

Hope House Community Hospice

Charting our Future Direction



Board and Leadership Workshop 1
May 12, 2021

Checking In

Where are we at today?



Topics for Discussion

- **Setting the Stage**
 - Accomplishments
 - Future Perspective
 - Situational impacts
- **Where is HHCH headed?**
 - Mission, Vision, Values– are we still aligned?
 - Learnings from the key informants; external influencers
- **Wrap up and Plan for Part 2**



Roles of the board

- **Setting strategic direction and monitor performance**
- Financial and risk oversight
- Stakeholder linkage/engagement
- Self-governance
- Executive Director oversight and support



Objectives for Workshop Sessions



Consensus HHCH is heading in the right direction



Confirmation that HHCH vision, mission and values are still relevant



Consensus on HHCH strategic priorities and approach to refining goals to achieving the strategic priorities



Have some fun with planning



Workshop Ground Rules



Top 6 pieces of Advice



Be open to new ideas – dream big



Be proud of what we have accomplished together



Let's Be leaders



Use the expertise around the table



Don't over analyze to the point of not doing anything



Celebrate our Successes

CELEBRATE WHAT
YOU'VE
ACCOMPLISHED, BUT
RAISE THE BAR A
LITTLE HIGHER EACH
TIME
YOU
SUCCEED.

MIA HAMM



*Celebrating the small
accomplishments always
lead to bigger ones.*

- MyGiftBlossoms.com





April 2017 to Today

LOOK HOW FAR WE'VE COME!!

May 12, 2021

Heidi Bonner, Executive Director
Strategic Planning Session

exceptional care & compassionate support through illness or loss

FIVE STRATEGIC PRIORITIES



1. Build Community Awareness



2. Develop & retain professional staff & volunteer team



3. Provide a safe and inviting environment

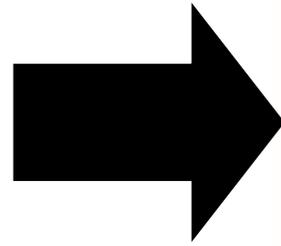


4. Ensure fiscal viability



5. Deliver innovative programs & services at no cost

2017



June 2017

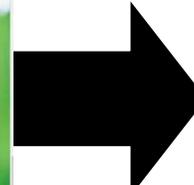
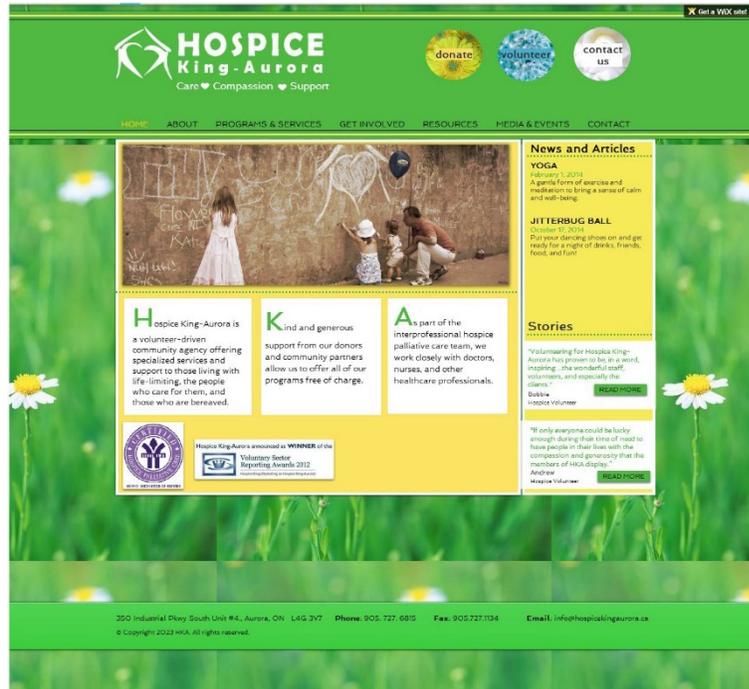


Awareness Through Rebranding

2017

LAUNCH OF NEW WEBSITE

June 2017



Awareness Through Rebranding

Hope House COMMUNITY HOSPICE
formerly Hospice King Aurora Richmond Hill

PROGRAMS & SERVICES

We provide highly-personalized support, at no cost, to those diagnosed with a life-threatening illness, family caregivers and those who are bereaved. Our professional staff and network of dedicated volunteers provide innovative programs and seamless access to timely information.

IN-HOME VISITING
Professionally trained and supported volunteers offer non-medical, in-home support to those in the later stages of illness, including caregiver relief, telephone support, practical assistance and companionship.

DAY HOSPICE PROGRAM
A supportive & friendly day out for those diagnosed with progressive life-threatening illness. Features wellness programs, guest speakers, activities and more. Lunch is provided. Offered on Thursdays in Richmond Hill only.

CAREGIVER & BEREAVEMENT SUPPORT
Caregiver Counselling & Support provided to individuals (children, teens and adults) & families
Grief & Bereavement Counselling & Support provided to individuals (children, teens and adults) & families
Comfort Café & Bereavement Bistro -Weekly drop-in groups for those coping with the death of a loved one.
Wings Bereavement group for grieving children aged 6-12 years and for grieving teens aged 13-17 years. A chance to participate in a variety of activities designed to support grief journeys. A concurrent session is provided to parents/guardians.
Grief Busters Summer Camp-A five-day camp for children aged 7 - 12 coping with the death of a loved-one
Bereavement Education Presentations & Services for schools, community support agencies and businesses.

WELLNESS PROGRAMS
Tranquil Moments Yoga A gentle approach to yoga encouraging awareness and well-being.
Serenity Stroll-Healing in Nature An opportunity for quiet meditation in nature.
Picking Up the Pieces Specialized support for those moving forward with their life after cancer treatment
Meditation Offerings such as Movement & Meditation, Mindfulness 101 (MBSR), Qigong
Staying Strong Living Well Offered in King City-Exploration of various wellness modalities
Individual Modalities Reflexology, Reiki, Thai Yoga Massage, Attunement, etc.
Other Group Offerings such as Wellness Wednesday, Art Therapy, Healthy Living Now, Aromatherapy & more

For updates & program times, check out the calendar on our website:
MAIN OFFICE: 350 Industrial Pkwy S. AURORA, ON L4G 3V7
SECOND LOCATION: 212-10909 Yonge St. RICHMOND HILL, ON L4C 3E3
Phone: 905-727-6815
Email: programs@hopehousehospice.com www.hopehousehospice.com

Revised 2020 01 17

New promotional materials

Hope House Community Hospice
formerly Hospice King Aurora Richmond Hill

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Bereavement Support Groups for Adults
Two weekly drop-in groups for those who have experienced the death of a loved one.

Visiting Hospice Volunteer Program
Professionally trained & supported volunteers offer non-medical support to those in the later stages of illness. Support is provided where the client lives for 2-4 hours weekly.

Comfort Café & Bereavement Bistro
Weekly drop-in groups for those coping with the death of a loved one.

Wellness Programs
For those diagnosed with a life-threatening illness, family caregivers and those who are bereaved:
Tranquil Moments Yoga A gentle approach to yoga encouraging awareness and well-being. Tuesdays @ 10am Thursdays @ 7:30pm (Aurora)
Serenity Stroll An opportunity to peacefully connect with the beautiful natural environment. Tuesdays @ 10am Thursdays @ 7:30pm (Aurora)
Picking Up the Pieces A 10-week support group assisting those in moving forward post cancer treatment. Offered in spring and fall.
Wellness Wednesday Offered every other month 4:30-5:30pm. An exploration of various wellness opportunities.
Yoga for Self-Care A program in King City offering an exploration of yoga techniques. Tuesdays 2-3pm
Individual Modalities 1:1 Complementary therapies such as Reflexology, Reiki, etc.
Other groups offered throughout the year: Intro to Mindfulness, Qigong, Meditation & Movement, etc.

Programs are offered at our Aurora and Richmond Hill locations and in King City. For updates & information check out the program calendar on our website.

REGISTRATION IS REQUIRED
ALL PROGRAMS ARE OFFERED AT NO COST. DONATIONS ARE ALWAYS APPRECIATED.
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HOPE IS ...



HOPE HOUSE COMMUNITY HOSPICE

Exceptional Care & Compassionate Support During Illness or Loss

...FROM THE TIME OF DIAGNOSIS... .. TO BEREAVEMENT...

Diagnosis
of a
Life-Threatening
Illness

Support for Person Diagnosed

- Wellness Groups
- Complementary Therapies
- Professional Support
- Day Hospice
- Chronic Disease Self-Management

Rehabilitation Survivorship

- Picking Up the Pieces
- Wellness Groups

End-of-Life Care

- Day Hospice
- In-Home Visiting
- Complementary Therapies

Support for Family Caregivers

- Wellness Groups
- Caregiver Groups
- Complementary Therapies
- Counselling
- Chronic Disease Self Management

Bereavement Support

- Bereavement Groups
- Counselling

formerly Hospice King-Aurora-Richmond Hill

www.hopehousehospice.com

Communicate & educate stakeholders

- Press Releases – opening of new location, volunteer recruitment, program announcements, etc.
- Community Presentation – churches, interdisciplinary rounds, Rotary Club, Lions Club, community wellness events, Seniors organizations, hospitals, support groups, Seniors service providers, etc.
- Connections with community groups-regional, provincial & national
- Social Media – more regular posts on Facebook & Instagram – will be working toward formal plan Summer 2021 with Canada Summer Jobs Student
- Open House – opening of RH space

Detailed Tracking of Referral

- Alayacare (new client management system introduced in 2017) makes this tracking easier – however it isn't ideal.
- Consequently, staff adapted a system utilizing spreadsheets updated by Intake Coordinator & accessible to staff



BUSINESS & FINANCE

Hope House Hospice on hunt for new home

By Brock Weir

After more than 35 years serving clients in Aurora, King and Richmond Hill – and after more than five years in Aurora – Hope House Community Hospice is on the hunt for a new home.

Last year, Hope House, which serves clients with life-threatening diagnoses, their caregivers, and those who are bereaved, supported more than 600 clients. It's a sign that people are taking advantage of their services more and more and while some might consider that a success, it brings with it its own challenges.

Simply stated, they need more room to serve the individual than what is currently offered in the Industrial Parkway South building they share with Big Brothers Big Sisters of York, the Aurora Food Pantry and the York Region Food Network.

"When we moved here about five years ago, we had about three staff, probably all part-time at that point," explains Heidi Bonner, Executive Director of Hope House. "Now, there are seven of us so, from an office perspective, and space-wise, we have been really jam packed. In the beginning, our program was our volunteer in-home visiting program. In the years since, we have developed some wellness initiatives and the



Heidi Bonner, Executive Director of Hope House Hospice, is pictured above at their Aurora office in 2017 when they rebranded from Hospice King-Aurora. Now, they are on the hunt for a new home.

Richmond Hill Liberal—April 2, 2018



COMMUNITY

Hope House Hospice celebrates Richmond Hill opening

Hospice offering 4-week course in Mindful Meditation

By Simona Joseph @ Richmond Hill Liberal Monday, April 2, 2018

The newly renamed Hope House Community Hospice celebrated the grand opening of its Richmond Hill location March 27.

It began as Hospice King, then expanded into Aurora in 1999 and then last year, expanded to Richmond Hill.

Hospice King-Aurora-Richmond Hill has now changed its name to Hope House Community Hospice.

"We thought that the new name better fit the breadth of services we provide," said executive director Heidi Bonner.

Starting in April, the hospice is offering a four-week course in Mindful Meditation as well as Powerful Tools for Caregivers, a new six-week program designed specifically for people caring for a loved one.

Counselling sessions and meetings with community professionals also take place at this location. The hospice's weekly Day Hospice Program began in March. The space is also used for wellness therapies and community meetings.

It is not a residential hospice but offers programs and services in the community. Visiting hospice volunteers travel to the client's home.

Support is provided from the time of diagnosis (not just end of life support) both for clients and family caregivers and beyond to bereavement.

Programs are free to individuals and families. The hospice receives partial government funding and fundraises the rest.

The new location is 10909 Yonge St.

wellness programs are available to people who are diagnosed with illness."

These wellness programs, she says, have grown significantly since its inception because they serve all three groups of clients – the people diagnosed with the illness, their caregivers, and the bereaved.

She estimates that nearly 50 per cent of the wellness programs serve clients in each of those three categories.

They aim to build capacity in those programs because they see group programs and "bring the maximum bang for your buck." They involve one facilitator and each facilitator can provide support for up to 10 people, supporting more individuals with less.

"Having private space for that and those private spaces are a bit of a challenge," says Ms. Bonner. "We don't have very many spots for that in an existing facility for a wonderful piece. The current building is set up so that there may be a large amount of square footage, but the space can only be used for one program because there is no ceiling, sort of a studio area, so even though there are big spaces, only one program can happen at a time because of privacy – and the sound travels beautifully."

"A new space would give us the ability to offer more programs simultaneously and easier, and would also give staff more space to meet with clients and small groups to meet as well."

Both government support and increased awareness throughout the community are key factors in Hope House's growth. Community support demonstrated through fundraising endeavours have enabled them to get more programs into place, offering to men with greater diversity for the community and, along with that, increased government support has enabled them to bring on more staff.

"With our wellness program, we're able to serve many people and we are fortunate that because of our

community and the way they support us, we're able to offer a great variety of programs for different needs and we're able to develop programs when the need arises. Fundraisers like our [Lindsay Ball] have given us the opportunity to really support our community as best we can."

So, what exactly is Hope House Community Hospice looking for in a new home? It depends on what's available. They are asking community funders if they might have a property available that would suit their needs, a property that could be leased "on a paid-for-rental on very good terms."

"We can turn your unused space into a heart of a community," says Leslie Hobson, Chair of the Hope House Home Hunt, in her pitch. "We are a registered charity with a stellar reputation. Do you have space to share in an existing facility for a wonderful entity that provides so much? Or a creative idea for another way for us to find a space solution? Let's talk."

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Heidi Bonner, Executive Director of Hope House Hospice, is pictured above at their Aurora office in 2017 when they rebranded from Hospice King-Aurora. Now, they are on the hunt for a new home.

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2. Develop & retain professional staff & volunteer team

Staff Model Revamp to ensure balance of duties, efficiency & excellence

- Staff roles have been continually assessed and adjusted based on workload, staff availability, etc.
- FTEs adjusted: from 3.3FTE in 2017 to 4.4FTE in 2020
- New roles added: Intake Coordinator, Programs Assistant - > Programs Coordinator, Bereavement Assistant, Relief RN



Staff Satisfaction

- Professional development – each staff has an allotment for professional development
- Flex time implemented
- Job share implemented
- Regular check-ins re. workload
- Hour adjustment provided to accommodate personal circumstances
- Staff wellness initiatives – weekly yoga, ongoing, aromatherapy kits, sharing of wellness resources, wellness-focused staff retreat, etc.
- Workspace: issues with privacy/crowded offices – additional space rented in Aurora, offices moved
- Lighting adjusted, desks adjusted to provide more comfort
- Connection with Board
- Staff surveys – not been implemented annually – more recently a wellness survey and meeting feedback survey was issued.



Staff Wellbeing Survey

EMPLOYEE WELLBEING – January 2021

	Safety	Safety	Productivity	Stress	Resilience	Managing Energy	Social Connections	Manager Support	Purpose	Company Support
	The organization has made effective decisions during the pandemic, to keep us safe while we carry out our roles	I feel safe carrying out my role during the COVID-19 Pandemic	I am feeling productive during this time	My levels of stress feel manageable	During these challenging times, I feel able to bounce back as quickly as I normally would	I am able to effectively switch off from work to make time for rest/family/life	We have found meaningful ways to stay connected as colleagues while working remotely	My manager checks in enough to see how I am doing (not just work-related)	I can see how the work I am doing is making a positive difference in the community	I know where to raise concerns I have in relation to my own or a colleague's wellbeing during this time
#5 Strongly Agree	7	7	5	1	1	1	1	2	6	3
#4 Agree			2	4	3	1	5	4	1	4
#3 Neutral				2	2	2	1	1		
#2 Disagree					1	3				
#1 Strongly Disagree										
Where Point values reflect # (ie. #5=5, #4=4, etc.)	35	35	33	27	25	21	28	29	34	31
100% reflects all surveyed chose 5 (Strongly Agree)	100%	100%	94%	77%	71%	60%	80%	82%	94%	86%

Volunteer Satisfaction

- Team of 100+ volunteer
- Volunteers are surveyed annually – 98% satisfaction with role
- Volunteer coordinators have changed since 2017

Aundrea > Stephanie > Sandra > Kathy.

- Kathy is very skilled in Volunteer Management and brings new skills to the position.
- Consistent training opportunities have been introduced by Sandra

Volunteer Recognition

- Provincial Awards
- June Callwood Award – HPCO
- Volunteer Week recognition, invitation to Wellness classes, Dec Volunteer Dinner/Tea, adapted during COVID



Opening of Richmond Location



Hope House Community Hospice Richmond Hill

212-10909 Yonge Street



yoga space



Kitchenette & dining room



living room



therapy room

YOU'RE INVITED TO
CELEBRATE
the opening of
OUR **NEW**
LOCATION in
RICHMOND HILL
HopeHouse
COMMUNITY HOSPICE

DROP BY ANYTIME CHECK OUT our PROGRAMS NIBBLES & REFRESHMENTS
MARCH 27, 2018
TUESDAY 2:00 pm - 8:00 pm
Official Opening "Ceremony" @ 7:00 pm
HOPE HOUSE COMMUNITY HOSPICE
212-10909 Yonge Street, Richmond Hill
north of Elgin Mills. Look for "Upper Level Entrance"
289-552-5987 | events@hopehousehospice.com

King Program Space

Staying Strong Living Well During Challenging Times



Facilitator Adina Smolcic at "Staying Strong Living Well"

Hope House COMMUNITY HOSPICE
formerly Hospice King-Aurora-Richmond Hill

STAYING STRONG LIVING WELL DURING CHALLENGING TIMES ...A WELLNESS SERIES...

Staying Strong Living Well provides opportunities, over four weeks, to explore various wellness modalities, learn strategies for stress relief and tips on how to build a wellness practice.

Fridays 2:00-3:00pm at King City United Church (50 Elizabeth Grove, King City L7B 1H7)

GENTLE YOGA February 16, 2018 with Adina Smolcic from Nature U Yoga

Kolnik from Toronto Art Therapy Institute
... from Yoga for Life

facing challenges associated with:
• coping with the death of a loved one

space is limited.
or email programs@hopehousehospice.com

CITY LIONS FOR FUNDING THIS PROGRAM.

...-Richmond Hill) provides highly personalized support, caregivers and those who are bereaved. Our professional staff and seamless access to timely information.

with Aurora L4G 3K7
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STAYING STRONG LIVING WELL DURING CHALLENGING TIMES PROGRAM

YOGA FOR SELF CARE

...A 6 WEEK YOGA SERIES...
WITH ADINA SMOLCIC
PRE-REGISTRATION IS REQUIRED

Fridays 2:00-3:00pm
September 21 to October 26, 2018
at King City United Church (50 Elizabeth Grove, King City L7B 1H7)

Yoga for Self Care is open to those facing challenges associated with:
the diagnosis serious illness • caring for a loved one • coping with the death of a loved one

Staying Strong Living Well provides opportunities to explore wellness modalities, learn strategies for stress relief and tips on how to build a wellness practice.

Pre-registration is required and space is limited.
For information or to register call 905-727-6815 x23 or email programs@hopehousehospice.com

THANK YOU TO THE TOWNSHIP OF KING & KING CITY LIONS FOR GENEROUSLY FUNDING THIS PROGRAM

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Aurora Space

- Committee formed
- Search began
- Change direction: focus on renovating space
- 2018 Interim measure – rent space from BBBSY for large greeting space, multi-purpose space, office space for ED, Bookkeeper & Meetings



Donated art panels

4. Ensure fiscal viability

Targeted & rebranded fundraising materials

- Created as needed depending upon audience & donor acknowledgement practices continued

Event planning

- 2017 – Ladybug event, Hike for Hospice
- 2018 – Jitterbug Ball, Tennis Tournament
- 2019 Ladybug
- 2020 – Jitterbug Ball cancelled – appeal created

Explore grant opportunities

- Utilization of Grant Software

Create corporate outreach plan deferred
Sponsorship/naming opportunities deferred



Jitterbug Ball Volunteers



Jitterbug Ball 2018

Revenue Growth

2017/2018 - \$289,241

2018/2019 - \$782,670*

2019/2020 - \$328,018

2020/2021 - \$496,545

*JBB year



5. Deliver innovative programs & services at no cost

Form Program Review Committee

- Completed in Year 1

1:1 Bereavement Support for Children

- Available through Counselling & Bereavement Companions (Volunteer)

Powerful Tools for Caregivers

- 2 staff members trained – session offered twice

Enhanced Wellness Programs

- Volunteers trained in therapeutic touch
- Volunteers trained in Aromatherapy
- Pain management program initiated

Young Carers Program deferred

Spiritual Care Program deferred



Wellness Programs since 2017

Yoga
Meditation
Movement & Meditation
Mindfulness Based Stress Reduction
Picking up the Pieces
Healing Hike
Food & Digestion
Mindful Meditation
Wellness Wednesday
Healthy Living Now (chronic conditions)

Staying Strong Living Well (King)
Striving & Thriving
Qigong
Aromatherapy for Wellbeing
Art Therapy
Book Club
Action for Happiness
1:1 Wellness
+ more



The support we
provide...

Grief Busters Bereavement Camp



2020 Grief Busters



Day Hospice Program





Wellness Wednesday –
Grinch Trees

...Qigong with Andrea is also one of my favourite classes. It's a fun, energetic and extremely revitalizing class and always entertaining, I really enjoy these classes. It's amazing how she can carry a one way conversation but engage her audience at the same time.



Comfort Care

I was just thinking about tomorrow night and realized how much I looked forward to the gatherings in the past.

Thank you to both of you for sharing, guiding and providing helpful resources.

It certainly was very helpful in my process of grieving.
I enjoyed hearing the stories and it was very special of Evert to share his poems and journey. Please pass on a thank you to him for us.

Loss During COVID bereavement group participant



Picking Up the Pieces
Vision Board



Tranquil
Moments Yoga

It has been such a delight to find a brown paper bag on my door step on Wednesdays. There has been a couple of weeks that I did not realize that it was Wednesday until I saw my two delicious meals.

This service has warmed my heart. I appreciate all the people out there that are participating in such a welcomed service as I navigate my grief.\

Thank you to all the volunteers that have been part of this service. It almost feels like a nice hug during this time of isolation.
Thank you so much.

Meal Delivery Client



Volunteer Nurture & Nosh



Grief Busters Participants

Vision

Vision: what you see in the future if your organization succeeds in its Mission

- Establishes and maintains a clear direction
- Sense of purpose that everyone can understand
- Usually far greater than the resources and competencies would allow (i.e. audacious)
- Provides a framework for the Mission and Goals
- Vision connects the goals to the values
- Vision Statement should be graphic, directional, feasible and easy to communicate



HHCH Vision Statement

*Exceptional care & compassionate support
during illness or loss*



Mission

- Mission is the reason the organization exists
- The Mission statement captures the reason/need and adds a powerful yet simple statement of what the organization is doing to meet the need
- Start with Letter Patent (letters of incorporation)



HHCH Mission Statement

We provide highly-personalized support, at no cost, to those diagnosed with a life-threatening illness, family caregivers and those who are bereaved.

Our professional staff and network of dedicated volunteers provide our community with innovative programs and seamless access to timely information.



Values

Values: deeply held beliefs that guide all aspects of the organization, programs and decisions



HHCH OBJECTIVES

- **H**onour and respect clients and volunteers by ensuring that all interactions are conducted with integrity, confidentiality and in a non-judgmental manner
- **R**ecruit, train and provide professional support to the volunteers who deliver our programs and services.
- **E**nsure a standard of care that exceeds our clients' needs and expectations as well as Hospice Palliative Care Ontario's Accreditation standards.
- **M**aintain the tradition of care without a fee for service.



HHCH Values

Is this something that would be helpful to have in decision making? or recruitment and retention of staff and volunteers?

Is this something that would help distinguish you from other hospice programs?



Future Perspectives



Fireside Chat – Where is Hospice Care Heading?



Janet Morse
Board Chair,
Hill House Hospice



Michelle Hambly
Executive Director,
Hill House Hospice



Hill House Hospice

Fireside Chat with Hope House

2021-05-13



hill house hospice

- Strong core values and trusted model of care
- 3-bed hospice
- Community support with over 23 years of experience
- Passionate and caring team
- Active and dedicated Board
- Collaborative approach
- Growing volunteer base
- Strong positive culture
- Strong brand in Richmond Hill/York Region

Regions first residential hospice. Our house is a 3-bedroom bungalow decorated with love and care. In addition to the bedrooms, it also includes a fully equipped kitchen and a large living and dining room. A fully finished basement with a family room and children's play area. The beautiful gardens and landscaping are maintained by Richmond Hill Garden and Horticulture Society, and The City of Richmond Hill. Hill House is staffed by nurses, personal support workers who provide 24-hour care. Volunteers provide invaluable support to our staff, residents, and families. This allows family members to live in our house and be with their family member in the last stages of illness. Hill House supports and cares for those who are in the process of dying and wish to do so in a home like setting. Hill House is a remarkable place filled with laughter, tears, and a loyal caring team of professionals and volunteers.

More about the history

The Hill family home was donated by the City of Richmond Hill for use as a residential hospice. Ann Gold RN was the founder of Hill House Hospice in June 1998. Hill House Hospice is York

strengthening the system

articulated in the environmental scan



Integrated and coordinated system of palliative care



Palliative care education within interdisciplinary teams



Greater use of technology



Psychosocial aspects of care and caregiver supports



Adapting to different cultural needs



Advance care planning



Policy frameworks to support an integrated system



Research for program evaluation and quality improvement

Hill House's Move Forward Plan

Consensus Board decision to expand both in scope and scale

- Scale
 - increase in residential bed capacity
- Scope
 - meet the needs of the community through expansion of the model of care and integration of care

We would love to look at how we can help support each other grow



Stretch BREAK – 10 mins



Areas of Focus from Interviews



Partnership, integration, collaboration opportunities



Redefining how HHCH raises funds



COVID-19 – lingering impacts, what to keep doing and what to change



Growth – define it carefully; diversity; new cultural communities



Volunteer Re-Engagement

What have we learned so far?



Each group will have 15 minutes; assign a spokesperson; assign a scribe; scribes- prepare notes in the word document- bullet form is fine and return to Sandra & Brenda

➤ **Group 1**

- What are the key learnings from our informants and influencers?

➤ **Group 2**

- What are the “big hills” we have to tackle in the next 12 months; 24 months; 36 months?

➤ **Group 3**

- What are our biggest risks over the next 12 months; 24 months; 36 months?



Guiding Star – Do we need one?

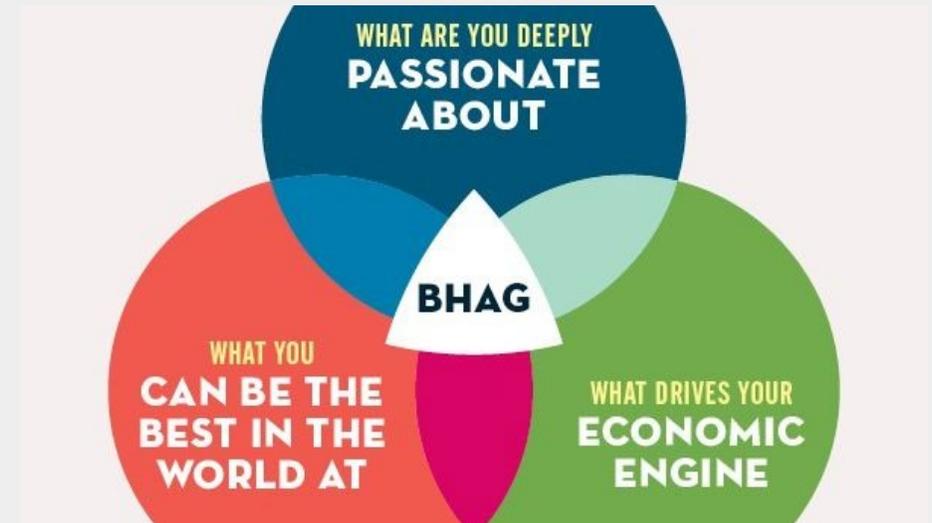


Ultimate Goal

Articulate and visualize a desired new future state.
(Imagine a city/community where...)

Provide specific changes and the desired ultimate impact

A ten year or more view



Guiding Stars/ BHAGs Examples

- **President Kennedy's 1961 declaration:** “This nation should commit itself to achieving the goal, before this decade is out, of landing a man on the moon and returning him safely.” Of course, this national commitment resulted in the historic moon landing in 1969.
- **Walmart:** in 1990 to “become a \$125 billion company by the year 2000”
- **Google:** “Organize the world’s information.”
- **Tesla:** “To accelerate the world’s transition to sustainable energy.”
- **Microsoft:** “A computer on every desk and in every home.”
- **Michelle Obama** is dedicated to solving the challenge of childhood obesity within a generation so that children born today will grow up healthier and able to pursue their dreams.

Homework items

- Describe your Guiding Star for HHCH by completing these sentences:
 - Imagine communities where.....
 - In ten years we will.....
 - We can be world class.....

Please return your homework assignment to Sandra by May 18th

Wrap up

Thank you!

