing support have been essential to building and strengthening this network.



CACHI 

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