

Villa of Hope

Sanctuary Model Fidelity Sustainability: Preventing & Addressing “Drift”

Tools & Examples Packet

**XYZ Organization
Customer—Oriented Mission Statement**

A good mission statement is brief and can be elegant.

It should be easy to remember so it can be repeated whenever the organization needs to be introduced.

It is inspiring, reflecting the worthy purpose of the organization. It tells why people see a worthwhile reason to do what they do each day.

1. Who we are?

Our name...

2. What are you?

We are a...

3. What you do?

...that...

4. Whom do you serve?

...for...

5. Why do you exist?

...in order to...

Example

1. We, (**the National Aeronautical and Space Administration**)
2. are a federal agency
3. that develops and proves aeronautical and space technology
4. for the United States
5. to explore opportunities and future understanding of space.

Strengths, Weaknesses, Opportunities, & Threats (SWOT) Analysis

Program/Department:

Date:

<p style="text-align: center;">Strengths:</p> <p>-</p>	<p style="text-align: center;">Weaknesses:</p> <p>-</p>
<p style="text-align: center;">Opportunities:</p> <p>-</p>	<p style="text-align: center;">Threats:</p> <p>-</p>

Strengths, Weaknesses, Opportunities, & Threats (SWOT) Analysis

Program/Department: **Sanctuary Core Team**

Date: **2/18/19**

<p style="text-align: center;">Strengths:</p> <ul style="list-style-type: none"> - Recruitment “draw” for the Villa - Meets regulatory requirements - Gives shared beliefs & commitments... a common language - 2 days of training for all new staff - Well-established framework across the organization - A sound “platform” for other Villa models - Creates safety and supports Villa as a good place to work - Core Team has transparent conversations - Last Core Team Mtg drew a large crowd... there is interest, enthusiasm, passion - Use of the model through difficult times - Representation has widened across programs & departments - Access to funding opportunities 	<p style="text-align: center;">Weaknesses:</p> <ul style="list-style-type: none"> - Sanctuary is sometimes misunderstood/ misrepresented... does not replace individual accountability - “Democracy” also misunderstood/ misrepresented at times... decisions are made in best interest of programming/agency - Small teams have disadvantage with practice/ implementation/ fidelity - Consistency in representation & attendance at Core Team Mtgs - “Pockets” of agency where tools/concepts are not used/understood in context - Missed opportunities to check in with others when they deliver negative feelings in Community Mtg... be aware of where/when we share such feelings (Emotional Intelligence)
<p style="text-align: center;">Opportunities:</p> <ul style="list-style-type: none"> - Re-Invigorating Sanctuary Stars - Supporting all departments (according to their needs) w/fidelity - Allocate time within Core Team Mtgs to work on objectives/ projects (small group work) - “Refreshers” packaged and delivered differently (similar to TCI bi-annual refreshers) - Emotional Intelligence/Management as a focus for refreshers - Change/Revise Supervision Note form - Multiple staff co-facilitating the 2-day training for new staff (good stuff & FUN) - Safety & Self Care Plans for community youth & families - Implementation/Integration of “need to do’s” and Sanctuary Tools - Evaluation & utilization of Sanctuary Tools - Revisit & Revise: Sanctuary SharePoint site. Theme of the Month. Red Flag Reviews. Other??? - Sharing of invention/best practices across teams/departments 	<p style="text-align: center;">Threats:</p> <ul style="list-style-type: none"> - Complacency (post-certification) - Lack of momentum... need clear goal(s) - Competing priorities - Sanctuary “stuff” sometimes feels “optional” especially during crisis/ firefighter mode - Too much rests on a few people (ex: representation on Core Team) - “Volun-told” members

Strategy Map Definitions

Why? (4 whys of strategy)

1. **Vision:** Where you intend to be in 3-5 years. It contains stretch goal; defined niche (where you "play" best); time horizon.
2. **Mission:** Where you are now. Why do you exist? What do you do and for whom do you do it?

What? (Strategic objectives/accomplishments we must achieve to realize the vision)

Value impact (or two perspectives: "Social/community impact" and "Financial") asks, "What exceptional value must we create for our stakeholders towards achieving our vision?" *Financial performance, a lag indicator, provides the ultimate definition of (a for-profit) organization's success.**

3. Winning Proposition: Choosing a winning proposition is the centerpiece of strategy

Customer asks, "What superior benefits must we provide to customers to achieve our value goals and vision?" *In addition to measuring the lagging outcome indicators of customer success, such as satisfaction, retention, and growth, the customer perspective defines the value proposition for primary customers?**

Internal processes asks, "To satisfy our customers and achieve our vision, in which internal processes must we excel?" *Internal processes create and deliver the value proposition for customers. The performance of internal processes is a leading indicator of subsequent improvements in customer and financial outcomes.**

4. Values: What operating principles are key aspirations for your organization, relationships and the way you will work together?

Talent and culture asks, "To achieve our vision, what must we achieve with talent, structure and culture?" *Learning and growth (Talent and culture) objectives describe how the people... and organization climate combine to support the strategy.**

*Quotes in italics from Kaplan, Robert S.; Norton, David P. "Strategy Maps: Creating Balanced Scorecard Templates." Harvard Business Group (2004).

Villa of Hope Sanctuary Core Team Strategic Priorities 2019-2020

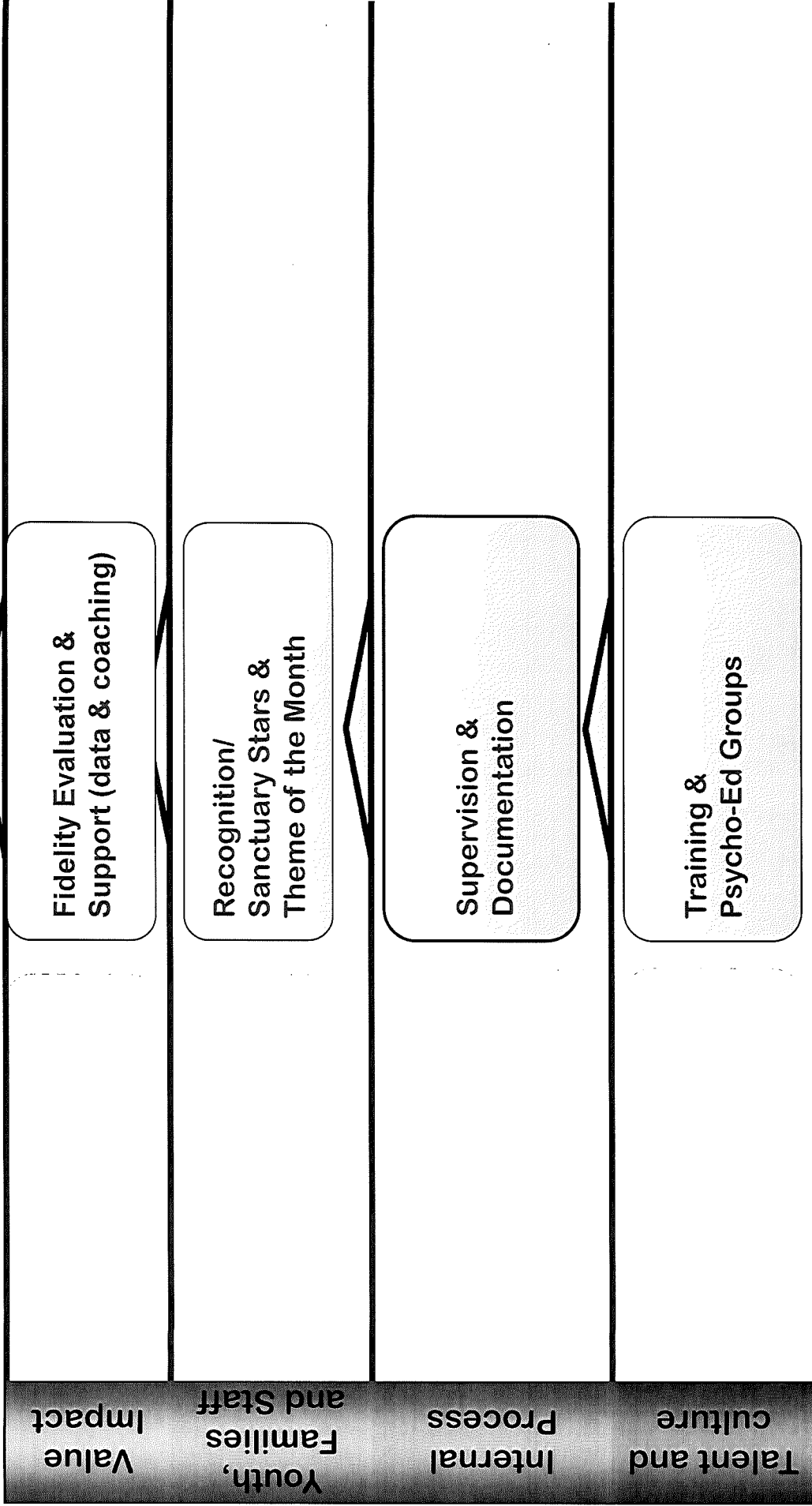
Mission: Villa of Hope Sanctuary Core Team is a diverse, dedicated, and passionate group who evaluates, drives, and ensures a trauma informed culture for the Villa and its community to provide sustainability of the Sanctuary Model.

Vision: .

Values: Relationships based on Caring, Hope and Respect are the foundation of our efforts.



VILLA of HOPE
YOUTH & FAMILY SERVICES



Seven Commitments of Sanctuary:

Non-Violence, Emotional Intelligence, Social Learning, Democracy, Open Communication, Social Responsibility, Growth & Change