WithAll

STRATEGIC PLAN · FY27–FY29

Depth & Durability

For a better future for our kids and a stronger stand against eating disorders.



SECTION ONE

Who we are, unchanged.

Before we look ahead, here's the mission that hasn't moved.



Our vision is unwavering: a world where young people grow up feeling good in their bodies and with food, and where eating disorder recovery stays within reach for everyone who needs it.

We pursue this vision through two programs that surround people with **resources and support they can't get elsewhere.**



WHAT to SAY

Complex, research-backed content made simple, accessible, and actionable, giving the adults around kids the words that matter most for healthy food and body.



WithAll RECOVERY SUPPORT PROGRAM

Grants that cover the two needs that often force someone out of intensive treatment — housing and groceries. It's an uncommon approach fulfilling a specific and underserved gap.

SECTION TWO

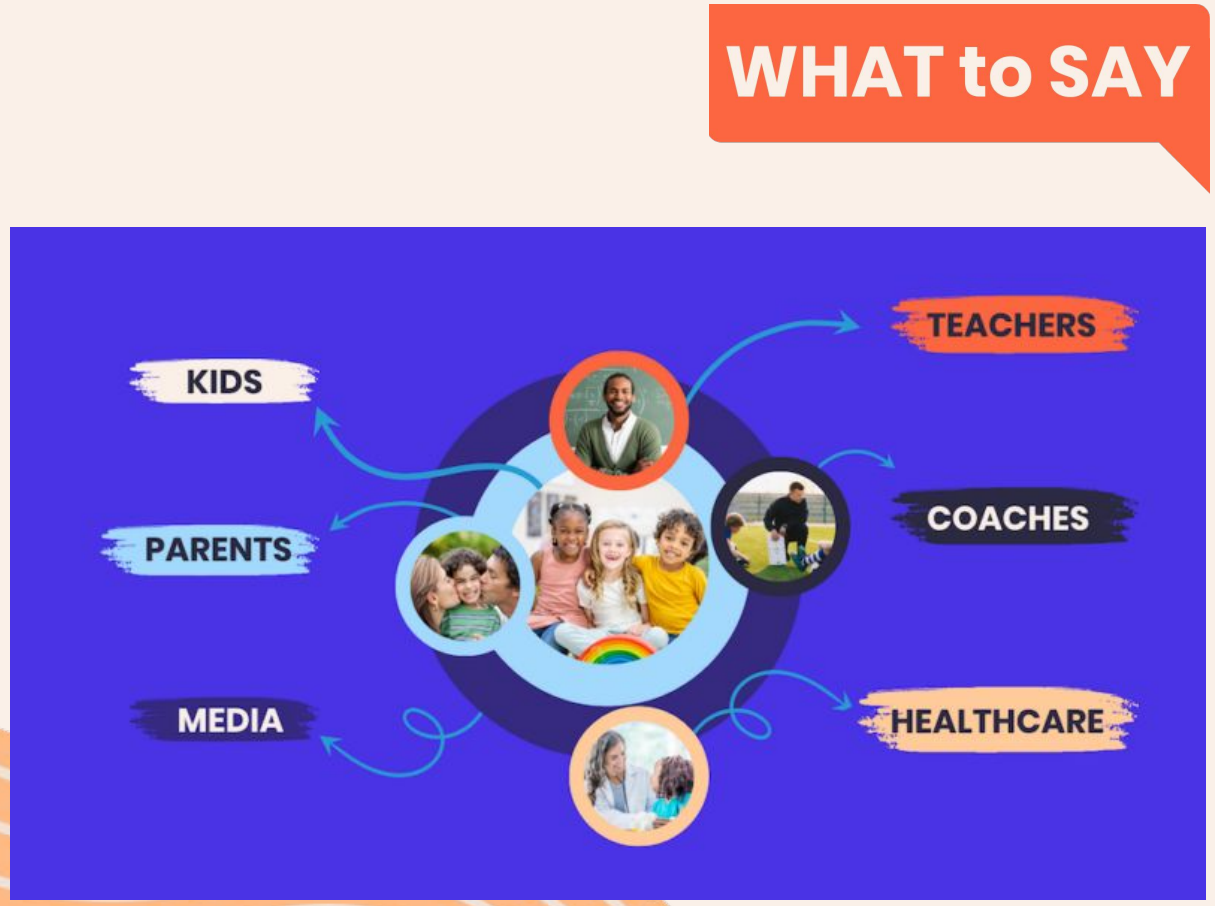
What we've accomplished, together.

None of this happens without the people who show up for WithAll.



WHAT WE'VE ACCOMPLISHED

We've built tools for every adult role model in a kid's life.



We've earned credibility and impact most content organizations can't match:

- 98% of What to Say users say it changed how they show up for kids.
- Curricula for caregivers, coaches, healthcare, and schools.
- First-in-the-nation prevention legislation for high school coaches.
- CME embedded in the University of Minnesota Pediatric Residency.
- An Expert Advisory Panel of national subject-matter experts.
- What to Say Schools recommended by the Eating Disorders Coalition to the USDA.

WHAT WE'VE ACCOMPLISHED

We've built tools for every adult role model in a kid's life.

WHAT to SAY

"I'm really excited about this! If we can prevent/undo even a little of the pain kids go through, it's worth it. The offering was definitely all useful and accessible for a primary care provider."

Laura Lara, MD
Family Medicine
University of Minnesota Physicians

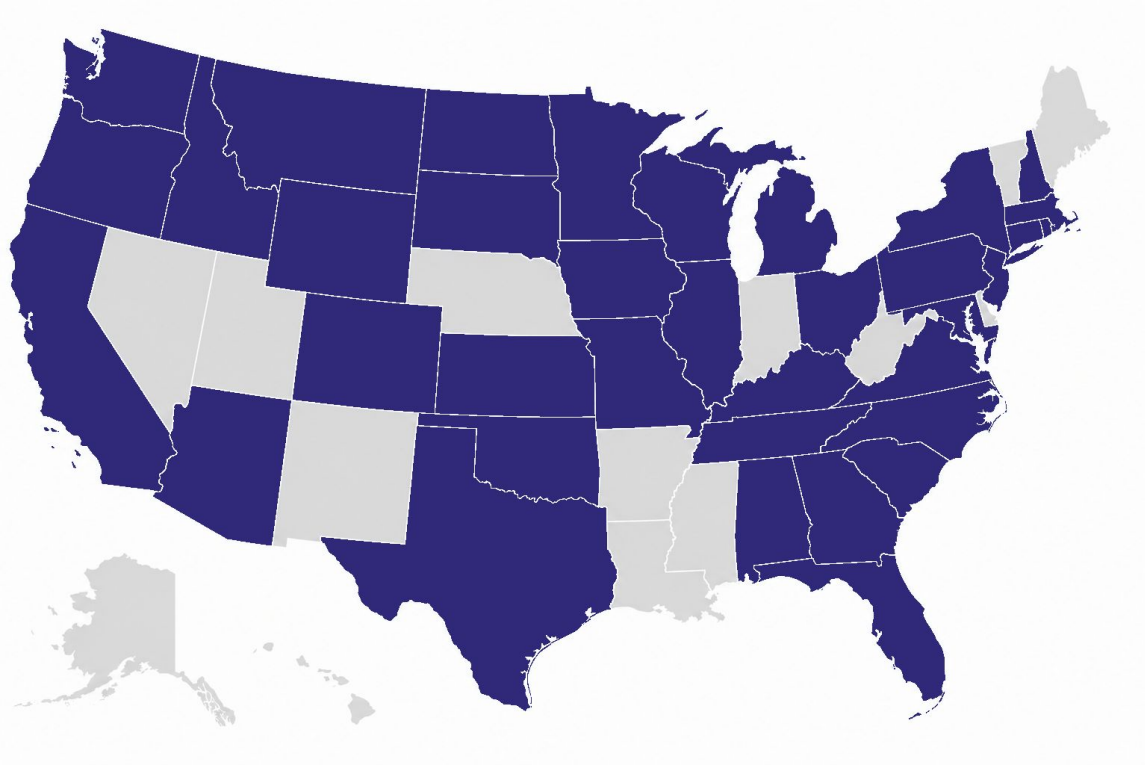
"We are all busy and there is mis-messaging all over the place when it comes to food, health and our children. It's great to have a trusted organization to give us talking points, activities and a plan for our young athletes. Educating them from the start on good choices will set the expectations for later in life."

Steph
Athletic Trainer

WHAT WE'VE ACCOMPLISHED

We've created essential support that keeps people in treatment.

WithAll RECOVERY SUPPORT PROGRAM



We complement treatment rather than compete with it.

- 100% of grantees tell us their grant helped them stay on track with treatment.
- 1,200+ recovery grants delivered.
- RSP reaches individuals in 36 states across 49 treatment programs.
- Demand has grown entirely by word of mouth through treatment teams and the recovery community.
- We've proved the model works and the need is everywhere.

WHAT WE'VE ACCOMPLISHED

We've created essential support that keeps people in treatment.

WithAll RECOVERY SUPPORT PROGRAM

"This grant is going to prevent me from being homeless. I had to choose between treatment and my job (which I need to pay rent). Now I'm still in treatment and still have a home."

- Jasmine

"I often felt guilty borrowing money, and sometimes thought it'd be easier not to eat. This funding lifted that burden and kept me in treatment— I'm the furthest along in recovery I've ever been."

- Savannah

SECTION THREE

Why this moment matters.

The world around us is changing. WithAll is evolving to make sure we can be here in the best ways for those who need us.



Why WithAll has to last.



EXTERNAL FORCES CONVERGING

The pressure on kids is intensifying

77% of young people already report body-image distress as our culture fuels disordered eating earlier every year.

A changing world

Less certainty, less trust - Daily life is more unsettling, economically and politically, and trust in institutions and information is eroding.

Support is being missed or out of reach

~80% never reach treatment — most often because of cost. And the adults kids trust don't have the language to help build health with food and body.

WHAT'S AT STAKE

Why WithAll has to change.



OUR MODEL IS TAPPING OUT

We've outgrown "startup."

WithAll started as a scrappy generalist team, but we've reached a scope and impact where staying generalist is a liability.

Reach and revenue realities

AI and a noisier information landscape are eroding trust in broad online content. An unpredictable economy makes single-source revenue a real risk.

Bigger than any one person

A team our size means the mission is only as durable as its people. That's not sustainable for work this important — it needs shared, solid footing.

SECTION FOUR

Our plan to meet the moment.

Three focuses, one mission.
Here's where your support goes.



SECTION FOUR · THE PLAN

Three ways we're moving forward.

Here's where your support goes this year and beyond.

RECOVERY SUPPORT

Our Unchanging Anchor

Insurance may pay for treatment. It doesn't pay for housing or groceries. Our grants cover exactly those two needs, so people can stay in care.

WHAT TO SAY HEALTHCARE

Going Deep Where It Matters Most

One provider reaches about 1,500 young people a year. We're focusing our time and investment on giving doctors the words kids need and building partnerships in healthcare to sustainably reach more healthcare professionals.

RALLY OUR COMMUNITY

No One Carries This Alone

Eating disorders and body shame grow in silence. We're finding our next leader and bringing people together to give, connect, and carry this plan forward.



RECOVERY SUPPORT

Our unchanging anchor.

WithAll RECOVERY SUPPORT PROGRAM

WHY THIS FOCUS

Treatment works, but housing and groceries push people out before they finish.

"I am disabled, have extremely low income and without government assistance. Trying to afford groceries to fulfill my treatment meal plan is impossible."

— Grant recipient

THE NEED

The cost barrier is real.

- **96%** hit at least one barrier to eating disorder care; money was the most common, at 81%.
- **31%** couldn't afford out-of-pocket costs even when insurance covered treatment.
- **25%** ran up credit card debt, and 21% worked overtime or a second job, just to pay for care.

Every month, more people apply than we can fund. That's about two people waiting for every one we can help.

Survey of about 2,000 U.S. treatment seekers, Psychiatric Services, 2024.

THE GOAL

700+

Recovery Support grants by FY29, starting with **232** this year.

Grants go to people with the greatest financial need, seeking the highest levels of care, where an eating disorder is most dangerous.

Recovery Support grows only as fast as giving allows, so we're rallying our community to make serving more people possible.



Going deep where it matters most.

WHAT to SAY Healthcare

WHY THIS FOCUS

One provider reaches about 1,500 young people a year.

- **A gap we can fill.** Providers get little training on how to talk about weight, food, and growing bodies, and they're asking for help. Our experts are trusted trainers in this field and committed partners.
- **A system ready to plug into.** Clinicians are required to keep training, so the channels already exist. We meet providers where they already learn, as we do in the University of Minnesota Medical School's Pediatric Residency Program.
- **A multiplier.** Healthcare connects us to other adults around kids— school nurses, athletic trainers, parents at well visits— so What to Say can branch out from the roots we put down here.

THE NEED

What a provider says can help or hurt.

"[When I shared I was struggling with food], the physician said that girls my age should maintain a 'good, low weight.' Certainly, if a trained medical professional was saying this to me, then I must be mistaken to seek assistance."

— Karen, eating disorder survivor

In a survey of 2,000 treatment seekers, 73% said non-eating-disorder providers gave them unhelpful or damaging comments or care. *(Penwell et al., Psychiatric Services, 2024)*

This isn't about bad intentions. Healthcare providers truly care. This is about lack of basic information they don't otherwise receive.

THE GOAL

2,000

healthcare providers reached by FY29, starting with **300** this year, touching over 450,000 young people.

This year we'll update the course with what clinicians told us they need, and take it to the conferences and training programs that shape how doctors practice.

In FY28 and FY29, we'll work with health systems and other institutions to develop program revenue, so What to Say Healthcare can grow faster and reach more doctors.



What you built keeps reaching every audience.

Going deep on healthcare doesn't mean stepping back from anyone else. Every What to Say resource stays free and online.

SEE WHAT YOU BUILT

Free guides and articles on picky eating, big appetites, body comments, sports, and more.

withall.org/resources

still reaching

thousands

of parents, teachers, coaches, and providers



Parents and families

Learn the 3 Simple Shifts

withall.org/shifts



Teachers

Build a body-healthy school culture

withall.org/schools



Coaches

Get your free What to Say certification

withall.org/coaches



Healthcare providers

Earn CME credit

withall.org/healthcare

Your support built these tools, and keeps them available for everyone who needs them.

RALLY OUR COMMUNITY

With All of us, no one carries this alone.

WithAll

WHY THIS FOCUS

The people who brought us here are how we go further.

WithAll was built by people personally impacted by eating disorders. When we come together and share our stories, what's been invisible becomes visible.

With the pressures on kids and families mounting, breaking that isolation matters more than ever.

As we search for our next Executive Director, we're bringing more people in to give, connect, and carry this plan forward. It takes all of us.

HOW TO JOIN US

We're bringing people together.

- **Give.** Your gift puts What to Say in more hands and helps people afford eating disorder treatment.
- **Come to our spring event.** Meet others who care and hear the vision for the year ahead.
- **Bring What to Say home.** Share our free resources with the adults around the kids you love.
- **Open a door.** Connect us with your workplace, congregation, team, or club so this work reaches further.

WHAT WE CAN DO TOGETHER

More kids growing up with a healthier relationship with food and their bodies. More people completing treatment.

"With the grant, I was able to buy groceries without any stress whatsoever and stay in treatment for the time I needed. It truly saved my life." **— Gabby, Grantee**

"Each week, WithAll gives me more guidance on what to say. It makes me feel less alone, having a community that tries to wrap their heads around these issues means a lot to me too." **— WithAll Donor & What to Say Participant**



THE ROAD AHEAD · FY27–FY29

Where we're headed, together.

	FY27 — TRANSITION Steady foundation	FY28 — BUILD Build more partnerships	FY29 — GROW Grow our reach
Recovery Support	Steady and strong: 232 grants keep people in treatment.	Grows in step with giving, so more people can stay in care.	Scales further as giving grows, reaching more people in treatment.
What to Say Healthcare	Update the course with what clinicians say they need, and reach 300 healthcare providers.	Learn how health systems choose training, and build partnerships that carry it further.	Test our approach with health system partners, at scale.
Our community & leadership	Search for our next Executive Director. Bring our community closer, starting with a spring event.	A new leader steps in and makes the plan their own.	Shape our next chapter, guided by what we've learned and who's leading.

By FY29, together, we'll have:

- **2,000** healthcare providers reached since 2024
- **2.2M+** young people reached through the adults they trust
- **700+** recovery grants over three years, as giving grows
- **Free** What to Say resources for all roles reaching thousands

JOIN THE CONVERSATION

We want to hear from you!

WithAll



What are you most excited about?



What ideas do you have to take this further?



How do you want to be involved?

SCAN TO JOIN IN

Share your feedback

withall.org/strategic-plan-feedback

Make a gift

withall.org/donate

With all of us, this is possible.

We hope you'll join us in realizing the vision.

