



# Future of His Branches

## Taking HBI to the next level

*Dr. William R. Morehouse, Executive/Medical Director*

March 19, 2013 – HBI Board Meeting

His Branches, Inc. - 350 Arnett Boulevard, Rochester, NY 14619  
Phone: (585) 235-9000 - Fax: (585) 235-4131



# Overview

- Where does our ministry fit?
  - Church gathered + dispersed = Kingdom of God
  - Operates where Spirit of Grace is Concentrated
- Mission and Vision at a glance
  - A visible manifestation of the “Luke-Paul” partnership
- Taking HBI to the next level
  - Goals and Objectives, current and next 3-5+ years
  - Review Strategic Planning progress, goals and activities
  - Succession Planning thoughts and ideas
- Board Development



# In the beginning



Starting in 1978 with just a vision, dream, and prayer...



# Our first team



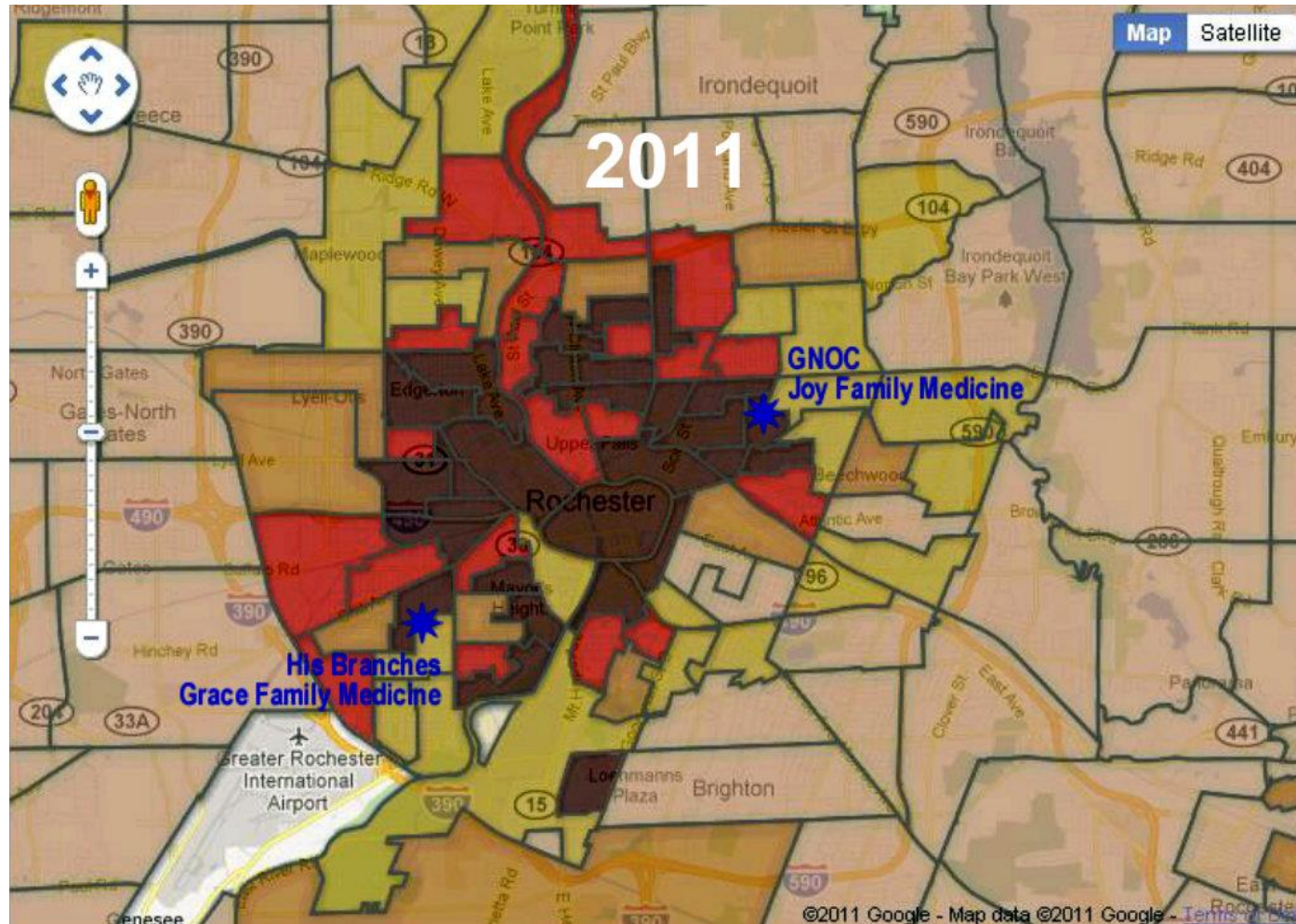
His Branches opened in 1978 on Arnett Boulevard in the heart of the City of Rochester, NY, with a lot of community support as part of a progressive vision, dream, and prayer. The vision was of people from all walks of life being helped by gifted doctors and nurses working with others who were living out their faith caring for those in need. The dream encompassed fostering the restoration and growth of communities where children could grow up in healthy families, play in safe neighborhoods, worship in vibrant churches, and learn in enriching schools. Over the years our name has highlighted our source of inspiration, encouragement, and strength: He is the Vine, the root and source of our motivation, and we are His Branches, grafted in and being renewed daily to serve.

A coworker, a pastor, an investor friend, a neighbor, and a shared vision





# Poverty in Rochester



From 11/6/11 D&C article "Rochester, suburbs witness painful increase in number of poor"



# 2 Coexisting Kingdoms

## The World

- First Birth
- Secular
- Common human denominators
- What can be seen
- Structures
- Government

## Kingdom of God

- Second Birth
- Based in eternity
- Common roots in faith and Word
- Belief in the unseen
- Relationships
- Living stones



# Luke and Paul as a team



Luke, Beloved Physician,  
Evangelist, painter, friend,  
companion, citizen

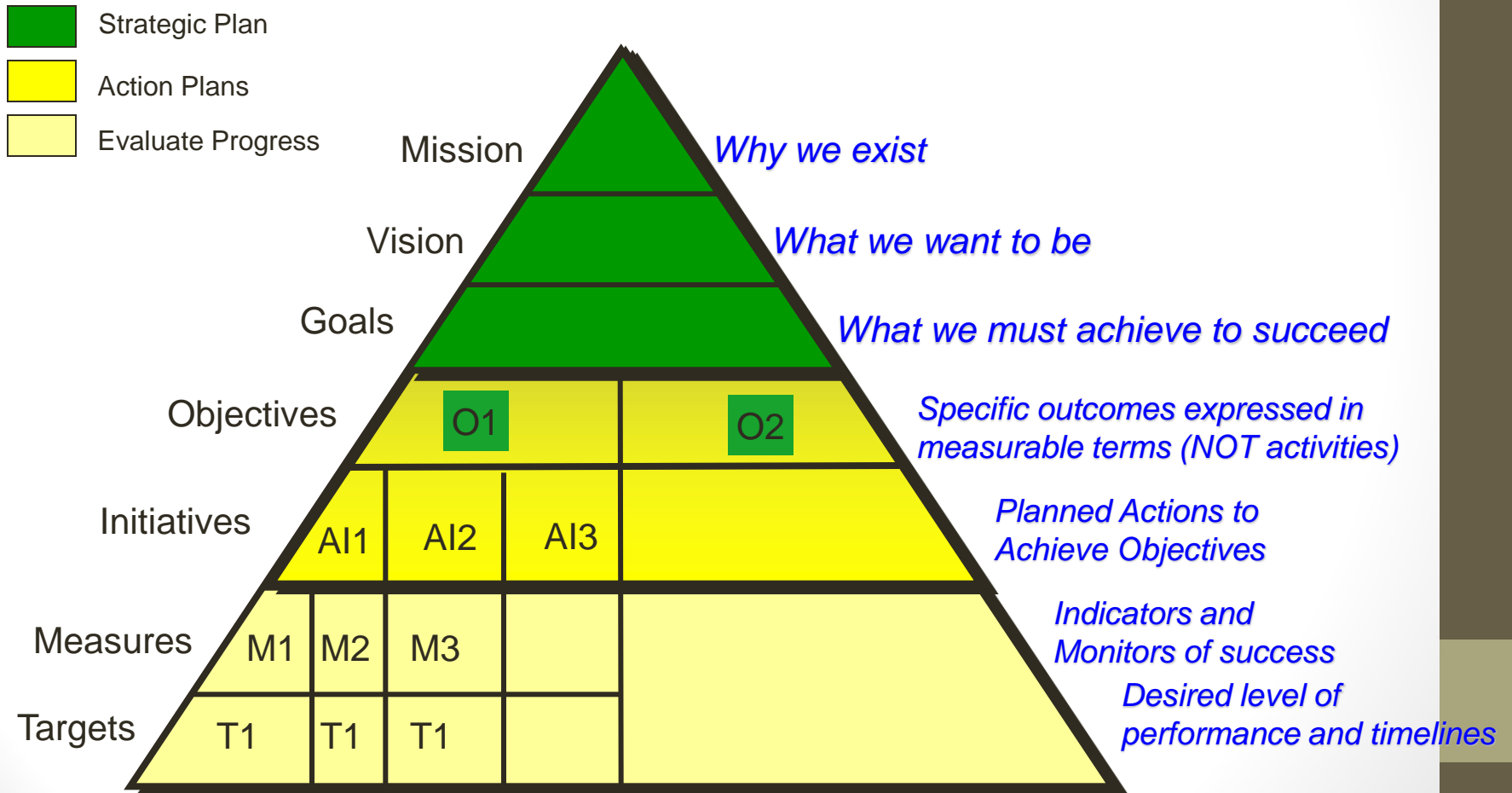


Paul, Lawyer, Prophet, Teacher,  
Apostle, shepherd, guide, friend,  
companion, ambassador of the  
Kingdom

United in bringing the Good News in  
word and deed to Rome and the world

## Planning

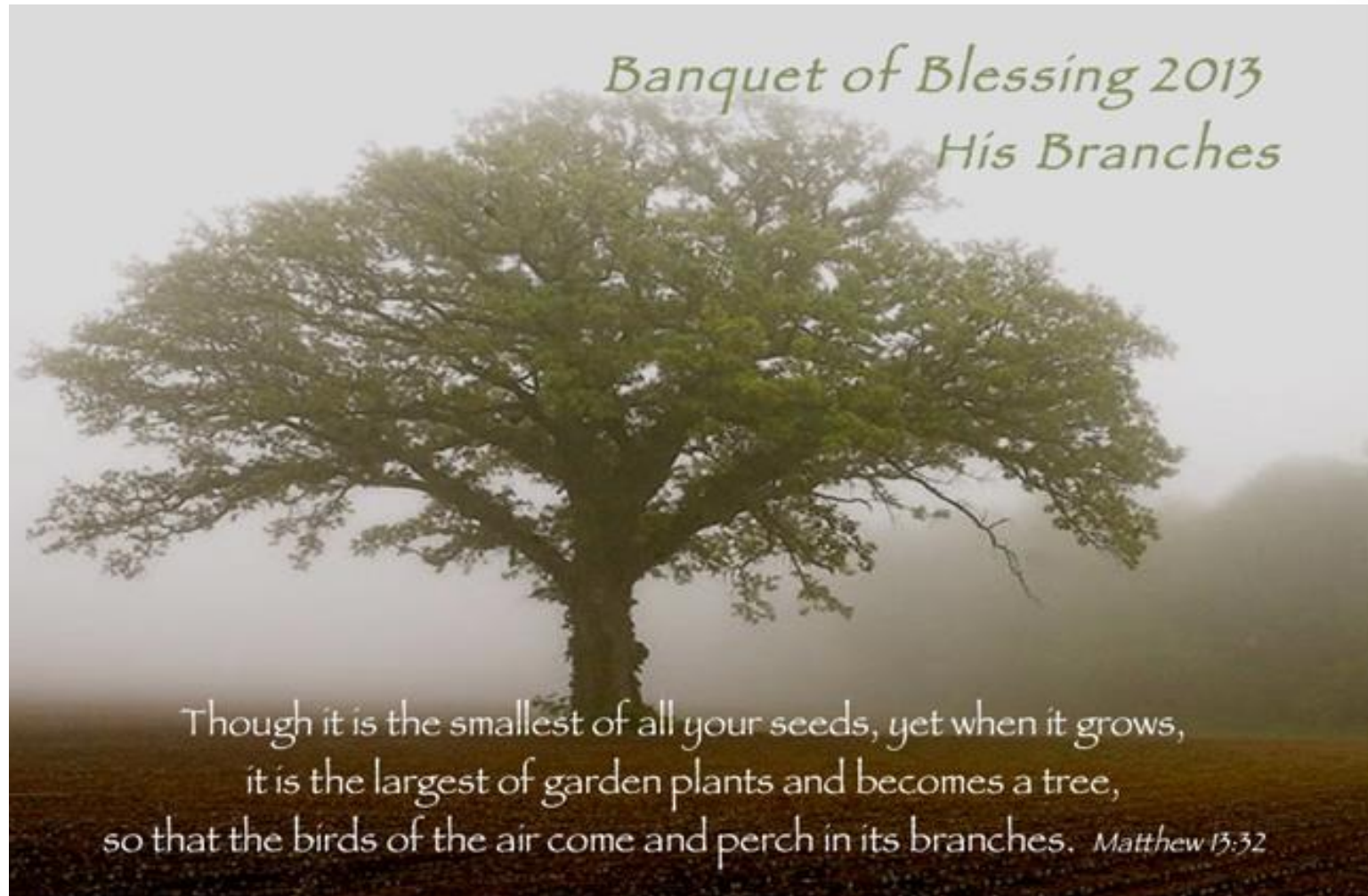
# Major Components of a Strategic Plan ► Down to Action







# Tree vs. Pyramid





# Mission/Vision

## Mission

- *“His Branches Inc. is a nonsectarian Christian ministry that seeks to bring hope, healing and restoration to individuals, families, and entire neighborhoods.”*

## Vision

- *“His Branches is dedicated to the promotion and delivery of high quality medical, counseling, and collaborative services that bear witness to the real presence of the Kingdom of God and the transforming power of Jesus Christ by providing tangible solutions to the pervasive issues of social injustice and physical, spiritual and social poverty in the Greater Rochester community and beyond.”*



# Goals/Objectives

## Goals

- To develop Christ-centered collaborative health and wellness centers in underserved neighborhoods that will serve as catalysts for positive individual and social change.
- To provide high quality, faith-based family health care that is accessible and affordable.
- To offer preventive health/wellness education services that help clients learn how to stay healthy and reduce the risk of illness.
- To provide access to individual and family therapy and counseling services to restore personal and family wholeness.
- To provide the Greater Rochester area with accessible crisis pregnancy and STD screening services that offer healthy, life-affirming choices to clients seeking guidance while facing possible adverse consequences of unprotected sexual activity.
- To promote safety and revitalization in the neighborhoods we serve by working collaboratively with concerned neighbors and other public service organizations to develop a greater sense of community.
- To foster and promote strategic, accountable, and effective intercessory prayer with a specific focus on the needs of the Greater Rochester area and its residents.

## How Measured?

- Track progress of HBHS in obtaining and maintaining Article 28/FQHC certification
- Track progress of HBHS in obtaining and maintaining internal Q/A initiatives and PCMH certification
- Track progress of HBHS in obtaining and maintaining Meaningful Use certification
- Monitor internal HBHS services and referrals for counseling by diagnosis
- Track EO client statistics for counselor training as well as pregnancy and STD counseling, testing, and ultrasound services
- Progress reports on RYO programs, events, and initiatives
- Quantify neighborhood crime statistics and services offered through ABA community programs
- Track HBI prayer initiatives



# HBI Key Branches

- Medical Practices (HBHS)
  - His Branches Health Services
- Embracing Options (EO)
- Rochester Youth Outreach (RYO)
- Arnett Block Association (ABA)





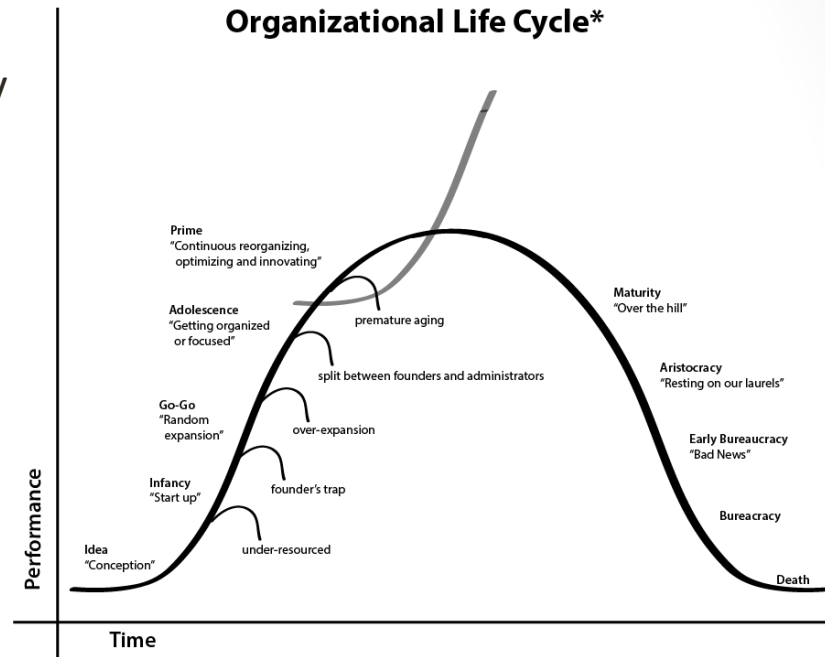


# Capacity Building

According to Paul Connolly “any group that aims to deliver successfully on its mission must attain the mature stage of the organizational lifecycle – and sustain itself there.” An organization must ‘build capacity’ in order to achieve results.

Many people mistakenly think that adding capacity means hiring staff. Actually, organizational development includes a variety of different activities including:

1. Program development
2. Identifying the next level of management structure and creating a performance monitoring system
3. Implementing new financial, HR, fundraising, marketing or IT systems
4. Improving Board governance



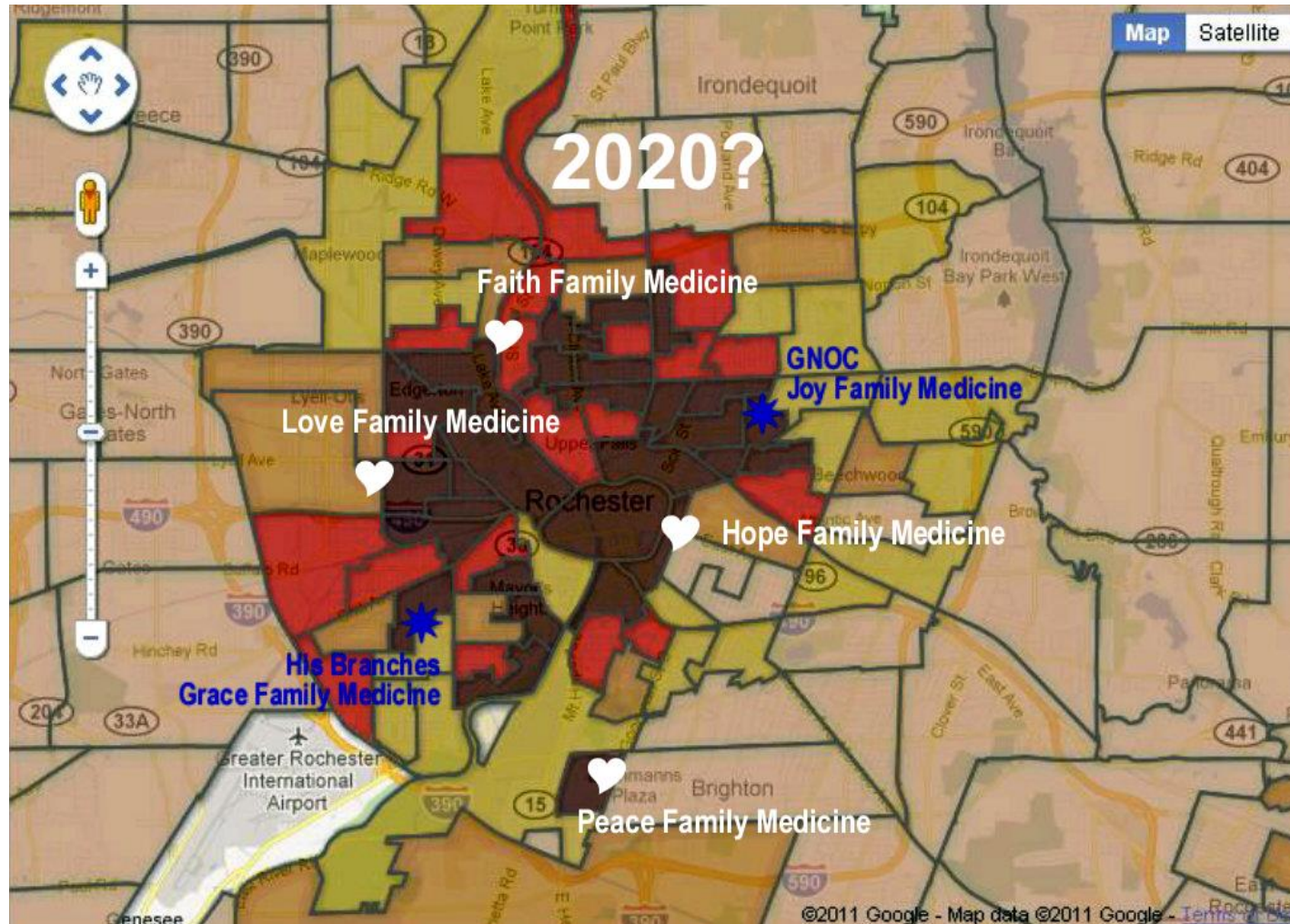


# Growth Strategy

- Collaborate with Community
  - Locate like-minded people, organizations, and churches
  - Work together toward common redemptive goals
- Strengthen and Build Capacity
  - Undergird efforts with prayer, community support
- Evaluate and Perfect
  - Set exemplary standards, measure performance
  - Maintain high quality in all services
- Expand by Replication
  - Establish similar centers as call is perceived
  - Small in scale, responsive to neighborhood needs



# Branching out...



Possible growth pattern over next decade, working with communities and churches



# HB Health – Current State

- His Branches Health Services is now fully-licensed by the New York State Department of Health to operate Grace Family Medicine as a Community Health Center, is recognized by the National Health Service Corps as the operator of an authorized primary care service site, and has recently been certified as a Patient Centered Medical Home.
- HBHS currently employs 2 physicians and 3 physician assistants, with a support staff of nearly a dozen.
- We're applying for Joy Family Medicine to be added to our Operating Certificate as an Extension (satellite) Clinic, have a Meaningful Use application ready to submit, and are planning to submit an application to become recognized as a Federally Qualified Health Center.
- Cash flow has been staying "in the black" and patient volume is increasing.





# HB Health – Future State

- What are our goals?

- To develop Christ-centered collaborative health and wellness centers in underserved neighborhoods that will serve as catalysts for positive individual and social change.
- To provide high quality, faith-based family health care that is accessible and affordable.
- To offer preventive health/wellness education services that help clients learn how to stay healthy and reduce the risk of illness.
- To provide access to individual and family therapy and counseling services to restore personal and family wholeness.

- HBHS in 1 year

- Fully established with all initiatives listed below with another MD starting in practice in July 2014

- HBHS in 3-5 years

- JFM and GFM fully functioning and viably sustained, linked with counseling services,
- Community support up to 15-20% of operating budget
- My role progressively being delegated to others
- Other primary care sites on the drawing boards

- How are you going to get where you want to go?

- Joy Family Medicine added to our Operating Certificate as a satellite clinic
- Certified as Level 3 Patient Centered Medical Home
- Meaningful Use application complete and debt being retired
- Board task forces analyzing practice data, seeking support
- Submit an application to become recognized as a Federally Qualified Health Center
- Add part-time MD and recruit full-time, full-service MD through the NHSC



# HB Health – Evaluation

- Success Measures
  - Number of patients seen, no-show rate improved
  - Quality of care measures through PCMH
  - Financial stability through grants, reimbursement
  - Certification by NCQA, FQHC status
  - Growth in staff
  - Reaching out to new neighborhoods
- Accountability
  - HBI Board of Directors
  - New Advisory Board?
  - NHSC, NYS DOH, Federal



# EO – Current State

## Active Initiatives

- Developing volunteers to take on tasks to reach out to churches and community
- Actively working with 20 churches, which participated in our baby bottle Fund drive.
- To further develop the relationships with the Pastors of these congregations, letting them know they can refer parishioners to our free services.
- Continue to add individuals to our mailing list and our e-mail prayer team.
- Allowing RYO to use some of our space in the hopes that we will reach out to more teens in the community through awareness of our services.
- Participate in HB Fundraising Banquet annually.
- Meet quarterly with Pregnancy Center Directors from the area.
- Meet semi-annually with Pregnancy Center Directors in NY State.
- Participate in Leadership Forum quarterly, which includes all local pro-life agencies
- Participate in Arnett Block Party annually
- Webster satellite participated in “Rock the Block”
- Collaborative Ultrasound Project



# EO – Future State

- **Future Growth**

- The future of the main branch relies upon the local community seeing the need for our services and for the client base to continue to flow through this office. The Webster satellite is still struggling with few clients but has an energetic new director with vision and is expected to grow.
- In 3-5 years Embracing Options should be seeing double the current number of clients at its current sites, continuing to collaborate with other area resource centers, and possibly establishing new sites alongside other HBI-sponsored medical satellites.

- **Establishing Other Ministry Possibilities:**

- Material Aid Ministry
- Parenting Classes
- Bible Study for New Converts
- PACE Classes
- Abstinence Director to go out to Youth Groups and schools

- **Methods**

- Increase in clientele can happen with increased advertising by distributing more brochures out into the community, possible TV advertising and Facebook advertising.
- We also need to expand our base of churches by developing a liaison position within the church to communicate our training, needs etc.
- We need to connect with school nurses to get business cards and client brochures into student hands.





# EO – Future Initiatives

- Develop a PACE Leadership Team
  - Train a cohort of PACE volunteers to minister to the post-abortive.
  - This will be an added asset as we reach out to the churches as there are many post abortive people attending church.
- Staff development
  - Meetings for all staff and volunteers every other month
- Possible fall fundraiser that coincides with 40 Days of Prayer
- Regular newsletters together with HBI, Christmas Cards
- Expand mailing list
  - Currently has about 1000 individuals and about 350 churches
- Participate in “Square Fair” and community events this year
- Expand to other sites as opportunities develop



# – Current State

## Where we are and what we're doing

- Our goal is to implement mentoring and the Arts in a way that will both inspire and encourage individual children.
- We believe that through the arts and creative exploration a child can better connect with themselves and the world around them.
- Upon this, we believe that artistic expression promotes community as well as motivates a child towards positive personal development.
- We are taking the steps necessary to become an active member of our community's development.



# – Future State

## Where are we going?

- RYO will develop a strategic planning framework to guide future development, as well as broad-based community network of support, and financial resources.
- Youth will increase academic achievement through after-school tutoring and mentoring through RYO.
- Through the arts, youth will gain increased academic performance through self-empowerment.
- Will facilitate connections between local colleges in order to strengthen university-community partnerships.

## What are we trying to accomplish?

- Through the arts we will support the development of young people.
- We want to inspire, expand, and encourage youth into motivated and well-rounded individuals who believe they are capable of achieving their aspirations.

## What does success look like and how can it be measured?

- We aim to inspire community by implementing the arts within the youth of 19<sup>th</sup> Ward. As the youth experience their creative capabilities we believe they will continue to indulge in our events and programs which would then sustain RYO for years to come. We will be giving back to the community because creative expression provides young people with an alternative form of expression, thus keeping them out of trouble. This will impact the overall community because it will turn disadvantaged and potentially at-risk youth into self-reflective well rounded individuals.

## A picture of the future of RYO

- In one year we would like to have a prominent presence in the 19<sup>th</sup> ward. We would like to have perpetuated weekly events including workshops, tutoring programs, etc. Also, we would like to be a beneficial contributor in the community counsel of the southwest neighborhoods.
- In three to five years time, the youth we started with will have gained enough experience and confidence in their skill that they can hop on board as mentors. By this time, the program will have perpetuated in a way that it is giving back not only to the community but to itself as well.



# – Future State

## How are we going to get where we want to go?

- Connect with neighborhood residents to find out their perceptions of need
  - Identify resources, get ideas
- Make connections with local community improvement organizations such as:
  - Urban League
  - SWAN
  - Youth Engagement Network
- Design a new Graphics and Website for the program
- Work with Chris Cullen, a local consultant in youth/art outreach
  - Develop transition planning for 2013-14 year
- Apply for Grants
- Pursue additional volunteers
  - Artists, musicians, students





# – Evaluation

## Success Measurement Tools

- Elaboration of strategic planning documents
- Input from community stakeholders
- Funds raised for program
- Volunteer tutoring and mentoring logs
- Participant feedback surveys
- School grade reports
- Monthly Progress report of events that include both community youth and youth agencies other than RYO
- Number of college student volunteers and/or interns recruited
- Number of collaborative partnerships established



# – Accountability

- His Branches Board of Directors
- RYO Advisory Board
- Community Stakeholders
  - Colleges with student volunteers
  - Collaborative Partners
  - Rochester Police Department
  - Generation News
  - Youth Engagement Network
  - Others
- Funding Sources
  - Donors
  - Foundations, Grants



# – Future State

- Where are you going?
  - The “business” of the Block Association is to create a more supportive community, safer streets, church involvement, better school involvement
  - Success can be seen in accomplishments like
    - Improved conditions at 301 Wellington Ave.
    - 204 kids in Summer Reading Program
    - \$400 of books given out at Block Party
  - In the future we would like to see
    - More leadership, younger leadership, more active members
    - More landlords participation
    - More community spirit, people picking up parts
    - More leverage on drug problems
    - More Christians involved in meaningful ways, witness



# – Future Plans

How are we going to get where we want to go?

- Plans already made to get us where we want to be
  - Recruit more members – flier to go around, kick off this fall
- List of initiatives that are active or planned for the near future
  - School #29 – Library involvement, book making, etc.
  - Garden – Close up in the fall
  - PCIC – Christians on committee, names submitted
  - Christmas in the Park – Tree again
  - Library – Cooking classes



# – Evaluation

- Success Measures
  - Less/no drug dealing
  - Involvement with tenants and landlords
  - More people at meetings, more church involvement
  - Better access and understanding with City
  - Continued and better relationships with businesses, especially convenience stores
  - More collaboration with RYO and youth growing in faith
  - Improved sense of community
- Accountability
  - One Board Member attend events and pray for us on a regular basis

# HBI Branches / Key Strategies

## Branch

## Strategies?

## Action Plans?

### Health Services

- Certification for improved quality of care
- Increased Reimbursement Rate

- Attract and retain highly skilled talent
- Staying current with industry advances

- Analyze practice data, improve projections, secure more community support

- Monitor quality initiatives through PCMH, Q/A
- Increase volume 15%, reimbursement income 25%

- Recruit new MD with NHSC and Monroe Plan support
- PCMH/Meaningful Use certification

- Board subcommittees working on analysis
- Development Committee with new initiatives
- Dedicated HBHS advisory committee?

### Embracing Options

- Increase number of clients served

- Expand base of church support

- Expand services offered

- Connect with school nurses
- Distribute more brochures out into the community
- Possible TV advertising and Facebook advertising

- Reach out to Catholic/Evangelical community
- Develop liaison position in the churches
- Baby Bottle Drive, Ultrasound, fall fundraiser?

- PACE classes, male counseling,
- Material Aid Ministry, Parenting Classes

- Work with Generation News in spearheading collaborative "Generation Outreach" program
- Recruit college and community volunteers

### RYO

- Develop after school mentoring program

- Sponsor youth-driven art/music events

- Raise ongoing funding for expanding programs

- Plan events with active youth participation
- Find collaborative partners, community support

- Foundation grant applications
- Soliciting funds from churches and donors

### ABA

- Get more neighbors involved

- Expand collaboration with School #29
- Expand collaboration with Library

- Increase collaboration with RYO
- Increase participation with Chief's PCIC

- Flier door to door
- Advance planning for events
- Other ideas?
- Book making, Christmas tree, research project
- Cooking seminar program

- 2013 Bible Club and/or Choir at Block Party
- Recruit new members from faith community





# Succession Planning

## Current

### WRM Functions

- Staff Physician
- HBHS Medical Director
- HBI Executive Director

### Other Lead Staff

- Office Manager – Michelle
- Controller – Norm
- Nurse Manager – Stacey
- EO, RYO, ABA – Dee, etc.
- Development Officer – ?

## Future

- Mack 2014, then add more
- Dr. Mack 2016
- New CEO by 2018
- Elaborate succession planning for HBI as a whole and branch ministries on individual basis as needs unfold
- Staff Development office as soon as feasible



# Board Development

- Board Functioning (Policy 14.01)
  - Roles/Responsibilities/Performance
    - Individual
    - Collective
- Committees
  - Executive
  - Governance
  - Finance
  - Development
  - Strategic Planning
  - Advisory – EO, RYO, HBHS?
  - Intercessory Prayer
- Succession Planning
  - Governance Committee activation
  - Recruitment of new Members/ Selection
    - Fill gaps, add depth