



VILLA *of* HOPE

rebuild. recover. renew.

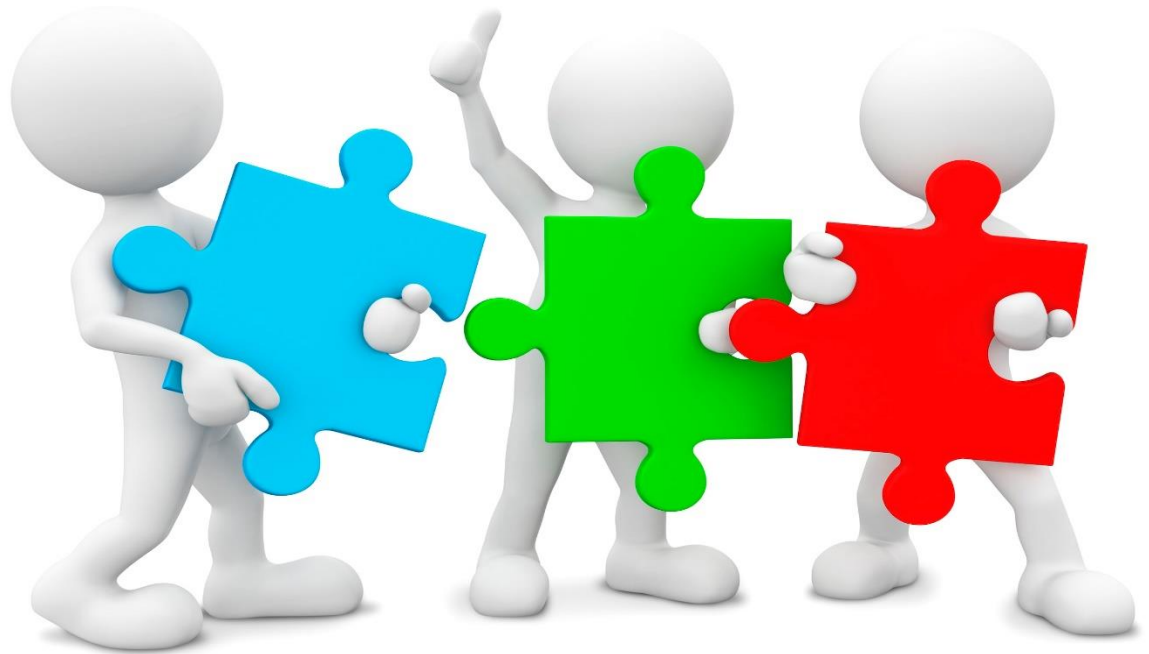


A SANCTUARY® CERTIFIED AGENCY

Identifying, Cultivating, and Enhancing Organizational Culture: An Adaptable Framework from a Case Study

Introductions

- A little about us...
- A little about you...



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Learning Objectives

- ✓ Organizational culture must align with mission, vision, and values, or else “Culture eats strategy for lunch.”
- ✓ Culture change requires “top-down” leadership, support, and accountability, complimented by “bottom-up” inclusion and engagement of all tiers of the organization’s staffing model.
- ✓ Participants will leave with examples of strategies, tactics, milestones, and metrics which they can modify for the best “fit” with their organization.

Our Journey is a Story... and a Framework



Overview of Villa History

- **Established 1942** as *St. Joseph's Villa* – Orphanage
- **Separated from Diocese in 1976**
- **Social Service Agency for Residential (1976-2000's)**
 - 92 Residential Beds on Campus
 - 7 Group Homes
 - School served residential students (small day school)
 - Small community programming
 - No insurance billing, all manual processes limited policies & procedures, and paper records
 - Ineffective Governance

Mission:

Villa of Hope partners with
individuals, families and communities
to **Rebuild** relationships,
Recover potential, and
Renew Hope for the future.



Vision 2030:

We will advance equity by transforming
the *social foundations* of our neighbors,
elevating lifelong health outcomes for
our community.

The Sanctuary Model

- The agency was looking to adopt a trauma-informed model of care.
- An interdisciplinary and interdepartmental committee evaluated options and chose The Sanctuary Model.
- A Core Team was formed and completed the initial 5-day “immersion” training.
- A position was created (restructured) at the Executive Leadership Team (ELT) level of the organization.
- A strategy for agency-wide implementation was developed and completed over a 4 ½ year period.
- Certification was achieved, but we are continuously working on fidelity over time.

Our Fundamental Guiding Principles

Rooted in The Sanctuary Model®, the Mission, Vision and Values of Villa of Hope voice the commitment we make to those we serve, our community and each other. Accountability and fidelity to our Mission, Vision and Values is at the core of how we perform as a youth, adult and family service agency.

Why we exist.

MISSION

Villa of Hope partners with individuals, families and communities to:
Rebuild relationships; **Recover** potential; and **Renew** Hope for the future.

2030 VISION STATEMENT

Villa of Hope will advance equity by transforming the social foundations of our neighbors, elevating lifelong health outcomes for our community.

VALUES

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

What we have to accomplish.

ORGANIZATIONAL PERFORMANCE

Quality We provide superior programs, services and internal processes

Sustainable Outcomes We hold ourselves accountable for achieving sustainable outcomes

Financial Viability We are good financial stewards

Youth & Families We engage from a strength-based perspective

Collaborative Efforts We build strong and lasting partnerships, internally and externally

Internal Process We maintain clear, strong and efficient policy and procedures

Talent & Culture We empower staff

Diversity, Equity, Inclusion & Belonging We believe in the dignity and humanity of all people to reach their full potential

How we do it.

ORGANIZATIONAL CULTURE

Social Responsibility We are accountable, reliable, proactive, positive, appreciative

Growth & Change We innovate, ignite, promote, initiate and support a change ready culture

Democracy We engage staff, those we serve, and volunteers

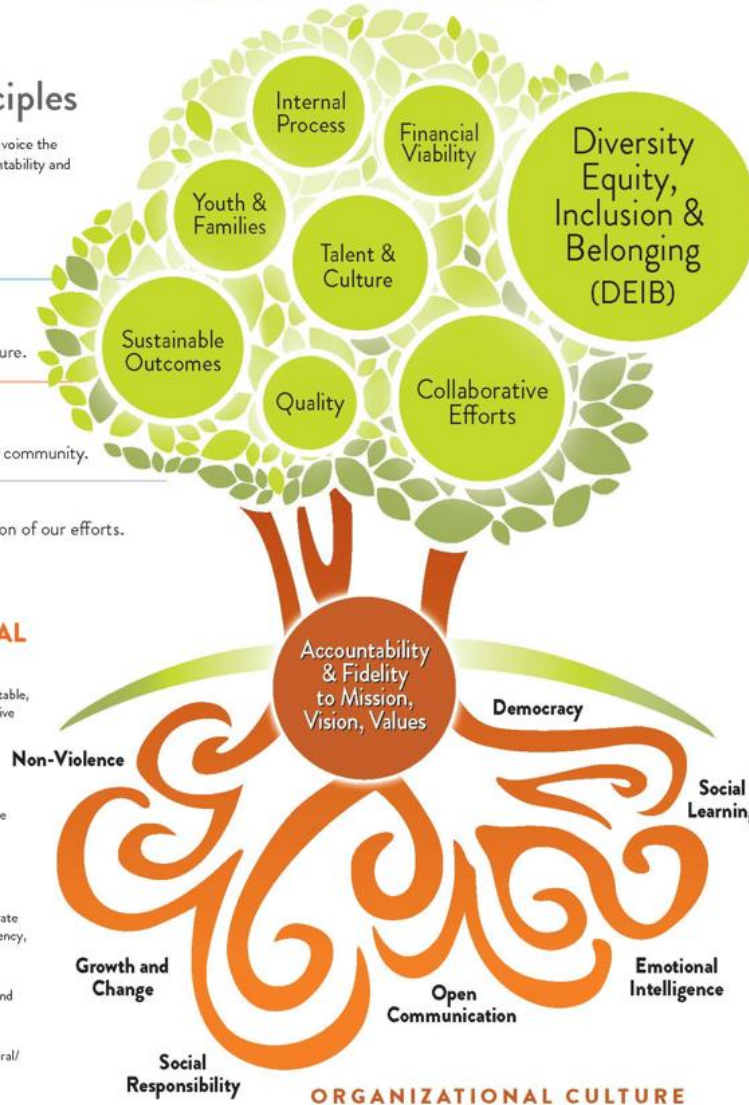
Emotional Intelligence We are caring, compassionate, respectful, balanced, self-aware

Open Communication We demonstrate integrity, honesty, humility, transparency, vulnerability

Social Learning We are courageous, encouraging, committed to seeking and sharing best practices

Non-violence We are committed to physical, social, psychological and moral/ethical safety

ORGANIZATIONAL PERFORMANCE



Diversity, Equity, Inclusion & Belonging at the Villa

Diversity – The variety of traits or characteristics within and between groups

Equity – The state, quality or ideal of being just, impartial and fair (i.e. Interpersonal Relationships, Organizational Culture, Structural and Systemic)

Inclusion – The act or state of including or of being included within a group or structure

Belonging – The feeling of security and support when there is acceptance, inclusion and identity for a member of a certain group

Mission Statement

We are committed to creating, nurturing and sustaining a culture of diversity, equity, inclusion and belonging – a workplace in which colleagues treat each other with respect by listening to different cultures, thoughts and ideas. We are committed to an environment where we value and leverage experiences, and possess the cultural humility to lead an engaged workforce, impact youth, individuals, families and community.

Vision Statement

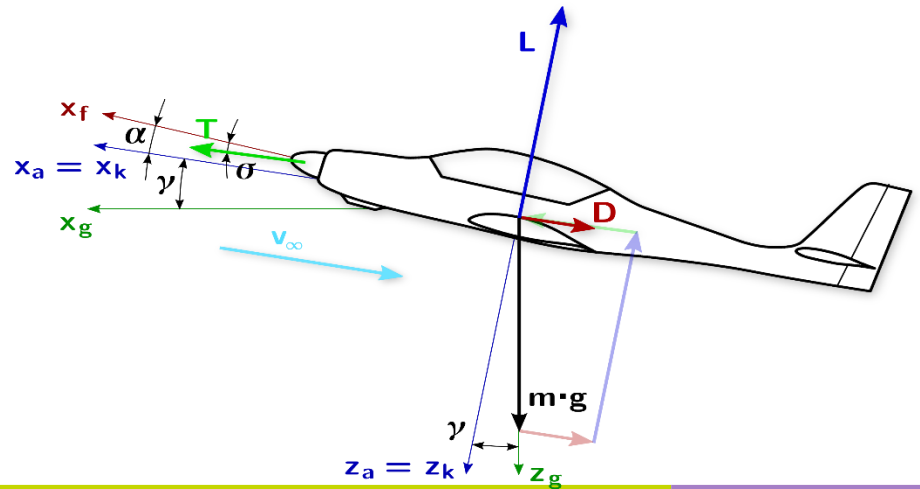
We are a multi-cultural and anti-racist organization. We strive to build a greater understanding of community, systems and the lives that we touch to achieve and advance Diversity, Equity, Inclusion and Belonging.

Diversity, Equity, Inclusion, & Belonging (DEI&B)

- The agency recognized the critical need for DEI&B work.
- We knew we needed help getting started – contracted for external expertise.
- A Core Team was formed and completed 2-day Anti-Racism training – and then the pandemic arrived ☹️.
- A position was created at the Executive Leadership Team (ELT) level of the organization.
- A strategy for agency-wide implementation was developed and is in process (see next slide).

DEI&B Strategy Work

- An agency-wide self-assessment was conducted
- Purpose (Mission) & Vision were developed
- Strategy Planning – “building the plane”



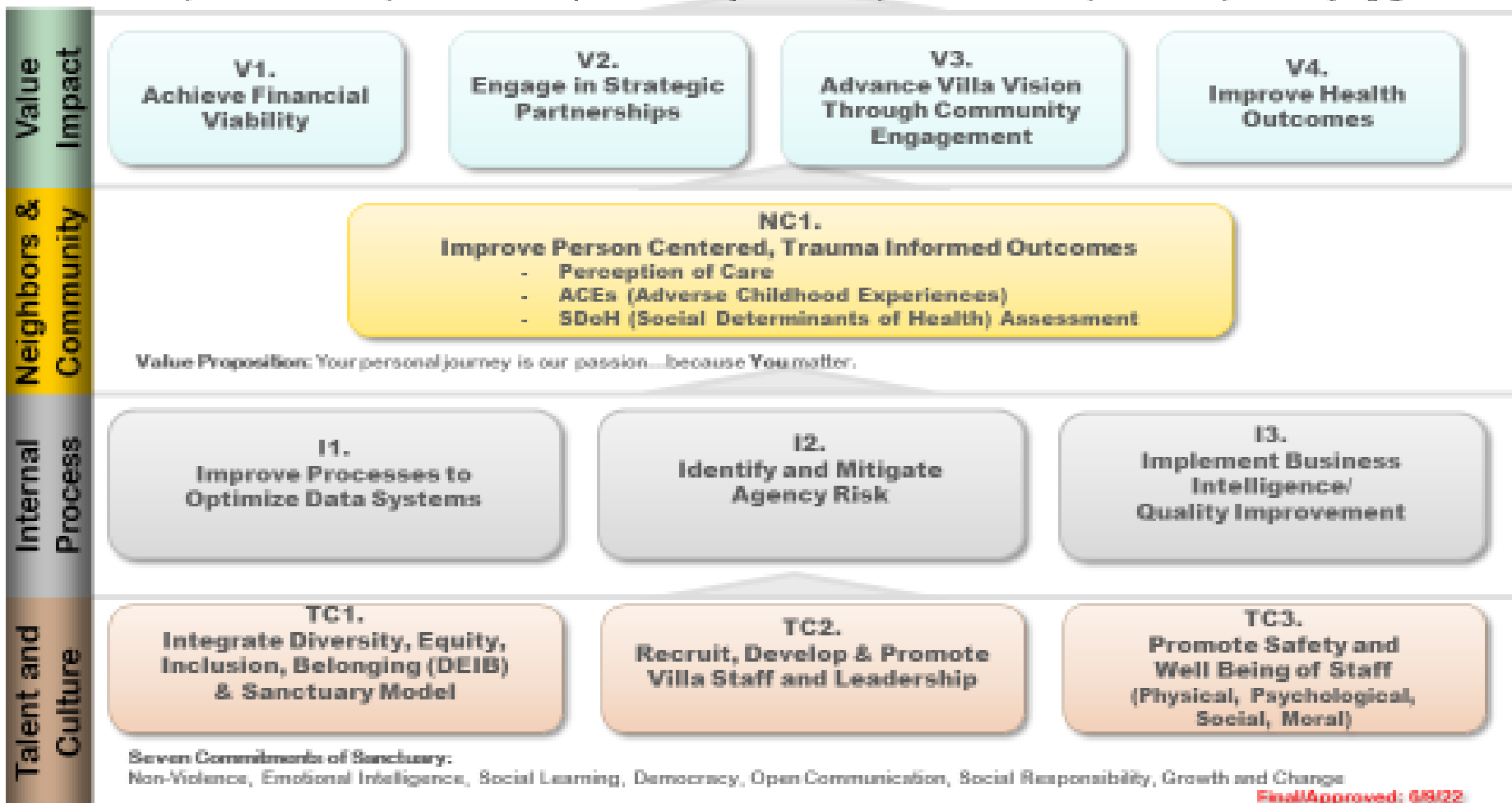
Villa of Hope Strategic Objectives: 2022 – 2023

Mission: Villa of Hope partners with individuals, families, and communities to **Rebuild** relationships, **Recover** potential, and **Renew** Hope for the future.

2030 Vision: We will advance equity by transforming the social foundations of our neighbors, elevating lifelong health outcomes for our community.

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

Core Areas: 1) Behavioral Health 2) Work Force Development/Community Restoration 3) Care Coordination 4) Education 5) Community Engagement



Final Approved: 6/8/22

TC1: Integration in Action: Healing & Equity Council: Champions for DEI&B and Sanctuary

The Healing and Equity Council: Champions for DEI&B and Sanctuary was adopted as the new name for the DEIB/Sanctuary Core Team. The Council's name embraces the integration of both committees and acknowledges collective healing and trauma

Mission Statement: Villa of Hope's Healing and Equity Council creates and promotes a culture of embracing ALL individuals, ideas, and backgrounds by championing initiatives that advance diversity, equity, inclusion and belonging, as well as healing trauma through the Sanctuary Model

Vision Statement: Villa of Hope's Healing & Equity Council will attend to the needs of employees and organizational culture in order to create healing, equity, and belonging within our agency. We will be a catalyst for conscious change internally and across the broader community, influencing systems to be welcoming and equitable.

Healing & Equity Council: Champions for DEI&B and Sanctuary

2023 Initiatives

- ❑ Sanctuary Recertification
- ❑ Policy/Process and Fidelity: Sanctuary Handbook (retool)
- ❑ Agency Engagement: External Partnerships & Collaboration
- ❑ Racial Equity and Trauma Informed Care Practices (Internal)



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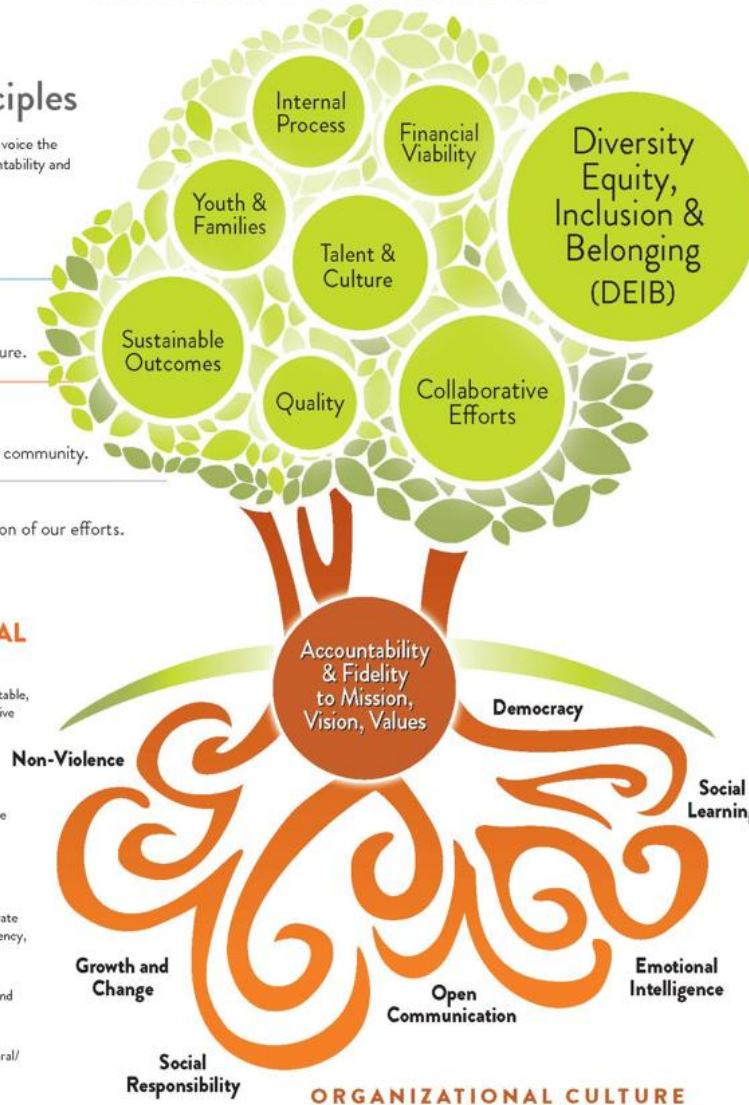
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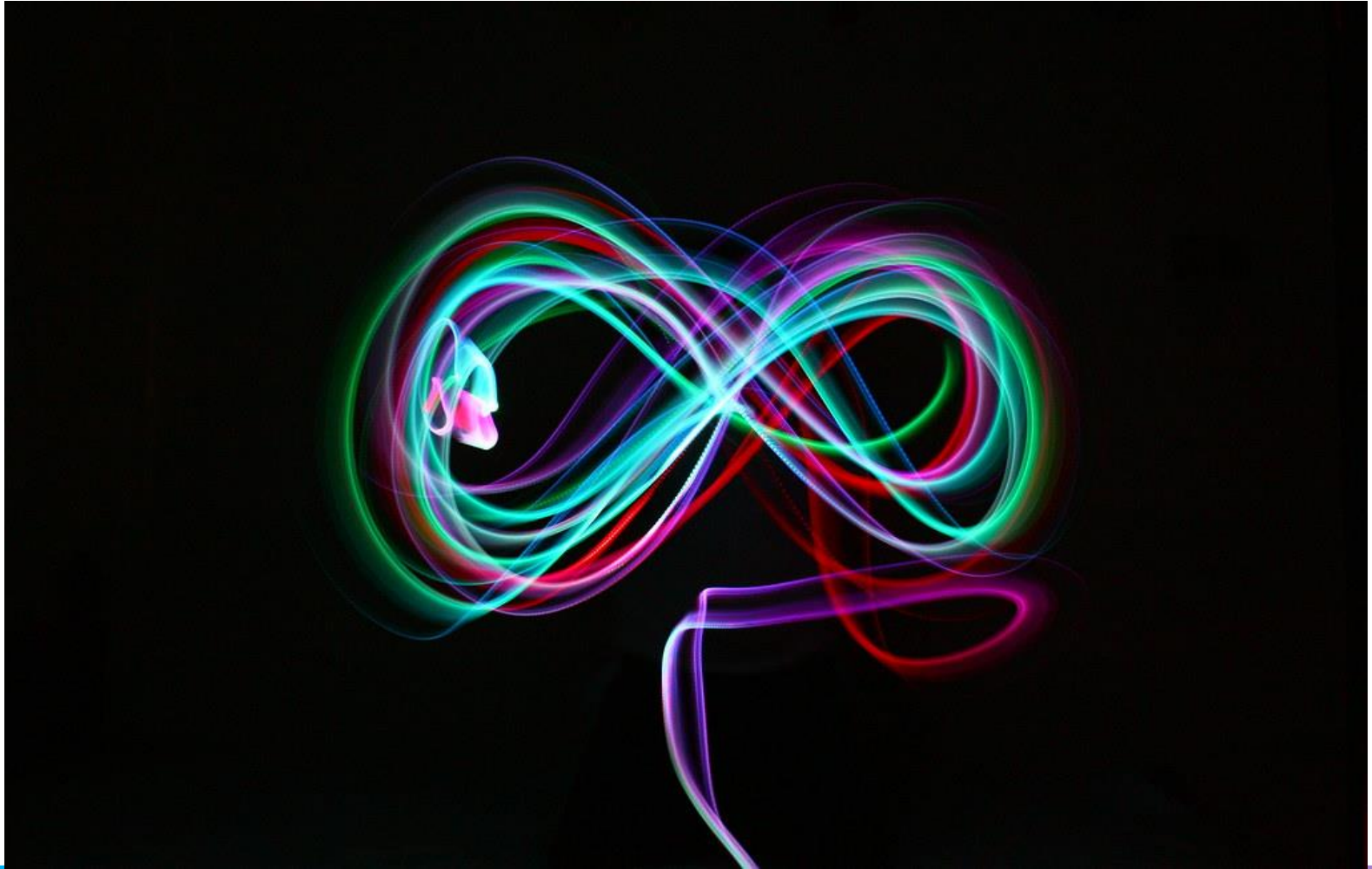
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The “Blue Print”

- Assess & Understand Needs
- Research, Explore, & Benchmark
- Make a Decision with Intention & transparency
- Set Infrastructure & Accountability (“top down” Board/ELT and “bottom up” inclusion of staff)
- Engage Resources (including partnerships)
- Measurement of Progress/Success (“the things we measure are the things that improve”)

Caution: The Work is Never Done...



Discussion/Q&A

