

How do Issues of Governance,
Spiritual Care, Volunteers and
Relationships with Congregations
Intersect?

Living Our Caring Spirit



This session will describe:

- Organization with four intersecting strategic and operational issues
- Addressed simultaneously
- With limited organizational time
- Where we are at so far
- Tools and outcomes

Who we are

- **Tim Middendorf**
COO of Augustana Care Corporation
- **Bob York**
Director of Consulting Services for LSA
- **Bill Vanderwall**
Vanderwall Associates



- One of the oldest charitable organizations in MN
- Continuum of lifestyle for 2,300 older adults
- Eight communities in Minnesota
- 65-70% of residents in health care centers are on Medical Assistance (rate equalization state)
- Transitional and rehabilitation services; memory, long-term and end-of-life care; independent living; housing with services and assisted living
- Community-based services: support for older adults in their homes; Therapy company owned (ATS); fitness programs, alternative therapies, support groups, education

Augustana's Origin

- **Rev. Elizabeth Beissel**

- Pastor of Augustana Lutheran Church, Retired
- Past Chair of the Board, Augustana Care

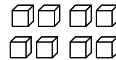


The Situation

- Organization growing rapidly



1995 ... 2 campuses, \$28 million



2010 ... 8 campuses plus, \$100+ million

Results of Growth

- Identity change – moving beyond downtown campus
- More systematic operations management in a “pennies game”
- Home office grows and morphs
- Governance unwieldy as separate corporations and respective boards added
- More communities, more potential congregational connections (though potential not met)

Simmering Issues

- **Chaplaincy**
- **Congregational Relations**
- **Governance model**
- **Volunteer Services**

Chaplaincy and Spiritual Care

- Old and new guard – different priorities
 - Good old days (long stays) vs. frequent admissions/ turnover, focus on marketing
 - Role definition and consistency with TCU medical model
 - Role of chaplains with congregations
 - Desire to grow philanthropic support

Congregational Relations

- More communities, more congregations
 - Untapped potential for synergy
 - Congregations in younger suburban locations
 - Unable to articulate relationship well
- Founding congregations aging and fading
- Affiliate congregations unclear about governance role

Governance

- Many legal entities, separate boards
 - Lots of board meetings
 - Too focused on operations and legal requirements
- Election of boards by church delegates; no other significant role
 - Founding congregations less engaged
- Board membership composition needs changing
 - professional, philanthropic interests

Volunteer Services

- Volunteer Coordinators / Activities dual role
 - Time and talent limited
- Congregations less engaged; stalwarts aging
- Volunteers aging
- Interest in intergenerational, broad community-based volunteer force

Limited time

- Organization in growth mode
- Grant application
- Four organizations
- Thrivent funding
- Selection of LSA
 - Strong interest
 - Broad Lutheran Network to draw ideas from
 - Commitment
- Bob York - LSA contact

Key Outcomes

- New vision, goals and workplans for 3 areas:
 - Spiritual Care
 - Congregational Relationships
 - Volunteerism
- Interdisciplinary teams and corporate champions for each area
- Enhanced teamwork orientation among staff
- Consistency across Augustana

The Process

- Establish planning teams
- Define vision
- Brainstorm
- Focus

The Process

- **Establish three plans**
- **Prioritize plans**
- **Develop interdisciplinary teams**
- **Implement plans**
- **Evaluate progress and adjust**

Volunteerism Plan

Plan Component	Volunteer Toolbox
Priority Goals	<ul style="list-style-type: none"> Tools for recruiting, managing, and training volunteers Defined communication strategies relating to volunteers Recruiting volunteers from different ages, backgrounds, and interest groups Easy to understand and access toolbox Provides recognition tools & ideas Program staff focus 95% of their time on program implementation
Action Steps	<ul style="list-style-type: none"> Develop on-going listings of volunteer opportunities, shared across Augustana sites Partner with MAVA, ALVA, and VAN to find existing toolbox resources for a guide Define toolbox contents Create a workgroup of volunteer program staff for feedback, sharing, and ideas
Accountability-Who?	<ul style="list-style-type: none"> Volunteer coordinators Staff LSA will provide draft materials
Timelines	•
Measuring Success	<ul style="list-style-type: none"> Volunteers are easily connected to needs where their talents are used in an effective way
Resources Needed	<ul style="list-style-type: none"> Funding Shared information from other organizations IT support

VOLUNTEERISM		Corporate Champion: Kay Gudmestad	Team Co-Leaders: Pam Hayle and Kay Gudmestad	Start Date	End Date	ES3
Strategies, Goals & Objectives	Measurable Results	Major Tasks				
I. Create a Volunteer Culture						
Organization, Board, and staff understand, embrace, empower, and value volunteers.	By January 1, 2011, 80% of ACC staff report satisfaction with volunteers. Vision statement for volunteer programs adopted. Three job titles of volunteers doing new and innovative things which appear in a quarterly publication sent to congregations and volunteers.	Establish a Volunteer Leadership team to implement plan and monitor results. Conduct focus groups with staff to identify current perceptions and experience relating to the volunteer program. Identify barriers preventing acceptance and utilization of volunteers. Volunteer Leadership Team creates a plan to remove barriers. Staff are regularly surveyed for volunteer program satisfaction. Establish a training program (including volunteers) for staff to understand, manage, and value volunteers at Augustana.		01/2011		Organize leadership draft and draft out staff from program
Volunteers perform leadership roles	All facilities and housing locations plus corporate partners have at least 1 volunteer in leadership positions.	Create volunteer leader positions and delegate projects to volunteers. May need business connections to recruit for leadership positions.				Draft volunteer positions for recruitment
Inter-generational volunteers are welcomed and utilized according to Augustana & resident needs, plus the talents, skills, knowledge, and drive volunteers have.	By January 1, 2011, 90% of Volunteers characterize ACC as supportive place to volunteer. Each year, five new roles accepted by volunteers. Each year, the number of volunteers requested by departments increases by 20%. By August 31, 2009, the average age of volunteers will decrease by at least 15 years.	Select community based volunteer organizations (3) to work with in volunteer recruitment. Conduct focus groups with volunteers to identify current perceptions and experience relating to the volunteer program. Identify barriers preventing acceptance and utilization of volunteers. Volunteer Leadership Team creates a plan to remove barriers. Volunteers are regularly surveyed for volunteer experience satisfaction.		07/2011	8-31-10 8-31-11 8-31-12	Implement survey
Volunteers are recognized for their contributions	By January 1, 2011 90% of volunteers are recognized for their contributions. Recognition of volunteers is routine for all levels of staff.	ACC Volunteer Leadership team identifies an annual volunteer recognition event that reaches all facilities and facilities. Start with identifying suitable resources. Build plans to have adequate resources. Recognition tools are part of the Volunteer toolbox.		01/2011		Develop recognition examples
Recruiting, retaining, and training volunteers is an integral part of operations	By January 1, 2011 100% of new volunteers receive an orientation to ACC. There is a recruitment program place that brings in new volunteers.	Establish a training and orientation program (including volunteers) for staff and volunteers in partnership with MAVA, ALVA or VAN. Identify and select the steps needed in a volunteer recruitment plan.		01/2011		Draft training program recruitment examples
There is an expectation that volunteerism is "the way" for residents here	By Q4 2010, there is a 10% increase in the number of Senior Housing residents volunteering within or without ACC.	Identifying and communicating plans for their strategies to recruit housing residents. Tell the stories of positive impacts to residents and clients in communications. Identify tasks for housing residents to do beyond facility and Care Centers.		01/2011		Develop a list of volunteer opportunities for housing

Spiritual Care Key Outcomes

- Spiritual Care interdisciplinary team, corporate champion
- Chaplaincy is now Spiritual Care
- Consistency
 - Engagement, Standards, Screening tool
- New approaches
 - Seminarians, Volunteer Training Program
 - Tele-services
 - On call rotation between campuses
 - Developing resources for Spiritual Care

Rev. Linda Lund

- Chaplain, Augustana Care
- Hastings, Minnesota Campus



Congregational Relations *Key Outcomes*

- Congregational Relationships team, corporate champion
- New Congregational Partnership Agreement
- Congregational Assessment Tool
- Training in recruitment of new member churches
- Orientation materials for member churches
- Development of 2-way benefit
- Dovetail with Volunteer Services
- New roles for congregational volunteers

Marie Christensen

- Volunteer, Augustana Care
- Liaison, Grace Lutheran Church
Apple Valley, Minnesota



Governance *Key Outcomes*

- Executive Committee of “Main Board” becomes governing board for multiple corporations
- Community and congregational relationships enhanced via establishment of Mission Advancement Councils
 - Able to align more closely with congregations
 - Focus more on local strategic input and service enhancement, ambassadorship, fund development, enhancing volunteerism vs. governance

Volunteer Services *Key Outcomes*

- Volunteerism interdisciplinary team, corporate champion
- New vision, goals, workplan
- Building blocks for 21st century program with modest staffing
 - Tool kit
 - Recruitment strategies
 - Advanced potential for broadened roles/audience
 - Database
 - Policies
- Identifying cultural barriers
- Modeling new roles for volunteers

Larry Vander Poel

- Administrator, Augustana Care
- Hastings, Minnesota Campus




Key Learnings


- Planning amid operations requires buy-in and involvement at all levels
- Communicate well internally and externally
- Expect the unexpected—assumptions will change along the way
- Organizational culture change takes great time, energy, and focus
- Successful change requires good planning, disciplined implementation, and flexibility to modify and improve along the way


Tools for you

- Volunteer toolkit outline
- Standards for Spiritual Care
- Workplans
 - Spiritual Care
 - Volunteerism
 - Congregational Relationships
- Mission Advancement Council document
- Vision statements

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