

Hope. Healing. Home.

Three-Year Strategic Plan
2023 - 2026



Ronald McDonald
House Charities®
Atlantic



Hope. Healing. Home.

This is the north star of our new three-year strategic plan. We are committed to giving families room for hope and the support to heal in a home away from home.

Our primary focus will be to continue providing **our families** with an exceptional experience, ensuring they feel safe and welcome at RMHC Atlantic. Part of this will entail enhancing the scope of programs we offer, including the construction of our new Ronald McDonald House that will double the number of families we can support.

We will continue to invest heavily in **our team** – staff and volunteers – so that they feel valued, respected, and empowered. As we move into a time of significant growth for **our organization**, we will challenge the status quo and elevate innovation.

We will deepen our partnerships in **our community** to ensure families know we are here for them during their time of greatest need.

Finally, we will diversify our revenue streams to ensure sustainability, celebrating the generosity of our donor community every step of the way.

There is much to be done as we work towards our commitment to helping more Maritime families. We look forward to tackling these challenges and opportunities together.

To our families, volunteers, donors, Maritime McDonald's franchisees and community partners, thank you for helping us write our next chapter. We are grateful to you for your ongoing support, commitment, and input as we continue this transformational journey. With your help, we will bring our promise of "Hope. Healing. Home." to the incredible families who call Ronald McDonald House "home".



Lori Barker
Chief Executive Officer



Matthew Campbell
Chair, Board of Directors

Our Mission is to create, find, and support programs that directly improve the health and well-being of children and their families.



Our Values



We lead with **compassion**



We focus on the **critical needs** of children & families.



We operate with **accountability** and **transparency**

Overview

Since opening our doors in May 1982, we have helped more than 28,000 families that have stayed with us when they had to travel to Halifax for medical treatment. Our House is one of 16 Houses across Canada, with more than 360 worldwide.

In 2007, we opened the first Ronald McDonald Family Room in Canada at the IWK Health Centre and in 2011, we opened a second Family Room at The Moncton Hospital. Today, there are 17 Ronald McDonald Family Rooms in hospitals across the country, with more expected to open due to a growing focus on family-centred care.



We are thrilled to be opening our new Ronald McDonald House in Spring 2024. The new House will double our capacity to provide a home away from home for Maritime families with ill or injured children.

Our new purpose-built facility will have 36 bedrooms with private bathrooms; it will provide the unlimited potential to enhance the quality of services RMHC Atlantic provides families. It will also be certified through the Rick Hansen Foundation Accessibility Certification™ program.

Our new space will be conveniently located across the street from the IWK Health Centre and will support approximately 1200 families per year.



Our new Ronald McDonald House and our Strategic Plan will help ensure that every RMHC family feels a sense of **Hope, Healing and **Home** every time they stay with us.**



Hope

By providing a comforting, supportive, and safe place for families, we create space for hope to grow.



Healing

Family is medicine. We provide a caring environment to support holistic health and healing.



Home

The comforts of home, from fresh-baked cookies to a clean load of laundry, help to ease the burden of a difficult journey.

Our Strategic Plan At A Glance

The foundation of RMHC Atlantic is built on the strength of our relationships with families who have an ill or injured child, as well as with our healthcare partners, communities, volunteers, local McDonald's franchisees, and our donors.

Our Families

We will enrich our offerings to ensure a welcoming, inclusive family experience.

Our Team

We will elevate and empower the passion and talent of our growing team.

Our Organization

We will challenge the status quo and harness innovation to strengthen our organization.

Our Community

We will cultivate and expand upon partnerships across our community.

We will continue to intentionally integrate **Diversity, Equity, Inclusivity, Belonging, and Accessibility** across all areas of our work.

The background of the page is a photograph of several coats hanging on a metal rack. The coats are in various colors, including a prominent yellow one with a heart pattern and a tan one. The image is slightly blurred and serves as a backdrop for the text.

Our Families

We will enrich our offerings to ensure a welcoming and inclusive experience for our families.

TACTICS:

- *Develop a new program and service delivery plan to achieve an exceptional family experience.*
- *Establish a Family Engagement Model to inform mission delivery.*

RMHC Atlantic provides a space for families to connect, bond and strengthen their community. Ensuring families have a safe, positive, and meaningful experience is our top priority.

We must listen and learn from the lived experience of families in order to better understand their needs and provide family-centred care. Their collective voices - through discussions, surveys, and focus groups - will be key to shaping our work as we expand our impact in the coming years.

Part of this important work will include enhancing the scope of programming we offer to better meet the unique needs of our guests. Areas of focus will include increased programming for teens and siblings, as well as grief counselling, art therapy and day programming.

The background of the slide is a photograph of several aprons hanging from metal hooks on a wall. The aprons are in various colors, including white, light blue, and dark blue. The lighting is soft, and the focus is slightly blurred, giving a professional yet approachable feel.

Our Team

We will elevate and empower the passion and talent of our growing team.

TACTICS:

- *Enhance the culture by redefining our organization's purpose.*
- *Enrich our staff and volunteer experience.*
- *Develop a framework to support our expanding team.*

It is important to step back and renew our purpose as it will reinforce our broader goals and inform our everyday decisions, giving our team focus and a greater level of engagement.

People are our most valuable resource. It is through them that we build connections, tell our story, raise funds and, most importantly, support our families. To allow us to scale operations to meet service and fiscal demands, and to ensure long-term sustainability, we must hire and develop the right team, roles, talent and leadership at this critical point in time.

We will simultaneously strengthen our volunteer base to ensure sustainability year-round. We aim to achieve this through enhancing our recruitment efforts and expanding, engaging, stewarding, and retaining our volunteers in new and creative ways.

Our Organization

We will challenge the status quo and harness innovation to strengthen our organization.

TACTICS:

- *Adopt a bold Environmental Sustainability Plan.*
- *Deliver on our New House Transition Plan.*
- *Implement an Enterprise Risk Management Framework.*
- *Identify opportunities for improvement through operational process reviews.*

We will invest in ways that minimize our environmental impact, with a commitment to meet and exceed RMHC Global environmental standards. This includes our new building, which will be a net-zero carbon facility.

The New House Transition Plan will see our organization move from an 11,000-square-foot-space to a new 44,000-square-foot building. This will include changes in how we deliver programming, support our staff and volunteers, manage our facility, and utilize technology.

It is more important than ever that we have a clear risk management framework in place. This includes having a strong governance structure, ensuring our brand is well known and well respected, operating in a fiscally responsible and transparent manner, and protecting the health and safety of everyone who visits our spaces.

It is essential that we refine our practices and procedures to ensure we are investing our time and resources in the areas that will have the greatest impact in advancing our mission.

Our Community

We will cultivate and expand upon partnerships across our community.

TACTICS:

- *Increase awareness & understanding of RMHC Atlantic throughout the Maritimes.*
- *Expand partnerships across the healthcare system.*
- *Diversify revenue streams to ensure financial sustainability.*
- *Establish collaborative partnerships with equity-deserving groups.*

To be successful, we need to strengthen our brand and community engagement across the Maritimes. We must focus on sharing information about RMHC in relevant spaces like the IWK Health Centre, The Moncton Hospital, paediatric departments throughout the region, and family physician offices.

It is critical that healthcare professionals understand the services we provide and connect families with us at every opportunity. We must ensure everyone understands that RMHC Atlantic is available to all families, regardless of the child's health condition, length of stay, or household income.

To sustain the organization financially as we expand our services, we must diversify revenue streams and demonstrate excellence in fundraising and stewardship.

Lastly, we need to better understand how we can best support equity-deserving groups as we continue our commitment to providing an experience where everyone feels safe and welcome in our spaces.

We built this strategic plan to ensure we continue to foster collaboration, connection, safety, and trust with those from across our RMHC Atlantic family.

Our consultative planning process included a review of RMHC Atlantic's operating environment, as well as consultation sessions and an online survey with several key stakeholder groups.

Upon review and reflection of gathered insights, we identified our unique advantages, strengths, weaknesses, threats and opportunities, strategic direction, and core pillars, as outlined in this document. Each will guide us in our upcoming work and allow us to continue shaping the future of family-centred paediatric care in the region.



Ronald McDonald
House Charities®
Atlantic

Keeping Families Close.