

2025-2026 ANNUAL PLAN



MASONIC HOME FOR CHILDREN AT OXFORD

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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

- MHCO will continue to utilize internal and external marketing resources to promote referrals in Direct Care and Independent Living Program. 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 2026.
- The Finance and Financial Development departments will lead coordination of marketing efforts toward increasing census and donations throughout the year until next review in January 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.

OBJECTIVE 1B

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

- The Program Department will continue to enlist community resources to provide co-parenting education and activities throughout the year.
- The PQI team will collect data to examine trends and provide recommendations for improvement throughout the year until the next review in January 2026.
- The Program Department will continue to implement CARE principles into daily work with residents and their families on an ongoing basis.
- The Program Department will continue to emphasize positive co-parenting efforts in the planning, implementation, and aftercare of the residents' individual service plans.
- The Program Department will continue to invite the children's families and guardians to participate in special events on campus.
- The Program Department 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

- The Administrator and Program Department will continue to cultivate and solicit external stakeholders about referrals on an ongoing basis.
- The PQI team will collect data to examine trends and provide recommendations for improvement until the next review in January 2026.
- The Annual Giving Officer and the Administrator will continue to educate and provide resources for Ambassadors and Lodges to help market in their communities throughout the year.
- 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



OBJECTIVE 1E

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

- The PQI team will collect data to examine trends and provide recommendations for improvement until the next review in January 2026.
- 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, 2025.
- 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.
- The Program Director will incorporate additional 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.)

- The Marketing Committee and Financial Development will develop an appropriate campus gallery for employment recruitment by December 31, 2025.
- The Ambassadors will continue to be educated on a monthly basis through webinars and the ‘Children’s Chatter’ will be provided to lodges at least quarterly.
- 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.
- MHCO will continue to utilize marketing efforts to promote all needs including employment opportunities.

OBJECTIVE 2C

Provide team building activities through internal and external resources

- Leadership training will be considered once a provider can be selected.
- The HR Specialist will continue to explore and recommend resources for team building with various departments and all staff by December 31, 2025.
- MHCO will include team-building activities into All Staff Meetings.
- MHCO plans to have group projects for employees to work together in a different context to promote teamwork.

OBJECTIVE 2D

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

- The staff workload and qualifications report will be provided to the Policy and Personnel Committee for revision. The HR Specialist will continue to utilize the staff workload and qualifications report to identify and clarify department needs annually.



- The HR Specialist, in collaboration with various departments, will implement the Staff Retention Plan to provide training, coaching, and supervision to support identified needs on an ongoing basis.
- The HR Specialist will collect and submit Staff Retention Plan data to be included in the quarterly PQI Report and reviewed by the Program Planning Committee and BOD.
- Training will be provided for all supervisors in early 2025 to focus on the supervision process and performance evaluations.
- Succession plans, including career development plans will be outlined for key positions in 2025 and processed in supervisory sessions.

STRATEGIC GOAL 3

Improve short- and long-term financial sustainability by increasing annual giving to fund operations and build the endowment through planned giving

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.)

- 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, 2025.
- The Finance and Financial Development Committee will continue to explore possibilities of new channels to increase knowledge of MHCO by December 31, 2025.
- The Finance and Financial Development Committee will continue to develop digital donor thank you videos by December 31, 2025.
- MHCO will strive to measure the impact of utilizing television services, email listings, and streaming services to promote the Home.

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

- The Finance and Financial Development Committee will continue to have meetings with stakeholders to identify possible mission focused donation sources by December 31, 2025.
- 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 2026.



STRATEGIC GOAL 4

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

OBJECTIVE 4B

Collaborate with community-based programs (e.g. Job Corps, etc.)

- The Program Department will continue to explore community resources for collaboration on an ongoing basis.
- The Grant Writer will continue to 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, 2025.
- MHCO will continue to coordinate with collaborative organizations to promote service delivery to families in the community and MHCO residents.
- 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 efficiently continue the collaborative services with other organizations.

