



Nature for Health (NFH) Business Plan 2019 – 2022

Naturally healthy together

Executive Summary

After 5 years of existence, NFH will move the pioneer phase to the next phase in its life and prioritize (further) professionalisation, while keeping the passion and positive energy that led to the establishment of the organisation. To that effect, the NFH Business Plan 2019 – 2022 was developed, discussed and adopted. Ten strategic priorities will guide the NFH operations in the coming years.

In the period 2019 – 2022 NFH will operate mainly in the following fields:

- Joining minds for nature & health, contributing to social innovation and “surprising encounters” (relevant for all geographical scales – from local to international);*
- Inspiring interface for dialogues and exchanges between science, policy, business & practitioners and volunteers, and local, regional, national and international initiatives on “nature for health”, allowing them to establish or improve communication and interaction; places of positive energy and social innovation;*
- Communities of practise and landing grounds for new local social innovation-initiatives and new multidisciplinary research on nature for*

health.

The four substance priority NFH themes for 2019-2022 are:

- *Healing & soothing environments*
 - *Dementia & green*
 - *Stress & green*
 - *Oncology & green*
 - *Mental health disorders & green*
- *Healthy landscapes & public green*
- *Gray & Youth for Green & Health*
- *Health, nature & climate change*

NFH will focus more on its forum function: The NFH Forum will be a place of positive energy and social innovation, where ideas and expertise are exchanged and developed about initiatives that work in practise and that could inspire other initiatives to bloom and grow.

In 2019 a new institutional structure will be set in place, allowing NFH to implement its mission and business plan in the most effective and transparent way.

NFH represents an open community, and welcomes feedback in any form. We are open for change, because we want to be an agent of change ourselves. Nature never stays the same, nor do our lives, or societies. We enjoy meeting new people, sharing new visions and ideas, and entering into new journeys. We love life.

We love people & nature to be 'naturally healthy together'

Nature for Health (NFH) Business Plan 2019 – 2022

Introduction

“Nature For Health”, NFH, exists for 5 years now, and has realized a lot in those years, which can be characterized as inspirational pioneer years. During this pioneer phase, NFH gained a lot of experience and managed to realise many practical results, bringing people and organisations together that never met before. The NFH Board, in several meetings in 2018, has concluded that it is now time to move NFH to a new phase in its life, and prioritize (further) professionalisation, with the following 10 priorities:

<ul style="list-style-type: none"> • a focus on structural social innovations in green & health, via offering `keys` and “landing places” for new solutions and new ways of thinking;
<ul style="list-style-type: none"> • clear thematic focus on priorities/applications, which inspire cooperation and action;
<ul style="list-style-type: none"> • Strengthening “ownership-feeling” for NFH amongst a wide range of people and organisations (“NFH is my organisation”);
<ul style="list-style-type: none"> • a stronger role on NFH interfacing and building alliances between the various target groups, inter alia via forum-function;
<ul style="list-style-type: none"> • a more balanced geographical coverage;
<ul style="list-style-type: none"> • more coherence and interrelationships between the various NFH projects and activities;
<ul style="list-style-type: none"> • strong strategic and operational alliances, at local levels and the health sector, and at international levels;
<ul style="list-style-type: none"> • more registration and communication of results and outputs;
<ul style="list-style-type: none"> • institutional structure geared to the new phase;
<ul style="list-style-type: none"> • sound financial management and funding bases.

Overall, we will aim for maximal coherence between “people, processes and product(s) of NFH”, and the interaction between those. Also, we give the

organisation a new name: “Nature For Health” (NFH), replacing the longer name “Nature-Assisted Health Foundation” (NAHF).

While moving to a next phase of NFH’s life, we will keep in mind the following wise lesson: *“Organisations are there to improve life. But then the tendency arises to institutionalise. The people that loved with passion the goal, will now hate the procedures. Passion dies in the shadow of procedures. What people need is space and freedom to create. An organisation that takes away freedom dies”* – Margret Weathley

This Business Plan 2019 – 2022 aims to lead NFH to the new phase, while building on passion of people, and outlining concrete strategic steps for the coming 4 years. The business plan will be elaborated via annual action plans (with annual budgets).

The main elements of the business plan are:

• Introduction – moving to next phase
• NFH external environment
• Strategy – mission, vision, objectives
• Products
• Target groups/clients
• Geographical focus
• Substance focus
• Priority substance and network activities
• Strategic alliances
• Governance & management
• Annual foundation budget
• Resourcing
• Communication & Public-relation
• Finale

NFH external environment

NFH operates at the interface between nature/green and health. The importance of nature for health has received some attention in nature policies and nature conservation management, but never was a very prominent element. The attention for nature in health policies and in health care, is still

rather recent in most countries. Although in societies and business cross-cutting elements like health and sustainability are receiving more and more attention, in practise the actual priority for nature in health policies and daily health care is still low. The main paradigm in health care is centred around pharmaceutical treatments. Nature/green are considered to be elements in prevention (walking in nature destresses, etc), but the concept of nature as medicine for curing illnesses is still not integrated in the core of the health care.

However, developments at international level with the UN Sustainable Development Goals and at local level, with experiments for new ways of health treatments, prepare the way to changing paradigms where nature is an integral part of our lives and thinking again. At international level, initiatives like NHF and “Healthy Parks, Health People” create awareness about the link between people and nature. In various countries initiatives at national level that connect nature with health have appeared on the scene, and a number of health care organisations have include nature-programming as vital element in health treatments of illnesses as mental health and dementia.

NFH is operating in a field where existing paradigms still don't fully favour the integration of nature in health care operations and policies, nor of integration of health considerations into nature policies and operations. Therefore NFH is pioneering and focussing on both awareness raising and inspirational cases at local level. NFH aims to act as an interface between the different stakeholders that have a role in integrating nature and natural principles in health aspects. However, sofar it has turned out to be difficult to find financial resources to develop and operate that forum function of the organisation.

In the coming years, NFH will aim to create changes in the policies and operations in the core of the health care sector, including health care insurance companies, which benefit from the presence of health nature, but hardly contribute in anyway to our natural environment. We will try to set good examples by developing landing places for new ideas and social innovations, together with citizen groups and other partners.

The challenge will be to integrate “nature for health” in the thinking, policies and operations of sectors that have responsibilities and involvement in health and nature related issues, while leading by example.

NFH will aim to create a stable financial basis, by tapping from sources that will allow NFH to implement its mission, vision, strategy and actions in the most effective and efficient way. Its independent character, evident-based approach, sensitivity to social innovation and wide expertise network will be biggest assets of the organisation. While NFH will have competitors such as specialised consultancies or other international networks on health and/or nature, NFH as mission-driven organisation will strive to cooperate with all relevant organisations and stay an “open source” organisation, in tune with the realities of people, including citizen groups. Our mission benefits from sharing our passion and bridging interest, not by protecting our rights and niche.

Strategy – mission, vision and objectives

The NFH Board has updated the NFH Strategy in 2018 and will also update the statutes. This Strategy and the (updated) NFH statutes form the formal basis of this business plan 2019 – 2022.

Mission & vision

NFH’s *mission* is to improve the quality of life and the living environment via connecting health and nature/green. Its *vision* is to work towards a world in which human well-being and healthy nature are in balance and are re-inforcing each other, evident in “nature for health” shared mindsets and landing places.

We love life and we naturally want to be healthy! ‘Nature for Health’ believes that for the sustainable functioning of our societies we have to reconnect to nature and learn (again) from nature’s basic processes and laws. In order to heal the way we look at ourselves and our health and health sector, we have to move to new paradigms and adopt the principle of nature-assisted economies and nature-assisted health. By allowing nature to assist us and our health (care), we reconnect to our roots and we work with the natural processes in our minds and bodies, rather than against them. We literally want to “nature boost” our environment, our bodies, our health institutions and the way we think about prevention and curing. Societies and healthy institutions that benefit from the presence of nature and green nearby, consist of more healthy people. We need to return to more holistic approaches, where we are part of nature, and work with nature, rather than to continue to act as a species which pretends that it can disconnect from nature and the laws of nature. We believe that “nature-assisted businesses” are the frontrunners of

today and the winners of the future. We aim for a healthy world, with healthy people; naturally.

NFH is a non-for-profit organisation, working in accordance with transparent governance and management principles.

In order to further implement the mission and vision, NHF will focus on a few substance themes/practical applications and strengthen and elaborate its Forum function.

Over the years, NFH's "natural niche" has become clearer, and in the period 2019 – 2022 NFH will operate mainly in the following fields:

- **Joining minds** for nature & health, contributing to social innovation and "surprising encounters" (relevant for all geographical scales – from local to international);
- **Inspiring interface** for dialogues and exchanges between science, policy, business & practitioners and volunteers, and local, regional, national and international initiatives on "nature for health", allowing them to establish or improve communication and interaction; places of positive energy and social innovation;
- **Communities of practise and landing grounds** for new local social innovation-initiatives and new multidisplinary, evidence-based research on nature for health.

NFH objectives

In line with the NFH mission and vision, the NFH **long term objective (8 years scope)** is 1) to create a paradigm change via full awareness about the importance of nature for health and to turn that awareness into concrete and positive actions in people's own living environment, including in health care organisations, public spaces, schools and gardens; 2) NFH recognized as an internationally and nationally renowned institution on nature for health,

anchored in the reality of people, health sectors, public sectors and green sector and visionary and evidence-based science.

The NFH **midterm objective (4 - 8 years scope)** is to generate, as part of social innovation, alliances at local levels and with relevant institutions, knowledge centra, NGO's, and businesses in order to create inspiration and demonstration cases on the positive relationship between green and health. NFH will assist in increasing cooperation between stakeholders, creating "meetings of minds" and landing places of ideas, and disseminating experiences and positive energy.

NFH's **short term objective (1 - 4 years scope)** is 1) to move the organisation from a pioneer to a mature phase, while keeping the positive energy and allowing a broader scope and thus more impact of the organisation in the field of nature for health; and 2) to identify and develop nodes and networks of innovation and inspiration where pathways intersect or branch for "nature for health", and to put inspiration into action via projects, network and brainstorm initiatives and alliances.

NFH products

NFH focusses on delivering/producing the following products:

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| <ul style="list-style-type: none">• Tailor-made expertise and experience for integrating "nature for health", including public green, into the planning, design and implementation of urban and rural development policies, projects, spatial planning, construction works and green designs and activities, keeping in mind changes evoked by climate and social changes |
| <ul style="list-style-type: none">• Awareness and education & research programma's and activities for increasing the – evidence-based - knowledge on the importance of nature for health; |
| <ul style="list-style-type: none">• Integrating "nature for health" into the policies and physical environment – build and un-build – of health care institutions and municipalities, inter alia "nature for healthy environments"; |
| <ul style="list-style-type: none">• Boosting social innovations as regards health & nature through changing paradigms and ways of approaching the reality; |

<ul style="list-style-type: none"> • Creating communities of practise and landing grounds for “nature for health”- social innovations;
<ul style="list-style-type: none"> • Forum-function and networking, for dialogues, exchanging views, visions, experiences and expertise on “nature for health” via stakeholder groups, seminars and conferences. With the aim to create synergies, develop strategic and practical alliances and to enhance new kind of thinking.
<ul style="list-style-type: none"> • Assisting the development and functioning of businesses that integrate nature for health in their strategies and business operation.

Target groups/clients

The NFH target and interest groups and clients include the following stakeholders:

<ul style="list-style-type: none"> • Local and regional authorities and citizens groups
<ul style="list-style-type: none"> • Health care institutions, client organisations, health insurance agencies and health businesses in green;
<ul style="list-style-type: none"> • Governments with tasks and responsibilities in the field of nature, spatial planning, green and health;
<ul style="list-style-type: none"> • Planners, investors, businesses in green and outdoors/sport sectors
<ul style="list-style-type: none"> • Scientific institutions, knowledge institutions, training centres and universities in applied science, in health, nature and green, spatial planning and related areas.
<ul style="list-style-type: none"> • Nature and environmental organisations

As part of the implementation of this business plan, tailor-made approaches will be (further) developed to the above-mentioned target groups, building on

the experience and networks that already exist in NFH. NFH will prioritize working with target groups that are willing to pioneer on social innovation and depart from trodden paths.

Geographical focus

In the pioneer phase, most activities of NFH were focussed on The Netherlands, more in particular the region of Noord-Brabant. This focus allowed NFH to test the approach in practise in an area that is and was receptive of nature for health ideas. Now it is time to spread the wings wider, and identify and realise potentials in other regions in Europe, and where appropriate, other regions outside Europe. While doing that, and while deciding whether or not to expand into a new region, we will keep a close eye on the following issues:

<ul style="list-style-type: none">• Building on the good results in the areas NFH already works in, in particular Noord-Brabant in The Netherlands
<ul style="list-style-type: none">• Keeping our focus on activities that deliver concrete local output;
<ul style="list-style-type: none">• Good balance between necessary input and the expected outputs;
<ul style="list-style-type: none">• Good use of resources (both human and financial resources);
<ul style="list-style-type: none">• Possibilities of “upscaling” activities in regions and letting them have a “rippling-effect” (like the waves created by a stone in a pond).

While developing and implementing actions in regions, NFH will communicate in English as its main working language. However, when the composition of the governing council and/or implementation team allows and the target group demands, NFH will also work in local languages, via the involvement of local experts. In all cases, NFH will summarise results of all its projects and activities in English, allowing the outcome to be disseminated to a wide audience.

NHF substance focus: themes

In its first years of existence, NFH addressed the interrelationship between dementia & green and burn-out & green and also touched upon the relationship between oncology & green. Those areas – or themes - will remain to be of prime importance for the work of NFH, but they will be integrated and three new themes will be added: Healthy Landscapes & Public Green, Gray & Youth for Green & Health, and Health, nature & climate change.

The four priority NFH themes for 2019-2022:

- *Healing & soothing environments*
 - *Dementia & green*
 - *Stress & green*
 - *Oncology & green*
 - *Mental health disorders & green*
- *Healthy landscapes & public green*
- *Gray & Youth for Green & Health*
- *Health, nature & climate change*

In addition to the themes, NFH will focus on its forum role, as mentioned above.

The NFH Forum will be a place of positive energy and social innovation, where ideas and expertise are exchanged and developed about initiatives that work in practise and that could inspire other initiatives to bloom and grow. The NFH Forum will be a testing or landing ground for ideas as well and a place where good ideas can be discussed, be born in dialogues, “land” and supported towards realisations. Its aim is also to increase cooperation and interaction between people and institutions that never worked much together.

NFH substance and network activities in 2019 – 2022

Main NFH substance and network activities in the periode 2019 - 2022 will focus on four “green & health” themes. In the below boxes envisaged activities are listed, but they are not carved in stone and NFH will aim to develop and implement activities together with its membership and allies. While elaborating and implementing the themes, special attention will be give to climate change impact, and transitions towards a circular economy, based on renewable energy and reuse of resources.

➤ **Theme Healing & soothing environments for Dementia & green, Stress & green, Oncology & green & Mental Disorders & green**

<ul style="list-style-type: none"> • <i>Rolling out (projects on) green and blue infrastructure relevant for dementia, stress, cancer and mental health in municipalities in The Netherlands and Flanders, other parts of Europe, and where appropriate, other parts of the world. Assisting in the creation and functioning of vitality centres in Europe;</i>
<ul style="list-style-type: none"> • <i>Integrating dementia, stress-reduction, oncology-related and mental health disorders care requirements in the practical planning and management of nature areas, including national parks, and public green, and in the management and design of public and private health institutions, with involvement of citizen groups</i>
<ul style="list-style-type: none"> • <i>Developing nature for health tool boxes in several languages for Dementia & green, Stress & green, Oncology & green, and Mental health & green, and develop trainings and relevant apps;</i>
<ul style="list-style-type: none"> • <i>Developing “health & green” walking and biking paths</i>
<ul style="list-style-type: none"> • <i>Participating in innovative national and international scientific research projects on the relationship between green and dementia, stress-reduction, oncology, mental health disorders and other health challenges , and where relevant initiating this research;</i>
<ul style="list-style-type: none"> • <i>Promoting the concept of “dementia-friendly” regions in The Netherlands, Flanders, the rest of Europe and where appropriate other continents</i>

- *Promoting the concept and application of “Garden & Landscape therapy and therapists”, including towards health insurance companies.*

➤ **Theme Healthy landscapes & public green**

- *Creating awareness on the importance of nature-rich landscapes and public green in urban and rural areas (including city parks, nature areas and national parks) for health (prevention & healing), including via apps*

- *Assisting in creating developing green care coalitions from the care farming sector to nature, social and therapeutic horticulture organisations and citizen groups, and test new concepts and therapies related to landscapes – from agricultural to wilderness landscapes.*

- *Participating in innovative national and international scientific research projects on the relationship between landscapes and health, and where relevant initiating this research;*

- *Creating an internet-based learning network of “European Healthy Landscapes”, related to tourism, and als based on (developing a network) of landscape therapists and landscape counsellors). The Network will reflect on issuing a “Healthy Landscape of the Year” contests.*

➤ **Theme Grey & Youth for Green & Health**

- *Increase intergenerational interactions and civic participation for green & health in the context of practical projects and activities, inter alia based on the (Dutch) project “Grey for Green”;*

- *Involve youth and elderly groups in the work, network, “joining minds” and governing of NFH;*

<ul style="list-style-type: none"> • <i>Addressing impact of social media and potentials to “return to nature” and “nature as medicine” (dose of nature);</i>
<ul style="list-style-type: none"> • <i>Participating in innovative national and international scientific research projects on the relationship between green and grey & youth, and where relevant initiating this research.</i>

➤ **Theme Health, Nature & Climate Change**

<ul style="list-style-type: none"> • <i>Developing and rolling out projects and activities that address health effects of climate change, including heat islands, and ways green spaces can help to mitigate negative effects</i>
<ul style="list-style-type: none"> • <i>Integrating health effects of climate changes into urban and green designs of neighborhoods and health care institutions</i>
<ul style="list-style-type: none"> • <i>Developing proposals and ideas for green-blue infrastructure in urban and peri-urban settings that are resilient enough to cope with health consequences of climate change impacts.</i>

➤ **NFH Forum activities**

The Forum activities will focus on the following:

- Creating European and national working groups around one or two of the applications, of which the geographical scope and language are to be determined, while taking into account the existing working group on dementia and the Living Labs. More specific, could be considered to create a “European Learning Network for Regions, Health and Nature”.

<p><i>Dementia Working Day (Dementie Werk Dag - DWD) in The Netherlands developed into NFH Stakeholder Group on Green & Health. For a few years, the DWD functioned as Dutch stakeholder gathering for</i></p>
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dementia-related issues. The stakeholder gathering will provide inspiration for developing the NFH forum function and, where appropriate, also for conducting similar stakeholder gatherings in other countries and regions.

- Developing a congress cycle of at least one larger conference a year on topical issues related to green and health and also seminars, while highlighting innovation and transformation.

The first international congress in this cycle will be: “Green Spaces as medicine – naturally healthy” (working title). The outcome of this congress will assist the implementation of this NFH business plan in several ways, including fund raising, profiling, networking, forum, etc. Prior to the congress, a number of seminars will take place, including on practical application of NFH project results.

- Developing a “*business for health and nature*” inspiration “blog” or ‘vlog’ (where possible as part of the website), with FAQ, good and bad practices, advice on networking, business models, finding new markets, financing, etc. The blog will be profiled on the website and will be utilised in relevant webinars. Training institutes will be involved in creating the blog/vlog.
- Developing a NFH community via a NFH membership, for free. In order to let the membership concept work, it can feature a (restricted) Health & Nature marketplace for linking demand and supply and promoting useful products and services (both commercial and publicly available). It can also feature a range of networking services, helping NFH members to cooperate and develop their expertise. We aim to work with “*beterinhetgroen*”, which already developed a functional and appealing “market place” in The Netherlands.

- Developing a webinar series on putting the theme health and nature in practice at local and regional levels (municipalities, regions, citizens groups) and in medical institutions. Develop science focussed webinars / online courses on the theme of nature and health.

The above-mentioned - substance and forum- strategic activities will be elaborated in **annual action plans/work plans**, which will specify the project aims, time-frame and project lead.

Strategic alliances

Over the years, NFH has developed some powerful alliances at international levels, at national levels, in science, green sector and the health sector.

For the period 2019 – 2022 NFH will review its strategic alliances, and develop its strategy in this respect. A top-priority will be to increase involvement of the health sector, including health insurance companies and health businesses. Also, NFH will associate more with citizens groups, associations and institutions representing local people and regions & municipalities, and also establish new international alliances relevant for the implementation of its mission and vision. More-over, NFH will strives to create cooperation with innovative “green businesses”.

Governance & Management

Until the end of 2018, the NFH governance and management structure consisted of the following:

- *Board* (Bestuur) – the Board ensures that that Foundation can have a permanent role of (inter)national importance and will create sustainable interaction between business, government, education and research);
- *Council of Advise* (Raad van Advies) - advising on the contents of research programmes and on the quality and ways to turn research into practise;
- *Managing director* – coordinating the work of the foundation, project development and implementation, network development & alliances, acquisition.

In practise this structure resulted in a workable situation and in exploring various new fields of activities, but it lacked some clarity in (division of) roles and responsibilities as regards governance and implementation.

For the period 2019 – 2022 the following institutional structure will be set in place:

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| <ul style="list-style-type: none">• Strategy & Network Council – overall responsible for NFH, working towards unity in direction, overseeing the NFH operations and substance activities and quality assurance and increasing support – from local to international - for NFH in society and NFH’s prime target groups. Approving strategic plans, business plans and annual budgets. The Council represents the NFH membership – ways of consulting the membership will be reviewed. The Council also addressess the scientific aspects of NFH. |
| <ul style="list-style-type: none">• Stakeholder Group - advising on the link of “nature for health” to the realities of stakeholder groups, their demands and priorities and application of research results |
| <ul style="list-style-type: none">• Implementation Team – overall responsible for the daily operations of NFH, ensuring coherence between NFH activities, project development and implementation, preparing the meetings of the Network Council and monitoring the implementation of decisions, communication & public relation, acquisition, and financial management. |

The Strategy & Network Council will consist of the following members

- President
- Vice-president
- Secretary
- Treasurer
- Other members

The members of the Stakeholder Group will include at least 5 persons with knowledge and networks in the priority themes and/or NFH target groups. The Group will create an internet-based discussion forum.

The Implementation Team will consist, at least in the first year of this business plan of the following members:

- Managing director
- Theme leaders (senior). One team leader replaces the MD in absence.
- Project co-workers (junior)
- Resource officer – human & finance
- Communication officer

The positions are parttime, but can be expanded to fulltime when the availability of funds allow. Per situation it will be decided whether a position will be on the NFH payrole or contracted (hired or seconded from other institutions). However, in all cases the people fullfilling the positions will be formally requested to comply to NHF principles. The Implementation Team will, where possible, work with students and interns.

The Implementation Team will fullfil operational tasks such asproject lead, co-lead, facilitator, coordinator, operational networker and fundraiser. Within the team, roles and responsibilities will be devided. The Team will aim to include all required types of expertise and experience in implementation actions, via involvement of NFH members, alliance partners, and others. It will assist in the preparation of Council and Stakeholder Group meetings. The managing director will be overall-responsible for all operational activities of the Implementation Team and the preparation of Council and Stakeholder Group meetings. The director will sign contracts and other commitments in agreement with the Council.

NFH will work towards fully implementing the following principles:

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| <ul style="list-style-type: none">• We love and respect people and we love and respect nature. Humans are part of nature, and we should act accordingly, including in health related issues; |
| <ul style="list-style-type: none">• We do not think we hold ‘the truth and the full truth only’, we hold our own truth, which is anchored in our passion for life, for people, nature and health. We act and think “nature-assisted”; |
| <ul style="list-style-type: none">• We value ethics - Our NFH interactions with people (within the |

helping professions or otherwise) should not harm others. We will not engage in any activities that run the risk of harming others;

- We prioritize transparency
 - in governance, management and operations: relevant plans, business plans, annual reports and other relevant documents will be uploaded on the NFH website;
 - Transparency in financial management. The NFH treasurer and - if so decided by the Council - an independent auditor will review and approve NHF's annual financial accounts;
 - in decision-making. A chart will be developed about roles and responsibilities and tasks of the Strategy & Network Council, the Stakeholder Group and the Implementation Team.

The NFH Council has revisited the NFH statutes and decided on formalizing a number of changes in line with the new business plan.

NFH will apply for an ANBI status with the Dutch taks authorities. With an ANBI status, NFH will gain the status of public good cause organisation. It would become exempt from VAT. In order to find approval of the tax-authorities, NFH will comply to a number of criteria, such as working for the common good, integrity behaviour, availability of an up to date policy plan, limited payments to governors (compensation of real costs (travelling, etc), and limited remuneration, Dutch taxfree level 2018: 150 euro or less per month, or 1500 euro or less per year). NFH will, within the limits of the ANBI status and the law, create space for some paid services of Council members that execute operational tasks and strenghten the quality and outreach of our work.

NFH's management principles include:

- We stand for our promises;
- We are consistent in strategy, but flexible in operations;
- We cherish our passion for "nature for health" and keep procedures to a minimum, allowing freedom of process
- We deliver high-quality, while setting quantitative and qualitative targets;

<ul style="list-style-type: none"> • We keep our team coherent, inspirational, inspired, and ready to leave trodden paths anytime. We believe that we set an example as NFH – we create today by creating the future;
<ul style="list-style-type: none"> • We can be held accountable on every part of our behaviour as part of NFH: we take responsibility;
<ul style="list-style-type: none"> • We aim for efficiency – achieving the foundations objectives at a minimum cost but only if that does not conflict with realising the higher purpose of projects and activities.

Resourcing

We require both high-quality human resources as well as adequate financial resources.

Human resources

We aim to realize (and keep) high-quality human resources for NFH and its governing, stakeholder and implementation bodies by having the best people on the best places in the organisation, by creating a challenging working environment, a good balance between freedom of action, responsibility and accountability, and by building openness and trust. We will prioritize both the qualitative and the quantitative dimensions in the work of NFH and in the NFH strategy and operations. We aim to be an engine for social innovation, based on our passion for our mission & vision and our love for life.

In order to develop and keep the “right spirit”, NFH will prioritize the following human resource actions:

<ul style="list-style-type: none"> • Agreement on roles, responsibilities and accountabilities and on the (desired) type of working culture in NFH, anchored in the NFH principles;
<ul style="list-style-type: none"> • Agreement on a code of conduct for people working for NFH;
<ul style="list-style-type: none"> • Working towards shared passion and shared pride on organisation

and results;
<ul style="list-style-type: none"> • Service-minded leadership, anchored in NFH principles, vision, passion and open-minded communication;
<ul style="list-style-type: none"> • Creating feedback systems for reviewing course and results;
<ul style="list-style-type: none"> • Providing opportunities for training and coaching feedback through the year.

Financial resources

Financing NFH

In order to fully implement the foundation and activity related part of this business plan, NFH need to create a turn-over of at least 500.000 euro per year (with 2019 & 2020 as a bridging years towards this turn-over). In situations that NFH will generate this money via project income and providing services, part of the income will be put to general and dedicated reserves to ensure a better and more stable financial future of the organisation. Each year, a resourcing & marketing and liquidity planning will be developed and carefully monitored.

As regards realizing financial targets, 2019 and 2020 are bridging years, because NFH has to invest in setting some some new basic structures in place before being able to fully harvest. The NFH Council together with the Implementation Team will set financial targets for the coming years and will decide on the target for developing reserves (both general and dedicated reserves).

Annual foundation budget (indicative, as from 2021)

The annual foundation budget, which is the budget required to cover foundation costs, is in the range of 250.000 euro per year. Depending on the scope of NFH activities and the successrate of fundraising, the foundation costs will vary. The annual foundation budget covers the following categories:

Governing	Meetings & remuneration of Council meeting	<ul style="list-style-type: none"> - Meeting costs - Travel & Board & lodging costs, remuneration 	10.000
Implementation Team		<ul style="list-style-type: none"> - Salary costs 	200.000
Non-project travelling (including for acquisition, networking & attending seminars etc)			5000
Office rent	Open office	<ul style="list-style-type: none"> - Capacity for several people 	5000*
Office equipment	Computers, table and chairs, printing paper, mobile phones	<ul style="list-style-type: none"> - Computers and tables and chairs in 2019 - Printing and mobile phones 	4000 1500
Communication	Website update Redesign logo Stationary and envelopes, Brochure and leaflets (incl.	<ul style="list-style-type: none"> - 	10000

	design)		
External audit	Audit annual account	-	3500
Insurances	Liability insurance	-	1000
Unforeseen		-	10.000
Total			250.000

*The rent of the office depend on the future office facilities. If the office will continue to be seated in Van Helvoirt Groenprojecten BV the difference between the “normal rent” and the “actual rent” (also if zero-rent) will be acknowledged to be an in-kind contribution of Van Helvoirt Groenprojecten BV

Multi-annual budget (indicative)

Year	Foundation cost ¹⁾	Expected income ²⁾	Added to reserves ³⁾
2019	200.000	300.000	10.000
2020	230.000	400.000	20.000
2021	250.000	600.000	40.000
2022	350.000	650.000	50.000

1) Foundation costs will increase when turn-over increases in order to balance the required human and financial resources with the increased level of activities.

2) Expected income includes direct costs related to the implementation of projects or contracting partners or consultants, so only part of the expected income can cover the foundation costs

3) The aim is to have an operational reserve (liquidity) that covers at least 6 months of the NFH operations. The Council will adopt a “reserve policy”, addressing issues as (i) how much money NFH will set aside at all times, (ii) defining the types of circumstances that will result in assets in reserve being used.

Priority funding sources

As regards funding, the following options will be explored for resourcing the implementation of the business plan:

<ul style="list-style-type: none"> • Project related funds (subsidies, grants);
<ul style="list-style-type: none"> • Income from courses & training & tools on green & health issues;
<ul style="list-style-type: none"> • Funds from green businesses and innovation funds;
<ul style="list-style-type: none"> • Crowd-sourcing, via social crowd-sourcing websites (Pifworld) and via a button on the NFH homepage;
<ul style="list-style-type: none"> • Funds from health insurance companies;
<ul style="list-style-type: none"> • Funds from central governments (NL, Sweden, etc);
<ul style="list-style-type: none"> • Private capital (legacies, family capital ventures) for the overall functioning of NHF, with particular attention to Forum function;
<ul style="list-style-type: none"> • Funds from tailor-made services for NFH members and other interested parties.

Fundraising and acquisition will be top-priorities in the organisation for the Council and the Implementation Team.

Communication, marketing & Public-relation

In the periode 2019 – 2022, communication, marketing & public relation will receive high priority for the following reasons:

<ul style="list-style-type: none"> • Increasing the impact of NFH’s outputs and results (in the scientific world, the business world, the policy-world and the worlds of the practisioners);
<ul style="list-style-type: none"> • Increasing NFH’s market position and international profile;
<ul style="list-style-type: none"> • Strengthening NFH’s Forum role, at all appropriate geographical levels;
<ul style="list-style-type: none"> • Increasing the transparency of NFH’s governance structure and activities;

<ul style="list-style-type: none"> • Enhancing NFH’s internal communication;
<ul style="list-style-type: none"> • Improving NFH’s “funding appeal”.

To that effect, a **communication, marketing & public relation action plan** will be drafted in 2019, with the following priorities:

- **Streamlining and improving internal communication** (within and between the “bodies” of NFH and its network):

➤ Email distribution group for relevant news and meetings
➤ Defining roles and responsibilities
➤ Monitoring decision lists (with deadlines to realise decisions)
➤ Expanding the NFH Network – via “marketing” plan
➤ Developing NFH Network distribution lists of relevant networks
➤ Developing NFH free membership and “market place”

- **Intensifying external communication & public-relation**

➤ Specifying NFH target groups and develop tailor-made approaches
➤ Developing marketing & branding approach including NFH slogan & logo (Naturally healthy together) and stationary (letter headed paper & envelopes, NFH business cards, etc)
➤ Developing appealing NFH storylines – short, powerful and coherent
➤ Frequently update website (in English and Dutch) with news and outcomes of projects and activities
➤ Prepare and disseminate NFH newsletter / include interviews with

Council representatives and NFH members and alliance partners
➤ Review possibilities of Nature for Health scientific magazine (possible link to Elsevier)
➤ Decide and implement NFH social media (integrated with website)
➤ Frequent NFH press releases
➤ Profile alliance partners and funders on website and social media
➤ Develop NFH portfolio for acquisition
➤ Develop NFH brochures and leaflets

NFH will implement the ‘*General Data Protection Regulation (GDPR)*’ of the European Union in accordance with the regulation.

Finale

The progress in the implementation of the business plan will be reviewed periodically and each year annual plans will be developed to operationalize the business plan. It is a rolling plan, that will be adjusted to new realities when needed.

As part of the review of the implementation clear *performance-indicators* (success-targets) will be developed. Performance-indicators will include:

<ul style="list-style-type: none"> • Keeping to our NFH principles and our focus;
<ul style="list-style-type: none"> • A coherent and positive NFH internal and external working environment, with clear roles and responsibilities, trust, and respect;
<ul style="list-style-type: none"> • Strong “nature for health” alliances that deliver inspirational results;
<ul style="list-style-type: none"> • Various regions working in practise on “nature for health”

activities and turning them into reality in public spaces, health institution and other relevant organisations.

NFH represents an open community, and welcomes feedback in any form. We are open for change, because we want to be an agent of change ourselves. Nature never stays the same, nor do our lives, or societies. We enjoy meeting new people, sharing new visions and ideas, and entering into new journeys.

We love life. We love people & nature to be 'naturally healthy together'.