

# 2024-2025 Annual Plan Review and Summary of Progress



MASONIC HOME FOR CHILDREN  
AT OXFORD



## STRATEGIC GOAL 1

Maximize use of resources by operating at or near capacity in Direct Care (64) and the Independent Living Program (18).

### OBJECTIVE 1A

Hire a professional marketing firm to provide recommendations to increase census and implement strategies.

#### Progress (2024-2025)

- ❖ The PQI Coordinator and groups will continue to collect data to examine trends and provide recommendations for improvement quarterly and as needed until the next review in January 2025.

*Progress: In 2024, data collection to examine trends and provide recommendations for improvement continued through the PQI process. The PQI Subcommittee met, discussed progress, and created improvement plans. The information was reported quarterly to the Program Planning Committee and the BOD, and it is included in the quarterly PQI Report.*

- ❖ The Finance and Financial Development departments will continue to assist with coordinating marketing efforts toward increasing census and donations throughout the year until next review in January 2025.

*Progress: Marketing additions through television and other media resources seems to have increased the awareness of MHCO as an option. DSS placements have increased significantly during this year. While not easily measured, it does seem that the marketing has led DSS to consider MHCO as an option. The success the program has had with DSS residents has also likely been recognized and other offices and DSS workers have seen MHCO as an option for placement.*

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#### Plan (2025-2026)

MHCO will adjust marketing efforts with media resources to incorporate other options to include emails and streaming medium. Marketing efforts with radio, newspapers, and through MHCO's own resources will continue and be adjusted. The message has developed over the course of this strategic plan to provide awareness, solicit referrals and employees, and is now adjusting to increasingly solicit donations.

## OBJECTIVE 1B

Enhance the co-parenting partnership to include reunification and increased aftercare support.

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### Progress (2024-2025)

- ❖ The Program Department will continue to enlist community resources to provide co-parenting education and activities throughout the year.

*Progress: The Program Department works with families to provide resources in the area they reside. Supervisors and Child Care staff maintain communication and include parents. Aftercare services are offered to every family when a resident is discharged.*

- ❖ The PQI team will collect data to examine trends and provide recommendations for improvement throughout the year until the next review in January 2025.

*Progress: Throughout the year 2024, the PQI Coordinator and team collected program data to examine trends and provide recommendations for improvement. The PQI Subcommittee meets quarterly to review progress and develop improvement plans for unmet targets. The data is included in the PQI Report that is reviewed by the Program Planning Committee and the BOD.*

- ❖ The Program Department will continue to implement CARE principles into daily work with residents and their families on an ongoing basis.

*Progress: The Program Department continues to utilize CARE principles in daily interactions. CARE Foundation training was provided to new staff in 2024. CARE Refresher training was offered to all staff in 2024.*

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### Plan (2025-2026)

MHCO will continue to emphasize positive co-parenting efforts in the planning, implementation, and aftercare of the resident's individual service plans. In addition, MHCO will continue to invite the children's families and guardians to participate in special events on campus. MHCO will seek to increase aftercare efforts to better maintain contact with residents and be able to provide continuing support or offer returned placement as appropriate.

## OBJECTIVE 1C

Establish relationships with and involve external stakeholders (e.g., appendant bodies, faith community, law enforcement, hospital associations, district attorneys, etc.) to market for referrals.

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### Progress (2024-2025)

- ❖ The Annual Giving Officer and Administrator will continue to educate and provide resources for Ambassadors and Lodges to help market in their communities throughout the year.

*Progress: MHCO has offered webinars in 2024 to help keep Ambassadors informed of current information, needs, and successes at the Home. MHCO annually offers the Ambassador Orientation that is open to new and veteran Ambassadors and their spouses. MHCO provides Children's Chatter Newsletter that goes to the Lodges and Ambassadors to promote current information. MHCO offered resources such as brochures, banners, and updated information to be shared with the community at special events and with identified businesses. MHCO has worked with Ambassadors to have marketing ads and television commercials shared with other community resources.*

- ❖ The PQI team will collect data to examine trends and provide recommendations for improvement until the next review in January 2025.

*Progress: In 2024, the PQI team collected data to examine trends and provide recommendations for improvement. The PQI Subcommittee meets quarterly to review progress and develop improvement plans for unmet targets.*

- ❖ The Administrator and Program Department will continue to cultivate and solicit external stakeholders about referrals on an ongoing basis.

*Progress: Program Department maintained communication with DSS county offices, other organizations, and other stakeholders regarding potential residents and referrals.*

- ❖ The Program Department will explore virtual mentoring with alumni, residents, and stakeholders. The Community Support Center will continue to market for referrals and further establish relationships with external stakeholders and collaborative service providers throughout the year.

*Progress: The Community Support Center has established relationships with external stakeholders and other service providers throughout the year. Marketing to stakeholders and throughout the state resulted in referrals. MHCO was not able to develop virtual mentoring with various groups. MHCO does offer resident and cottage sponsorship to Lodges. The sponsorships promote information sharing, ongoing communication, and connections to promote mentoring. MHCO has in the past coordinated Lodges to assist residents attending college to provide support as the resident would require.*

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### Plan (2025-2026)

MHCO will continue to cultivate relationships with groups and individuals who can provide ongoing support including increased marketing efforts.

## OBJECTIVE 1E

Examine previous census decreases for trends and pitfalls and incorporate improvement ideas into daily practice.

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### Progress (2024-2025)

- ❖ The PQI team will collect data to examine trends and provide recommendations for improvement until the next review in January 2025.

*Progress: In 2024, the PQI team collected data to examine trends and provide recommendations for improvement. The PQI Subcommittee meets quarterly to review progress and develop improvement plans for unmet targets. The data is included in the PQI Report and reviewed by the Program Planning Committee and the BOD.*

- ❖ The Program Director and Program Planning Committee will continue to discuss trends and pitfalls of previous census decreases and develop a plan to incorporate improvement ideas into daily practice by June 30, 2024.

*Progress: The Program Department and the Program Planning Committee have met and discussed trends and ideas regarding increasing census throughout 2024. Also, resident and staff needs were discussed, and suggestions were made regarding services, transitions and successful discharges.*

- ❖ The Program Department will continue implementing CARE principles into daily programming and identify strategies to address challenges to limit unplanned discharges and maintain census stability on an ongoing basis.

*Progress: Program staff utilized CARE language and concepts in daily interactions and decision making with staff and residents. The Direct Care (21) and Independent Living Programs (7) had 28 combined discharges in 2024 with an 86% success rate. Of these discharges, four were unplanned and due to safety concerns.*

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### Plan (2025-2026)

MHCO will continue to monitor the census for trends. MHCO addresses resident and employee issues that can have an impact on successful placement and attempts to mitigate issues that could lead to unplanned discharges. MHCO plans to increase CARE training modules and continue to promote CARE concepts in department meetings and supervision.

## STRATEGIC GOAL 2

Promote an engaged workforce by providing opportunities for team building and recruiting strong candidates for open positions.

### OBJECTIVE 2B

Enhance employment information available to the public (e.g., “day in the life”, videos, pictures, virtual tours of campus facilities, marketing plan to engage Masonic lodges, employee ladder, etc.).

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#### Progress (2024-2025)

- ❖ A revised virtual tour will be developed and not include a resident.

*Progress: A revised virtual tour was not developed. Security concerns and time constraints inhibited this initiative.*

- ❖ The Ambassadors will continue to be educated on a monthly basis through webinars and Children’s Chatter will go to lodges at least quarterly.

*Progress: Two webinars were provided to Ambassadors in addition to the Ambassador Orientation. Three Children’s Chatter editions went out in 2024. The Event Coordinator has added another newsletter, Red Devil Dispatch, which goes out to individuals who request the newsletter. This new informative dispatch also goes to Ambassadors.*

- ❖ CARE educators will continue to train staff in CARE principles to provide opportunities and strategies to address challenges in working with youth in a team environment on an ongoing basis.

*Progress: The Program Department continues to utilize CARE principles in daily interactions. CARE Foundation training was provided to new staff in 2024. CARE Refresher training was offered to all staff in 2024.*

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#### Plan (2025-2026)

MHCO will continue to utilize marketing efforts to promote all needs including employment opportunities. MHCO will include teambuilding activities into All Staff Meetings. MHCO plans to have group projects for employees to work together in a different context to promote teamwork.

## OBJECTIVE 2C

Provide team building activities through internal and external resources.

### Progress (2024-2025)

- ❖ Leadership training will be considered once a provider can be selected.

*Progress: A provider was not selected. Several contacts were made with a previous provider without return. Another provider was not sought due to other demands.*

- ❖ The HR Specialist will explore and recommend resources for team building with various departments and all staff by December 31, 2024.

*Progress: A Retention Plan has been developed which includes providing team building activities at the beginning of all All Staff Meetings and in other department meetings. MHCO began offering teambuilding activities in the final two All Staff Meetings of 2024.*

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### Plan (2025-2026)

MHCO will include teambuilding activities into All Staff Meetings. MHCO plans to have group projects for employees to work together in a different context to promote teamwork. The Strategic Planning Session should include teambuilding and workforce engagement for the next Strategic Plan.

## OBJECTIVE 2D

Align Human Resources initiatives, recruitment, onboarding, and employee retention to address needs and employee development.

### Progress (2024-2025)

- ❖ The Staff Qualifications and Workload report will be revised with support of the Policy and Personnel Committee.

*Progress: This initiative did not take place in 2024.*

- ❖ The HR Specialist will, in collaboration with various departments, continue to develop a plan to provide training, coaching, and supervision to support identified needs on an ongoing basis.

*Progress: A Retention Plan has been developed with strategies to address and meet the needs of employee development.*

- ❖ Succession plans will be outlined for key positions in 2024.

*Progress: Succession planning was discussed in relation to the retirement of the Administrator. Succession procedures are being developed for key personnel and career development at MHCO.*

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### Plan (2025-2026)

The Staff Qualifications and Workload Report will be provided to the Policy and Personnel Committee for revision. Succession planning will be developed for key positions. Career development will be a component of succession planning.

## STRATEGIC GOAL 3

Improve short- and long- term financial sustainability by increasing the endowment to \$50M toward providing perpetual care for children in need.

### 2024 Progress Summary

*MHCO experienced net unrealized growth in 2024. This was due primarily to the stock market, but also included close monitoring of expenses. MHCO has experienced increased recurring and annual giving through AGO efforts and seeks to continue and increase these returns. The Home received grants from four new grantors and seeks to steward those relationships. MHCO has developed a financial development plan for 2025 as the 150<sup>th</sup> anniversary campaign concludes.*

## OBJECTIVE 3C

Identify and communicate with new channels to increase knowledge of MHCO (e.g. Our State Magazine, 150th anniversary stories, TV, direct mail, general public, corporate, etc.).

### Progress (2024-2025)

- ❖ The Finance and Financial Development Committee will continue to increase knowledge of MHCO in the Triangle area by contracting with advertising through media by December 31, 2024.

*Progress: MHCO had an article published through Our State, two years in a row. MHCO has met with television providers and is currently adjusting the advertising efforts. These efforts include new commercials, emails, and ads with streaming services.*

- ❖ The Finance and Financial Development Committee will continue to explore possibilities of new channels to increase knowledge of MHCO by December 31, 2024.

*Progress: MHCO has met with television providers and is currently adjusting the advertising efforts. These efforts include new commercials, emails, and ads with streaming services.*

- ❖ The Finance and Financial Development Committee will develop digital donor thank you videos by December 31, 2024.

*Progress: MHCO has developed a few thank you videos. These videos have gone out through Facebook. In addition, thank you emails have been developed for donors.*

### Plan (2025-2026)

MHCO will continue to seek opportunities to advertise through current resources. MHCO will measure the impact of utilizing the television services email listings and streaming services to promote the Home. MHCO will continue to develop digital thank yous for donors.

## OBJECTIVE 3D

Develop new entrepreneurship and in-kind donation sources (e.g., property as revenue stream, partnership with NC State, in-kind services donations, etc.) to increase revenue and reduce spending for operating expenses.

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### Progress (2024-2025)

- ❖ The Finance and Financial Development Committee will have meetings with stakeholders to identify possible mission focused donation sources by December 31, 2024.

*Progress: MHCO continues to engage with various potential donors to include restoration, in-kind services, and property. Many connections are being stewarded. MHCO is attempting to connect these potential donors to MHCO events and activities to promote their engagement.*

- ❖ The Finance and Financial Development Committee will revise and update the in-kind donation wish list to include top needed items and services for the residents and MHCO on an ongoing basis up to January 2025.

*Progress: The wish list continues to be updated and available. MHCO did add in-kind services as an option.*

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### Plan (2025-2026)

MHCO will continue to develop the aforementioned relationships to help address needs.

## STRATEGIC GOAL 4

Expand programming to impact more youth through collaboration and community-based programs.

### 2024 Progress Summary

The Community Support Center coordinated several groups and events in 2024. Many of these coordinated efforts included the children on campus, as well as others living in the community.

### OBJECTIVE 4B

Collaborate with community-based programs (e.g., Youth Villages, etc.)

#### Progress (2024-2025)

- ❖ The Community Support Coordinator and Program Team will continue to explore community resources for collaboration on an ongoing basis.

*Progress: The Community Support Coordinator coordinated several collaborative opportunities on and off campus in 2024. These opportunities have helped over 670 persons and provided resource support to several organizations.*

- ❖ The HR Specialist will begin recruiting the Community Support Specialist in July 2024.

*Progress: The Community Support Specialist was not recruited in 2024. The CSC primarily focused on collaborative services. As the CSC provides more individual family outreach, the Community Support Specialist position will be considered.*

- ❖ The Grant Writer will explore and secure grants for general operating costs, the Community Support Center, Direct Care, TLC/ILP, and expenses of other arising needs through December 31, 2024.

*Progress: A total of 20 grant proposals were submitted in 2024 for the Community Support Center (CSC), Direct Care (DC), TLC/ILP, CHAMPS, and general operating support. Of these, 10 were new opportunities. Grants were awarded from the Granville County United Way (CSC, DC, and CHAMPS), Triangle North Healthcare Foundation (CSC and general operating support), John William Pope Foundation (general operating support), Inspire Brands: Arby's Make A Difference (ILP), Universal Leaf Foundation (general support), Granville Tourism Development Authority (homecoming), Google for Nonprofits Ad Grant (free advertisement), Charter Communications/Spectrum (CSC), and Cobb foundation. A total of \$156,100 was raised through grants.*

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#### Plan (2025-2026)

MHCO will continue to coordinate with collaborative organizations to promote the service delivery to families in the community and MHCO residents. Grants will continue to be developed with traditional providers and new providers. Outreach will continue to be provided but must be measured as MHCO must operate the CSC without being overwhelmed by individual outreach requests. As outreach develops, MHCO must consider adding the Community Support Specialist to be able to continue the collaborative services with other organizations.