

# 2022 STRATEGIC PLAN

## Solidifying our Foundation



Ronald McDonald  
House Charities®  
Madison





**Ronald McDonald House Charities of Madison, Inc.  
2022 Strategic Plan  
'Solidifying our Foundation'**



## **OUR HISTORY**

Ronald McDonald House Charities (RMHC) global mission is to create, find, and support programs that directly improve the health and well-being of children and their families through its network of 270 Chapters currently serving in 62 countries and regions. RMHC programs provide care for families being served at 89% of the world's top children's hospitals. RMHC supports its cornerstone Ronald McDonald House program, as well as Ronald McDonald Family Rooms, Ronald McDonald Care Mobiles, and various other community efforts for children worldwide.

Ronald McDonald House Charities of Madison, Inc. ("RMHC-Madison" or "our Chapter") was established in 1993 to provide a "home-away-from-home" for families of children being treated in area hospitals. In 2019, the Chapter's House was remodeled and expanded to 31 rooms to fulfill increasing demands and long wait lists. The House serves families of children being treated at UW Health Kids (American Family Children's Hospital, the Waisman Center, and UW Hospital), SSM Health (St. Mary's Hospital - Madison & Davis Duehr Eye Clinic), UnityPoint Health (Meriter Hospital & Meriter Child & Adolescent Psychiatry), Central Wisconsin Center and Mendota Mental Health. With the generous support from the community and our valued local Rockford, Madison, and Wisconsin Dells area McDonald's owners/operators our Chapter provides comfort and care to thousands of families each year.

In 2003, the Ronald McDonald Care Mobile was added to the Chapter's programs to provide preventive care and access to healthcare for thousands of uninsured and underinsured children. The program started with free dental care and medical services. Today, in partnership with Mercyhealth, the Care Mobile provides vaccinations and health checks at no cost to students in the Rockford area.

In 2012, with the partnership of SSM Health St. Mary's Hospital - Madison our Chapter added a Ronald McDonald Family Room, a place to rest and regroup right at the hospital, just moments away from their sick child. On the third floor of St. Mary's Hospital in Madison, the Ronald McDonald Family Room is a space that includes: four sleeping rooms (each with a private bath), shared kitchen, dining, living areas, and laundry facilities.

## **OUR MISSION**

Believing that every family deserves access to healthcare, *RMHC-Madison creates, finds, and supports programs that directly improve the health and well-being of children and their families.*

## **OUR VISION**

*A community where all families have access to healthcare and the support needed to fully participate in their children's care.*

## **CORE VALUES**

In our Chapter, our core values lead the way in everything we do and in every decision we make. Together, our staff, volunteers, and Board, agree to:

- Lead with **compassion**
- Focus on the **critical needs** of families and children
- Celebrate the **diversity** of our people, families, and programs
- Support the **health and wellbeing** of families and their children
- Value the **tradition and heritage** of RMHC and communities we serve
- Steward resources with **accountability and transparency**

## **2022 FOUNDATIONAL STRATEGIC PLAN**

2022 is a year to solidify our foundation, a moment to pause and reflect on where we are as an organization and who we want to be in the future. It is a year where we honor all we have accomplished together with our families and identify the areas where we need to improve and grow in support of the families we serve.

In the aftermath of COVID-19, protecting the health and safety of our guest families, our staff, and our volunteers is critical to the success of our organization. This means working and supporting families in new creative ways in collaboration with our hospital partners.

At the same time, we recognize the importance of our role in advocating and supporting access and opportunity for healthcare amid a global reckoning of racial and social injustice. Our core values including leading with compassion, celebrating diversity, and honoring the tradition of the communities we serve coupled with our vision of a world where all families have access to healthcare and the support needed to be full participants in their children's care are more

important than ever. We lead with our core values, and we support the individualized needs of families and family-centered care.

While we remain the same Chapter from 1993, founded with heart and souls of so many, and successful only through the interconnected relationships of our internal team, volunteers, and core partners loyal to the mission, our Chapter has changed through the global and local events of the last few years. Research tells us that the RMHC brand is recognized as an organization with compassion and high levels of support to families and their children, yet we are significantly misunderstood in the programs we offer and the services we provide globally, in Madison, and the surrounding area. All too often we hear “Really, Madison has a Ronald McDonald House?” or “Don’t you get all your funding from McDonald’s?” Brand awareness and understanding amongst our community and within our families is the most critical foundational strategy to long term success.

In 2019, our Chapter completed a successful ‘Building on Hope’ campaign with nearly all pledges collected and the expansion and remodeling of the House entirely funded. This is an incredible testament to the passion of many for this great mission. Our House has nearly doubled in size (18 to 31 rooms and two kitchens), allowing for thousands of more families a year to access housing, food, transportation, and other supports needed. However, due to the events of COVID-19, we have yet to find a new normal with our significantly larger capacity. We have a few months open at full capacity, and never with the full staff or volunteers imagined.

2022 is focused on ensuring that for the newly expanded House and our other core programs are on stable operational and financial foundation to maintain the health of RMHC-Madison for the future. To that end, this document specifies our goals, strategies, and metrics for 2022. It is built with focus and intention. In spring of 2022, we will begin the process of planning and writing a long-term vision for 2023-2025.

### **Goal #1: Elevate awareness and understanding of the mission, brand, and services**

We know from research locally and globally that most people have heard about Ronald McDonald House Charities; however, we also know from that same research that few people know what we do, how we do it, or where we are located. Many see a narrow mission, often knowing only the House program and believing it to hold just a few families. Most are not aware of our broader mission or our other programs. Many believe that we are fully funded by McDonald’s and don’t understand our increasingly important reliance on our major gifts to support the operational budget. Together, these lead to a concern for future stability and limited growth potential. Thus, this area has been identified by the staff and the Board as the area most critical for 2022. Together, all members of the staff and the Board will work toward increasing awareness and understanding of RMHC-Madison programs both in Madison and in the surrounding communities.



### **Strategies:**

- Update brand and marketing materials ("Toolkit") differentiated for stakeholders and translated for multiple users
- Identify new and strengthen current communication channels with hospital, community, and funding partners
- Define roles for all members of the organization in awareness and understanding of mission, brand, and services
- Align department and program performance goals, i.e.:
  - Referring hospital strategy / outreach meetings
  - Use of guest families survey data for continuous improvement loops
  - Launch Development Committee with awareness and understanding actions
  - Community presentations and brand awareness events

### **Metrics (Measurement):**

- Increased number of family guest referrals over current baseline program utilization rate (Program Utilization Rate) BIPOC (black, indigenous, and communities of color)
- Increase total percentage of family guest stays from current baseline rate (% of Diverse Guest Families)
- Identify new funding partners and donor opportunities by at least 1 new partnership per quarter (# of funding)
- Increase active volunteer base (# active volunteers) at the House and Family Room from current baseline

### **Budget Alignment:**

- Hire, train and develop Development Coordinator (FT) and Gift Processor/Database Manager
- Hire, train and develop Volunteer Coordinator (PT)
- Increase marketing budget for strategic communication channel outreach and ability to utilize advertising matching models

## **Goal #2: Build Capacity**

Implementation of the mission begins with our volunteers, staff, and the Board. Our Chapter relies on a stable and loyal workforce, a strong volunteer base, and a deeply committed Board for all our services to meet the needs of families and their children each day. The expansion and renovation of the House in 2019 is a tremendous asset to serving more families; however, the core of the operations must follow to serve them well. Additionally, for the Chapter to remain effective in our delivery of services and stewardship of resources, the operations of each of our programs must remain welcoming, inclusive, and efficient.

## **Strategies:**

### Infrastructure

- Evaluate and invest in long-term infrastructure looking closely at staffing levels, training, technology needs, and process improvement
  - Implement RMHC Global front desk software for guest family management
  - Implement RMHC Global CMMS system for facility maintenance planning
  - Research RMHC of Greater Washington, DC piloted marketing content management software
  - Research volunteer management systems (AFCH, United Way, RMHC Global, etc.)
  - Implement volunteer dinner online reservation system already created
- Deepen connection with current donors/partners (i.e., hospitals, healthcare professionals, corporate partners & McD owner/operators) and expand to new and diverse sources
  - Refine roles, processes and procedures for database management and gift processing

### Operations

- Recruit and retrain volunteer base in House and Family Room after COVID-19 impacts
- Update Employee Handbook and Financial Accounting Policy
- Revamp Guest Family and Staff Surveys and distribution methods

### Culture

- Build staff performance evaluation system, tied to professional development and performance reward system
- Strengthen Board Governance systems, including:
  - Committee structures
  - Strategic recruiting, nomination, onboarding, and expectations
  - Annual self-evaluation of goals and expectations

## **Metrics (Measurement):**

- Decrease staff time spent on the current referral and check-in process from current base (Staff tracking)
- Set baseline Guest Services Survey Results by Program (% satisfaction, cleanliness, maintenance)
- Increase active volunteer base (# active volunteers) at the House and Family Room from current baseline
- Set baseline Staff & Volunteer Satisfaction Survey Results (Staff survey)
- Improve financial stability by increasing number of financial targets met on the annual RMHC-Global survey (RMHC annual financial metrics scorecard)
- Strengthen Board Governance Metrics by increasing positive answer percentages over 2020 RMHC-Global survey on governance practices. (RMHC annual survey)

**Budget/Resources:**

- Hire, train and develop Gift Processor/Database Manager (PT), Development Coordinator (FT), and Volunteer Coordinator (PT)
- Increase to system technology budgets

**Goal #3: Distinguish our Chapter as equitable and inclusive organization**

Throughout the local and national research, we know that RMHC has a strong brand name, but we also know that the brand carries with it a level of hesitation regarding for whom the charity aims to serve, and questions regarding inclusion and diversity. While RMHC-Madison prides ourselves in our compassion and individualized supports for all families, the perception of exclusion exists.

Our belief is that this perception is driven by our current reality of the demographics of our staff, volunteers and Board who are predominately from similar cultures and with few bilingual speakers. In line with our vision and core values to advocate and address inequities in healthcare, we must begin to address this with long-term focus and dedication. We must focus on increasing current staff and Board understanding of the diverse community we serve. We must improve our recruiting and hiring practices to increase diversity of staff, volunteers, and the Board. These are foundational steps for the long-term effort.

**Strategies:**

- Deepen our understanding of the diverse community we serve through equity, diversity and inclusion conversations and training
  - Begin professional development for full time and part time staff
  - Review family amenities room for inclusion and update supplies as needed
- Evaluate formal and informal ways of working to increase diversity at all levels of the organization, including the families we serve
  - Formalize hiring and recruiting processes to emphasis welcoming and recognize diversity as an asset
  - Work with our hospital partners and Board Members to review guest/family referral systems and information sharing systems for opportunity and access
- Complete House renovation art installation project with diversity and inclusion in mind

**Metrics (Measurement):**

- Increase total percentage of BIPOC (black, indigenous, and communities of color) family guest stays from current baseline rate (% of Diverse Guest Families)
- Increased total percentage of staff, volunteer, and Board from current base (Staff, Volunteer and Board %)
- Set baseline staff, volunteer, and guest family satisfaction survey results (Survey %)

**Budget/Resources:**

- Repurpose current operational professional development and contracting budgets to support diversity work at the staff level

Building the foundation for the future stability and success of RMHC-Madison is essential to long-term growth and sustainability efforts and to serve more families and even better. This plan is designed to focus on the areas most important for 2022. This focus will then set the foundation for a long-range strategic plan to be written in 2022 and implemented in 2023.