



**REFLECTING ON THE PAST & PLANNING FOR THE FUTURE**

**AN EXECUTIVE SUMMARY**

# Together

## A Note from Tina

When I was diagnosed with my first cancer over eight years ago, someone very close to me said through tears, "We'll get through this *together*." I hung on to that word because it meant I wasn't alone. As a matter of fact, he made us t-shirts with that one simple word and my family squeezed back into them when I got my second diagnosis last fall. That word on that t-shirt was like an embrace every time I put it on.

So many of us need to hear that we are together right now. You might need to hear it because your life has been impacted by COVID-19. You might need to hear it because your life has been rerouted lately or because you're a person of color or because you love people who are. You might need to hear it because your kids have been home and will be home until...well, until further notice. Or you might need to hear it because you're a family caregiver and while you have always known that you would never, ever, ever place your loved one in the care of just one person for 24 hours a day, seven days a week, that is exactly what has happened since quarantine and you happen to be that one caregiver.

We'll get through this *together*, I tell you. Let's lean on each other for care, information and joy. If you want to know more about the roller coaster ride that Joy's House has been on for the last few years, what 2020 means for us and what we see for our future, this is the right place. The table of contents below will help you navigate this longer-than-expected executive summary.

*Together*. It's an interesting word at a time when things feel like we are everything but *together*. I don't know about you, but for me, there's something about a good meaningful hug that I am missing deeply right now. There's something about seeing someone's face light up when they walk into a room filled with love and warmth. And I find myself missing just being together in the same space. I'm decent with words, but let's face it, I'm a visual person, so I picked some pictures that I think help illustrate just what I'm missing right now about my beloved Joy's House. You'll find a collage of them on the next page. When it comes down to it, it's my Joy's House family – it's people like you.

Until then, I remind myself that *we are in this together*. And that one day, I'll be able to give real hugs again. (Consider yourself warned.)



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***Our mission at Joy's House is:***

To serve adults living with life-altering diagnoses and their families by providing exceptional adult day and caregiver services.





## Reflecting on the Past & Planning for the Future

### **20 Years of Exceptional.**

Joy's House has been serving greater Indianapolis for two decades now. As we look back, we celebrate the thousands of Guests (clients) who have come to spend time with us on a regular basis: the ones who are able to keep living in their own homes for as long as possible, often until their last day on this earth; the ones who want to continue knowing that their lives are not only fulfilled, but that they are valued and comfortable in our presence; the ones who know that they are safe and included at Joy's House; and we celebrate the ones who we help regain their self-worth and individuality.

We honor the thousands of family caregivers who have trusted us to care for their loved ones and those who have found their way to Joy's House and leaned on us for support, education and community at a time when they were feeling overwhelmed, under-appreciated, exhausted and often overlooked. Family caregivers come from all walks of life; representing a wide range of ages, races, and socioeconomic levels. However, the typical caregiver is a 49-year-old woman caring for her widowed 69-year-old mother and raising children of her own.



We celebrate the past 20 years of what Joy's House has meant to our community. And as we look at the lives we will enrich in the years to come, we have chosen to take pause to make sure that we are living up to every word in our mission. The word exceptional is no mistake. From the outside looking in, Joy's House is exceptional in every way. And while we smile and even agree with much of that perception, from the inside out, we know that we have some work to do to get back to being exceptional in every way. We have made numerous changes and gone through a very public fundraising campaign. We have examined every facet of our business, knowing that it takes great work to consistently live up to the honor we received not so long ago – Most Outstanding Adult Day Service in the Nation.

Being "outstanding" and "exceptional" takes constant work, especially in a changing world – and for that reason, we are dedicated to putting in that work because when you need our services for your family - today, tomorrow or 20 years from now, we plan to be right here, ready to serve. And we intend to be exceptional for the most important people in your life.

## Adult Day Services

The challenges our Guests (clients) face don't define who they are while at Joy's House. We acknowledge personal needs and limitations, but focus even more on each person's interests, hobbies and skills. Our Guests are warmly welcomed into our family. As a volunteer once shared, "Everyone is perfect while at Joy's House."

We host Guests seeking safety, companionship and engagement in the community. Many of our Guests are no longer able to stay at home alone safely due to basic aging or a variety of diagnoses, including, but not limited to Alzheimer's disease and other dementias, Parkinson's disease, autism, multiple sclerosis and Down syndrome. Joy's House services are designed for those with a wide range of abilities and interests and is a non-medical adult day service.

## Hours of operation at two locations in Indianapolis:

Monday - Friday, 7:00 a.m. to 6:00 p.m.

## Caregiver Support Services

We understand that caring for a loved one is beautiful and a highly rewarding experience, but can also be exhausting and stressful for families. We're here with innovative educational and service opportunities, as well as to answer questions, listen to concerns and provide resources to help support as they care for their loved one.

*Learn more about our adult day and caregiver support services at [joyshouse.org](http://joyshouse.org).*



*Joy's House Broad Ripple*



*Joy's House at UIndy*

# Two Small Houses Doing Big Things

## The Impact of Joy's House

### Joy's House is Intentional:

#### Design

Joy's House has two locations (Broad Ripple and on the campus of University of Indianapolis), both designed very intentionally. Goals when designing and decorating our houses include safety, aesthetics and honoring the history of the home and community. Our Guests represent a sensitive population. Their bodies are aging, they often move slower and depending on the nature of their diagnosis, there may be some anxiety involved. Every detail – the flooring, color palettes, lighting, furniture and beyond is designed to be easy on the senses. As our name suggests, Joy's House locations actually look like houses and feel like homes. And, in both cases, not only have they served as family dwellings, they are also part of bigger communities. We go out of our way to celebrate the history of both unique locations and are actively involved in each respective neighborhood.

## Culture

What really sets Joy's House apart is our culture. It is driven and inspired by our core values – comfort, fulfilled lives, inclusion, individuality, safety, self-worth and truthfulness. They aren't simply words on paper, they have been adopted and are lived out by our staff, board members, volunteers, Guests, caregiving families and other stakeholders. In addition to our values, being in the moment helps to guide our behaviors, decisions and operations. We believe in meeting people where they are, which lends itself to having very authentic experiences and emotions. We are simple; often called "ma and pa" and even refer to ourselves as "scrappy." And we wouldn't have it any other way. Protecting our culture must be a priority as it dictates the care we provide and how we treat one another.

## Who Benefits the Most?

At Joy's House, our Guests range in age from 18 to over 100. On average, our Guests are in their early seventies. Nearly 70% are living with a dementia diagnosis. Others are living with traumatic brain injury, Parkinson's disease, stroke, Huntington's disease, mild intellectual delay and Multiple Sclerosis, among other diagnoses. In today's day and age, we keep finding ways to live longer, but we don't seem to be living diagnosis-free. We age. We change. We need care.

With Americans on this path, the prevalence of families in need of caregiving support continues to rise. Nationwide, one in three adults is caring for a loved one. In Indiana, 1.34 million Hoosiers provided unpaid care for a loved one in 2011, placing the economic value of their care at 9.4 billion dollars. A not-so-distant 2017 Community Assessment Survey for Older Adults (CASOA) indicated that over half of residents (60+) in Marion County reported that they were caregivers for loved ones, many of whom acknowledged physical, emotional, and financial burdens as a result of their caregiving.

In 2025, Baby Boomers (born 1946 – 1964) will begin turning 80 years old. This means that 10,000 people will turn 80 every single day for decades to come. With the reality of the impending "silver tide" of these aging Baby Boomers, our community will require a widespread response to the increasing demand for caregiver support and education.

While there is plenty of need for our services, the number of people served is not what motivates us. At Joy's House, our greatest strength comes in building quality relationships with our Guests and caregivers and big numbers don't result from that. For instance, we love Miss Julie. She has been coming to Joy's House an average of four days each week for the last 12 years – that's 2,500 days. That's *a lot* of days. But when it comes down to it, Miss Julie totals one wonderful person and we're honored to have joined this life journey with her.

Miss Julie is cared for by her daughter and son-in-law. Their lives have been greatly impacted by Joy's House too – they are able to work as needed, stay involved in the community, and take care of their own relationship and themselves.

Our impact continues with volunteers, who spend time at Joy's House. We find that many of them have their own experiences with caregiving, and others simply want to share their talents and expertise with us. Last year alone, we hosted dozens of groups volunteering at one of our two locations, not to mention hundreds of individual volunteers. Further, we welcome students to use our house as a learning laboratory. Many of them come to us to fulfill service hours and then come back because they've fallen in love with our mission and the people we serve. At the end of the year, Joy's House volunteers committed nearly 2,900 hours of service putting in the work of one full-time and one part-time employee, annually.



# The Last Few Years

## A Roller Coaster

### Big Changes.

If you've ever participated in a SWOT analysis, you know the drill. You get to the *Threats* section of the exercise and you list out the things that could cause damage to your organization. If you're anything like us, you look at that list and think, "There is no way that all of these threats could ever hit at one time." But sometimes they do. That's what happened to Joy's House.

Over the years, the strategic planning sessions, the focus groups, the local studies, and everyday conversations with people – they all told us that we needed to be more, to grow more, to serve more. And we agreed. We still agree. The need for what we do and how we do it is growing beyond imagination. However, we also need to slow down and make sure that every step we make, every person we care for and every dollar we raise is just like everything else we have done over the years – intentional.

At the beginning of 2019, we underwent an organizational restructuring. We eliminated numerous positions in an attempt to get ourselves back-to-the-basics and to ensure that we continue to be a financially responsible organization. It was, without a doubt, one of the most difficult things we have endured as an organization.

The tough decisions continued – we changed the way we handle Caregiver Crossing, the radio program we hosted at WIBC for seven years. We closed the chapter on our beloved women's group, The Joy Effect. We discontinued the vast majority of rentals at our Broad Ripple location. And with a lot of conversation and a deep sigh, we decided to halt production of our Annual Report/Calendar that has hung in so many offices and kitchens over the years.

And just when we thought we could take a breath, our President and Founder was diagnosed with an aggressive form of breast cancer.

### How did we make these decisions?

We paused to ask ourselves some challenging questions:

- *Is there a need for our services?*
- *Are we the right organization to fill this need?*
- *Will the community be supportive?*

All big questions.

### *Is there a need for our services?*

**Statistics tell us yes. A few examples include:**

In the United States, the number of family caregivers in 2019 was at an unparalleled high. An astounding 34.5 million Americans provided unpaid care to an adult age 50 or older in the prior 12 months (AARP, 2015). When including unpaid care provided to children and adults under the age of 50, the economic value of the total unpaid care in the United States in 2013 was a staggering \$470 billion (Reinhard, Feinberg, Choula, & Houser, 2015). These numbers have risen since their compilation, and certainly an updated national study seems important. Regardless, the need for adult day and caregiver support services in our state, and in our nation, cannot be denied.



### ***Are we the right organization to fill the need?***

Our Guest (client) numbers have been growing. We served 8,776 Guest full days (or equivalent) in 2017, 9,777 in 2018 and 9,903 in 2019.

We held dozens of meetings with community leaders and Joy's House stakeholders before and during our campaign, and their desire for Joy's House to not only continue, but thrive, was undeniable.

Bottom line, adult day and caregiver services at Joy's House fill the void between a once-independent lifestyle to one that must include some degree of care, until either death or the decision to move a loved one into long-term care. There are considerably fewer options at the stage of adult day and caregiver services that Joy's House provides, but the need is significant - and significant no matter the lifestyle, socioeconomic status or accomplishments of the individual or the family.

We are growing older as a community, a nation and a world. We are living longer than ever before. We need all of the options we can get for both the person requiring the primary care and for those caring right alongside them.

Joy's House is most definitely the right organization to fill this need.

### ***Will the community be supportive?***

Without a doubt, we know there is a need for our mission and how we fulfill it. But with all of the changes taking place with foundations, corporations and even the way that individuals are donating, would the community be supportive to the level that we require now and in the future? The result of our Critical Fundraising Campaign proved that yes they would. (More on that to come.)

2017

## **2017 – In planning for the future, we lost sight of the present moment**

- After years of steady growth, the need for our services became overwhelming
- We prepared for a third location and for growth at our UIndy site
- Staff was increased to best position for growth
- Guest attendance and our roster had decreased
- A new strategic planning endeavor took longer than expected and ended up being a challenge for our organization to implement
- We lost two key fundraising staff members at the same time and did not fundraise as budgeted
  - We also waited too long (until we were done with the strategic plan) to hire in a fundraising professional – just short of a year
  - As a result, fundraising decreased
- We did not market properly, as we were in the middle of strategic planning and had limited staff resources to do both
- In preparation for growth (three locations and additional Caregiver Support Services), we became inflated as an organization with too many indirect and overhead staff
- We began slipping away from our culture and allowed ourselves to become divided between divisions

2018

## 2018 – Proved to be a difficult year for a number of reasons

- New staff in development and family care took time to learn about Joy's House and to learn how to work with our sensitive population and stakeholders
- Marketing continued to fall short
- The annual audit showed a \$112,000 loss for the year
- Plans for growth continued

2019

## 2019 – Brought a number of changes

- Many of the foundations who have traditionally supported our services have changed priority focus areas, challenging our relationships with them
- Neighborhood relations suffered when two neighbors began posting negative comments about our parking situation and untrue accusations about our organization
- Corporations began switching their community support funding from marketing benefits to employee engagement, which is a welcome change; however, it takes time and intention to supervise and manage volunteer employees
- Again, our local marketing fell short
- At the national level, adult day centers are being adversely impacted by skilled lobbying on the long-term side of healthcare in regard to funding and reimbursement rates
- Our infrastructure was fractured and as a result, we restructured our staff organization chart
- Medicaid Waiver announced changes for 2020, resulting in a decrease in Aging & Disabled Waiver reimbursements
- Individual donations were trending downward
- A key leader transitioned out of employment, taking time, attention and trust away from leadership and staff, resulting in low morale and difficulty in implementing the new and over-detailed strategic plan



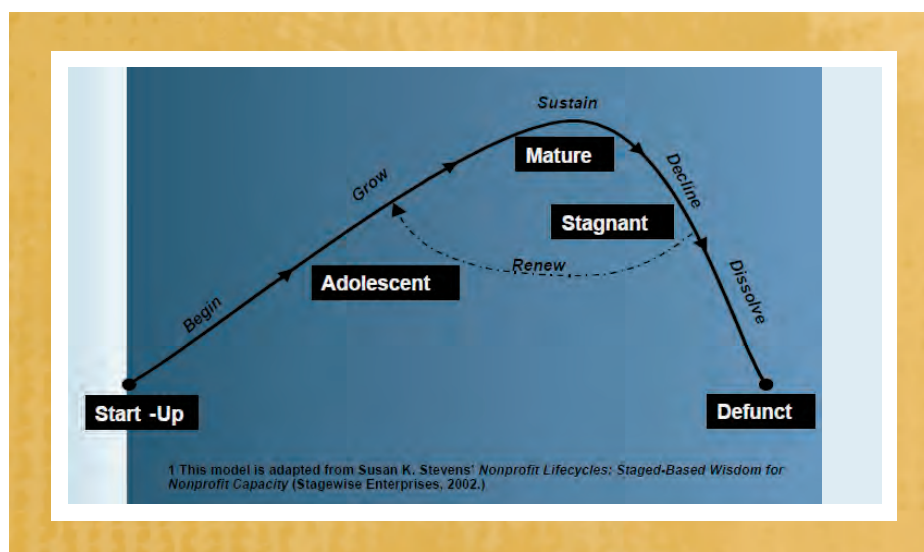
# 20 Years is Not Enough

## A Critical Fundraising Campaign for Joy's House

2019

### Stagnant Comes Before Defunct.

Not-for-profit organizations tend to follow a particular life cycle, as beautifully described by Susan Kenny Stevens in her book *Nonprofit Lifecycles: Stage-Based Wisdom for Nonprofit Capacities*. (See diagram below.)



As staff, board of directors and stakeholders, we took time to examine Joy's House through the lens of the life cycles described by Kenny Stevens.

We looked at divisions within our organization: adult day services, caregiver support services, volunteers, development, marketing, finance and governance. In doing so, we charted each division on the life cycle graphic. It was immediately evident – we had passed maturity and had either begun to become, or in some cases already become, stagnant in nearly each division and therefore, overall, as an organization.

According to Kenny Stevens, there are two directions for your division or organization to move from stagnant: renew or dissolve, the latter inevitably leading to defunct. This, as you can imagine, forced us to look at not only the fact that we had a couple of challenging years, but to realize that we had to make big decisions, determining if Joy's House was going to continue to serve our community and to fill the much-needed and growing gap for adult day and caregiver service.

It also allowed us to take a deep dive into our 20-year history and we realized that over the course of two decades, we have renewed services and pieces of our organization, often without realizing it. But this time, things were different.



## Why this window of time?

We entered into an 8-week Critical Fundraising Campaign on September 1, 2019. The timing was right. We were in need and at risk. We were celebrating 20 years of service to caregiving families and to our community. If we didn't launch this campaign, there was a chance that we wouldn't have a future.

## Why a goal of \$559,000?

With \$559,000 raised during the campaign, we would:

- Reconcile our Line of Credit.
  - For the first time in the history of Joy's House, we had utilized our line of credit.
- Replenish our Guest Scholarship fund, allowing families necessary service, in spite of their personal financial situation and/or wait time for government support.
- Form a Board-advised reserve fund, allowing us to pay for larger building issues that come with occupying a 120-year old farmhouse which we renovated and expanded over 11 years ago.
- Shore up our business operations, allowing us to enter into the fiscal year with a necessary cash positive balance.

It is worth noting that our mortgage balance is currently less than \$83,000. This is a result of our capital campaign to expand and renovate Joy's House in 2008. While this is impressive and comforting for us as an organization, this does not result in cash in hand and therefore, does not help with our day-to-day operations.

## Who Responded to the Campaign?

*The community* showed us through donations and media attention – TV, print and social - that they care. We have always known that Joy's House, and every single person we have met along the way, is important. The campaign allowed us to see that the community knows we are important, too.

*Our Board of Directors and other leadership* committed to \$100,000 for the calendar year. On top of that, the majority of our leaders signed a three-year pledge, in a coordinated effort to sustain our organization.

*Joy's House stakeholders, local businesses and in some cases, complete strangers* stepped in to donate and help to raise funds and awareness for our services.

*Staff* was extraordinary, showing vulnerability, teamwork and commitment during an incredibly challenging time. Staff recognized that we all play a part in development efforts. And ultimately, that we had to fight for survival because our services are crucial for the families who rely on us.

*Our caregivers*, past and current, reflected on our need and joined us to share the importance of our services and the need for our future.

### Campaign Results:

**1,112 donors**

*(over 500 donors were new supporters of Joy's House)*

**\$774,827 raised**

# A Time of Survival

## Short-Term Success

2020

Like just about every other organization, Joy's House is in survival mode. At the top of the year, we were ready to take on the world – to make a larger-than-ever impact on our community and beyond in regard to our adult day services and caregiver support services. But we don't need to tell you what happened to change all of that. Who could have seen the enormous threat of a global pandemic? Not us. But what we do know is that we continue to fight and strategize on how we make it through this year, hand-in-hand with our community, to ensure that we are here at the top of 2021.

We choose to survive because we are needed more than ever. Caregiving is no longer a secret. Anyone who has been quarantined with an aging loved one or someone living with a life-altering diagnosis knows that they are a lot of things to that person – a spouse or adult child, a nurse, a cook, a driver, a scheduler, a shopper, a personal groomer...the list goes on and on and on. They are also a caregiver.

If there was ever a question about the impact of our adult day or caregiver support services, it has been erased. This time of shut down due to the pandemic has shined a bright light on the importance of what we do to fulfill our mission at Joy's House. Results from a recent survey of Joy's House family caregivers both shocked and caused heartache for us. Shock because of the drastic changes during isolation and heartache because we long to open our doors and be together again.

*Over 80% of responding caregivers report that their loved one has experienced decline during this time of quarantine. Decline has shown up in the following ways:*

- Decreased verbal skills
- Increased isolation
- Depression
- Falls
- Anxiety
- General communication issues
- Lack of self-care
- Roaming
- Delusions
- Agitation
- Sleeping issues
  - 36% report roaming at night, sleeping too much, troubled dreams, or disturbed routines
- Less physical movement and stimulation
- Nutritional issues
  - 33% report that their loved one is not eating the right foods, is losing weight, or is eating too much
- More assistance needed with toileting
- Lack of interest in general activities and happenings
  - 39% shared a decline in this area

This time has allowed us to come together as a community to do important work and at times, make difficult decisions. Following are a few areas worthy of highlighting:

- After numerous community meetings with like-minded organizations, it has been determined that Joy's House is the right organization to expand innovative caregiver services, creating platforms and programs that can be duplicated or absorbed. In addition, we support the services of these individuals, in relation to caregivers, and look forward to additional collaborations and announcements in the not-so-distant future.
- Joy's House is considering a digital caregiver platform that will change not only how we care for a loved one, but how we gain information and connect with others.
- We launched The Hau'oli Project. Inspired by our own Miss Harriett, this is a movement to spread hau'oli (how'ooH-lee), which means "joy" in Hawaiian, to those in need of comfort and love during this difficult time.



*Miss Harriett*



*The Hau'oli Project*

- Specifically, we connect trained Volunteer Advocates with Family Caregivers, providing comfort and support, in every day and creative ways. That has been through phone calls, delivering meals, sending small gifts, becoming pen pals, playing games in Facetime, sharing resources and encouragement.
- Currently, all Family Caregivers have been matched with a Volunteer Advocate and we will soon be able to share results of this pilot program.
  - 80% of our Volunteer Advocates were, at some point in their lives, caregivers themselves, which raises new conversation about the desire for caregivers to give back as they move into new phases of life.
- Volunteer Advocates are in continual training and evaluation, to ensure best success of the program on an individual level. This includes:
  - Initial application (joyshouse.org), including criminal background check
  - Zoom training led by Joy's House key staff
  - Matches made with Family Caregivers based on experience, skills and interests
  - Check points throughout time of connection (online surveys, Zoom meetings and check-ins with key staff)

**Know a Family Caregiver? Want to become a Volunteer Advocate?**

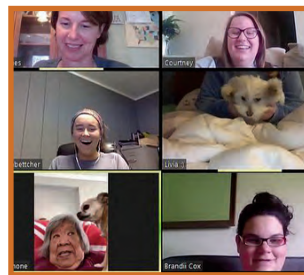
**Visit [joyshouse.org](http://joyshouse.org) to learn more.**



- Because of the Paycheck Protection Program (a forgivable loan from the Small Business Administration), we were able to keep 100% of our staff fully paid and working through June 12.
  - Beginning June 13, we furloughed or reduced the hours of 61% of our dedicated and incredible staff.
    - The hope is that we will be able to bring staff back to full work in the near future. This will be dictated by Guest attendance, our financial health and job responsibilities.
- Caregiver Crossing is in the process of being redefined. We will make determinations about the future of Caregiver Crossing in coming months, but for now, it can be found at [joyshouse.org](http://joyshouse.org) as a video series, sharing words of wisdom, community resources and opportunities for connections.
- The majority of our events/happenings for stakeholders will be virtual this year. This unfortunately includes what has historically been our annual Gala. But please, please, please...reserve the night of October 16 because although it will be virtual, you won't want to miss it. (And we need you.)
- Joy's House will open doors in Broad Ripple on July 1, at the earliest. For our UIndy location, that earliest date will be August 1. If you would like to know more about the precautions we will be taking, please let us know. We are happy to answer any and all questions.



*Cookies in the parking lot*



*One of many Zoom calls*



*Parade for our families*

# A Time of Renewal

## Long-Term Success

2021

This is an important year for Joy's House. It follows a period of newness, implementation and learning. It will be the year for us to not only further brand Joy's House, but to help further educate people about the option of adult day service and the value of caregiver support and education. In the process, we will be required to maintain our past identity and values while growing to allow ourselves to serve additional families in need of our programs and care.

According to an article titled *Hard Questions Every Nonprofit Should Ask*, published on socialvelocity.net, gone are the days when a nonprofit enjoyed a core group of donors that funded delivery of the same services to the community year after year. In this ever-changing, increasingly fast-paced world, nonprofits must constantly analyze the trends in their external environment (funding, competitors, community needs) and effectively adapt to those trends in order to survive and thrive.

In addition to the mentioned analysis, we have vowed to ask ourselves some modest, and yet challenging questions, as each day new opportunities and relationships come our way. These questions include:

- *Is it core to our mission and does it allow us to focus on meaningful, safe and embracing adult day and caregiver support services?*
- *Is it the best use of donors' financial support?*
- *Is it needed and/or does it have a great benefit?*
- *Are we the best organization to do it?*
- *Will people, companies and foundations be supportive, when needed?*
- *Will it have a financial benefit to our organization?*
- *Are we moving with intention and in as simple of a way as possible?*
- *Will it allow us to be exceptional?*

## What are Focuses for 2020 & 2021?

**Elevation Triangles** – Each area of concentration within our organization has created an Elevation Triangle, allowing us to plot what it takes to move from good to great to exceptional. These Elevation Triangles are being utilized in relation to measurable outcomes, communication within divisions, in performance reviews and for board of director engagement.

**Board of Directors** – As stated in the article, What Makes Great Boards Great by Jeffrey Sonnenfeld, “It’s time for some fundamentally new thinking about how corporate boards should operate and be evaluated. We need to consider not only how we structure the work of a board but also how we manage the social system a board actually is. We’ll be fighting the wrong war if we simply tighten procedural rules for boards and ignore their more pressing need – to be strong, high-functioning work groups whose members trust and challenge one another and engage directly with senior managers on critical issues facing corporations.” While this article focused primarily on for-profit companies, the same can be said to be true about not-for-profit organizations. Our Board is in the process of self-examination to help ensure organizational sustainability.

**Board Advisors** – This unique group was designed to engage individuals who want to be involved with Joy’s House as a consultant and/or at a committee level, helping to deepen the talent and expertise behind our organization.

**Young Leaders Board** – Created in 2019, it is time for us to put true purpose behind our Young Leaders Board (ages 20-34) and to empower and engage them for the benefit of Joy’s House, as well as their individual personal and professional growth.

**Staff** – We resolve to uplift our staff with a simplified organizational chart, as well as identifying and providing professional growth and trainings. In addition, we will explore techniques and opportunities to support staff with the emotional toll that comes with caring deeply about people who are often at the end of life and at times, spend their last full days in our care.

**Improve and increase marketing and public relations efforts.**

**Focus on cultivation, retention and growth in relation to development efforts.**

**Conduct an in-depth assessment of Caregiver Support Services, leading to a secured and sustainable program.**



*Joy's House staff, caregiver and board member*



*A couple of Joy's House staff members*



*A Day Away Retreat, a part of our Caregiver Support Services*



## The Next 20 Years

To ensure that Joy's House continues to serve caregiving families for years to come, we are committed to:

**Utilizing a Sustainability Committee** – The goal of this committee is to make sure that Joy's House is around for the next 20 years and beyond. Doing so requires the strategic plans, tools, methods, programs, processes, and people to deliver the quality of care that Joy's House Guests, families and community have come to know and love. Members of the Sustainability Committee have been hand-selected to fulfill roles such as finance, operations, fundraising and program development. Collectively, they will be responsible for identifying risks, conducting analysis and making recommendations to address these risks. The team is expected to challenge one another for the good of the mission of Joy's House. This committee was formed in February of 2020 and will continue for the foreseeable future.

**Working toward a change with our fiscal organizational structure** – In recent history, approximately 60% of Joy's House income has come from fundraising efforts, leaving 40% to come from Guest fees. It is our goal to flip these numbers, reflecting an increase in our Guest roster and days of care and as a result, lower the amount of income necessary from fundraising efforts.

**Considering changes to our existing Caregiver Support Services program.**

**Broadening, deepening and continuing to diversify our donor support.**

**Exploring the possibility of a future endowment campaign.**

**Collaborating with related organizations** who have influence and great thoughtfulness when it comes to the families we serve.

**Engaging a Social Innovation Team** – The purpose of this team is to identify and develop alternative, sustainable revenue streams for Joy's House. The team began meeting in February of 2020 and expects to present three viable, feasible pathways by the close of 2020.

**"Joy's House greatly enriched my husband's life. Their support literally saved mine. This is especially important as our population ages. This care is a necessity in our future."**

*– Connie, caregiver & wife*

## We're so Grateful

There are a lot of quotes about looking in the rearview mirror. Here are a couple that resonate with us right now are:

**The longer we keep looking back in the rearview mirror, it takes away from everything that's moving forward.**

– Dan Quinn

**Telling the future by looking at the past assumes that conditions remain constant.**

**This is like driving a car by looking in the rearview mirror.**

– Herb Brody

So, here we are, in changing conditions. We look to the past to figure out what we never want to do again, what we absolutely need to repeat and what needs to be modified to fit the changing times. During our challenges in 2019, someone told us that as a not-for-profit organization, if there is still a need for what we do (there most definitely is), the mission doesn't change. How we fulfill it, well, that just might. So we're working on that and in the meantime, we will do the things we do best to care for those who rely on us each and every day for exceptional adult day and caregiver services.

As for you, we're so grateful that you care about Joy's House, our mission and our families. We wouldn't be here without your prayers, support and financial backing. We wouldn't be here without our dedicated and incredible staff, our Board of Directors and other leadership volunteers. And we wouldn't be fulfilling our mission without the families who trust us to care for their most precious loved ones.

It's nice to know we aren't alone and that you understand the value of what we do and how we do it. And back to page 1 of this Executive Summary – it's nice to know that we'll get through all of this *together*. We hope – we plan – to always make you proud.