

## **Strategic Plan**

### **VISION**

***Our vision is to be a replicable social model home and educational center for end-of-life care.***

### **MISSION**

***Our mission is to establish and operate a loving end-of-life care home for people in our community; to provide quality care and access to hospice services at no cost to our residents and their families; and to develop an educational center for end-of-life care issues.***

### **Board Governance**

*The future of Our Community House of Hope is dependent upon a strong, committed and visionary board.*

Critical Issue: We must create a larger, more diversely experienced board; a board training and development program, a policies and procedures manual; a board cultivation and selection process; and expand fundraising expertise.

Strategy Statement: We will develop and implement a strategy and a structure for selecting new board members; and establish an Advisory Board of key members in our community locally, regionally and nationally.

- Develop our Board Committee structure
- Expand the OCHH board to 12 members by end of 2010, adding four new members to include new expertise (financial, legal, marketing)
- Add four (4) additional Board Members each year until there are 24 plus the Chair
- Develop a prominent Advisory Board

### **Fundraising**

*A comprehensive fundraising plan will raise and ensure the capital needed to operate Our Community House of Hope.*

Critical Issue: We need to raise \$300K in the next 12 months and continue to raise \$600K in operating funds in each year following.

Strategy Statement: We will develop a fundraising plan and strategies to increase visibility, membership and capital, and identify key fundraising leadership.

- Contract or hire a fundraiser to develop and implement a plan to raise necessary capital
- Develop a fundraising plan to raise \$300K in the next 12 months

**Marketing**

*A comprehensive marketing plan to develop community relationships and partnerships, and increase visibility in the community.*

Critical Issue: We need a comprehensive marketing and public relations plan.

Strategy Statement: We will develop a comprehensive marketing and public relations plan with strategies to increase visibility, membership, community partnerships, and to identify key marketing leadership.

- Develop marketing/public relations committee
- Create a marketing plan to include:
  - Quarterly Newsletter
  - Event marketing
  - Annual Calendar
  - Develop communications plan
  - PR packet/Media kit
  - Speakers' Bureau
  - Develop strong Internet presence
  - Develop Relationships with faith community, medical and hospice community, hospitals, community leadership, and other non-profit organizations.

**OCHH Operations/Facilities**

*A successful and well-managed end-of-life care home is reflected in its commitment to high quality care, a peaceful environment, detail and thoroughness of its day-to-day operations, staffing, and environmental friendliness.*

Critical Issue: We need an Operations/Facilities plan to achieve our short-term and long-term goals of licensing, operations, staffing, and building.

Strategy Statement: We will develop an Operations/Facilities plan that will provide a blueprint for licensure, operations, and staffing.

- Develop a budget for a 3-4 bed leased facility.
- Find and secure rental space for operating with 3-4 beds, including FF&E (furniture, fixtures and equipment). Develop long-range goals and plans for: community education, bereavement program, operational endowment, and administrative succession.
- Obtain appropriate Licensing/Policies & Procedures
- Hire an Executive Director, House Manager and Staff

**CORE Values**

*Our Community House of Hope holds the following core principles as fundamental in supporting those in need:*

- Provide loving service to patients and those who love them
- Honor and respect all individuals



# **Our Community House of Hope Strategic Plan 2010-2012**

## **Table of Contents**

- 1. Introduction**
- 2. Mission and Vision Statements**
- 3. Core Values**
- 4. Organization Profile and History**
- 5. Strategies for Growth: Goals and Objectives**
- 6. Appendices**



## **1. Introduction**

In the past nine months the OCHH Board has taken on the challenge to create its first official Strategic Plan. At the core of the planning was our Strategic Planning Committee consisting of Amyra Braha as our chairperson, Hank Heister, Larry Hayes, Ruth Klein, Kerrin Turrow and myself. As we met each week identifying the primary goals for OCHH, our vision became clear; we are committed to establishing this social model home and educational center for end-of-life care.

In these pages you will find our refashioned Mission and Vision statements, which reflect our charge and plan to establish and operate this loving alternative for end-of-life home. This strategic plan frames OCHH as a place dedicated to providing quality care to our residents and their families at no cost.

In this strategic plan we commit our energies to four broad issues and strategies for growth. Within each of these categories for growth we have outlined our plans in response to our challenges. We are under no illusions that our efforts will be without challenge; thus our planning document is a flexible one, allowing us to be responsive to those challenges while still adhering to the plan's goals.

In 2010-2011 OCHH intends to open its doors and begin caring for those needing a final home as they face the end of their lives. We plan to do so by building a stronger Board of Directors, increasing our fundraising efforts, and by educating our community who will support and sustain this beautiful solution to the end-of-life care giving crisis in this area.

This plan presents the pathway forward. We hope that you will join us.

Teresa Wolf R.N., OCHH Board President

## **2. OCHH Vision and Mission Statements**

### **Vision Statement**

*Our vision is to be a replicable social model home and educational center for end-of-life care.*

### **Mission Statement**

*Our mission is to establish and operate a loving end-of-life care home for people in our community; to provide quality care and access to hospice services at no cost to our residents and their families; and to develop an educational center for end-of-life care issues.*



*A Loving Alternative for End-of-Life Care*

### **3. Core Values**

Our Community House of Hope holds the following core principles as fundamental in supporting those in need:

- Provide loving service to patients and those who love them
- Honor and respect all individuals

### **4. Organization Profile and History**

#### **Introduction**

Our Community House of Hope (OCHH) is a nonprofit organization located in the Ventura and Northwestern Los Angeles counties. It is our intention to build a free-standing, eight bed hospice house to serve the terminally ill who are in need of a proper place and care in the last three months of their lives. All of our services will be free to our patients and their families. We will also function as an educational center for students from various schools, universities and community programs who are interested in end-of-life care. OCHH will be a model for future local or national hospice houses.

OCHH was founded in fall of 2005 by a group of healthcare professionals and community leaders who came together, all with the common vision of helping the terminally ill in their communities. Each of these founding members have had personal and professional experience with death and dying that has changed them and made them aware of the need to help the many alone and suffering people who need a compassionate caring home as they face their last days. OCHH members are community leaders who are committed and motivated to make this hospice house a reality.

#### **Organization Summary**

OCHH will be built in the Conejo Valley area of Southern California. OCHH came into existence through the vision of its founding members in the fall of 2005.

OCHH will provide a beautiful, serene home setting for members of the community who are terminally ill and are in the final three months of their life. At OCHH they and their loved ones will be provided compassionate, quality care. OCHH will provide these services at no cost to the patient or their family.

OCHH will also provide an educational opportunity to those seeking training in end of life issues. We will be liaising with educational programs throughout Southern California.

OCHH programs will be funded by donations, memorials, fundraising, state and federal grants, foundations, national hospice organizations, community churches, services clubs, individuals and corporate sponsors. We also have an existing liaison through a major sporting event photography company that will be donating a part of their profits directly to OCHH for ongoing support.



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## **Services**

OCHH will provide a variety of services to its patients and families such as:

1. Compassionate, quality care provided by a well-trained staff in a peaceful, homelike environment
2. Alternative healing modalities offered to enhance quality of days
3. Medical advisor and other professionals, students, and volunteers to assist the patient and family
4. Spiritual and emotional care for patient and family, chapel available
5. Bereavement support after a death for family
6. Each patient will be followed by an outside medical hospice nursing agency for the best palliative care
7. Volunteer opportunities for community members, students, churches, and service clubs will be available.

## **Market**

OCHH has a broad target market that touches everyone. California's population of those over 65 years or older is 3.8 million, the largest number in any state, rising at a 20% rate annually. This increasing population of aging seniors is driving an end-of-life care crisis throughout California and the nation. There are not enough care facilities to meet the needs of the terminally ill. The numbers of seniors dying at home is sharply increasing. One in three of those over 65 years of age are living alone without a caregiver if ill. Six percent of California seniors are poor and living below the poverty level. These seniors are at risk as they approach the end of their lives, with few alternatives for care.

Statistics show that in Ventura County alone there were 2000 deaths in 2005. The estimates show there will be about 500 people in Ventura County needing a palliative care bed in 2006, and there are waiting lists at every skilled nursing facility. There are no free-standing hospice homes within 100 miles of Ventura or Northwestern Los Angeles counties.

Many of the terminally ill are without insurance and/or under 65 years old without any means of medical, financial or family support. Some are dying on the streets (approximately 15 homeless people died on the streets of Ventura County in 2005).

OCHH committee's educational goal is driven by the fact that only 100 out of 100,000 medical schools offer palliative care in their curriculum. As we offer this excellent opportunity for training in end-of-life care, we will be helping thousands of terminal patients over the lifetime of the trained professional. This type of learning center will attract many universities to OCHH and its programs.



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## 5. Strategies for Growth: Goals and Objectives

### A. **Board Governance**

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Strategy Statement: We will develop and implement a strategy and a structure for selecting new board members; and establish an Advisory Board of key members in our community locally, regionally and nationally.

#### Goals:

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Strategy Statement: We will develop an Operations/Facilities plan that will provide a blueprint for licensure, operations, and staffing.

#### Short-Term Goals:

- Develop a budget for a 3-4 bed leased facility.
- Find and secure rental space for operating with 3-4 beds, including FF&E (furniture, fixtures and equipment).
- Develop long-range goals and plans for: community education, bereavement program, operational endowment, and administrative succession.
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- Hire an Executive Director, House Manager and Staff



## 6. Appendices

### Our Community House of Hope – Board of Directors

Amyra Braha, MA, FT: A Spiritual Care and Bereavement Counselor with medical hospice, Amyra also has a private practice specializing in end of life issues and grief release. Amyra was made a Fellow in Thanatology: Death Dying and Bereavement by the Association for Death Education and Counseling (ADEC). She has previous experience working with non-profit boards in the areas of board development, training and fundraising, and has served on several boards in the US and Canada.

Hank Heister: Hank is an entrepreneur and successful business owner. He has been a nutritional researcher and health coach for over twenty-five years. He has owned and operated several successful marketing businesses in the wellness field and created several multi-million dollar direct sales organizations. He is a student of social media marketing and current business trends.

John Horton, MD: Dr. Horton is a local family practice physician and a past co-director of a medical hospice.

Ruth Falkenberg Klein: Ruth has been a nurse specializing in cancer care and all aspects of end-of-life care in Denmark. She currently works as a case manager for a local non-profit hospice and is the co-founder of OCHH. Ruth has an RCFE Administrator Certification.

Bonnie Olson: Bonnie is the owner/manager of a local medical hospice. She manages several hundred hospice patients and their families each year, as well as eighty-plus staff members.

Kerrin Turrow: Kerrin is a Human Resources and Administration executive. Kerrin has served on the board of another local hospice and is also involved as a hospice volunteer. She brings over twenty years experience in Organizational Development, Compensation & Benefits programs, Policies and Procedures development, Workplace Safety, Staffing and Employee Relations.

Peter Wolf: Peter is an inventor, entrepreneur and successful business owner. He graduated from the University of Illinois where he majored in Physics and Mathematics. Sixteen U.S. patents involving computer printers and innovative business methods have been issued to Peter. He worked as the Director of Engineering for a \$600 million corporation and has independently launched two successful businesses.

Teresa Wolf, RN: Teresa has raised a family and worked in Thousand Oaks for twenty-nine years. In her position as a Family Services Coordinator at a local non-profit hospice, she worked for eleven years with many who needed an alternative for care in their final days. Four years ago she recognized this growing need and co-founded OCHH. Having served as board president, she helped to establish it as a successful non-profit organization. Teresa has an RCFE Administrator Certification.