

Friends of Warm Hearth & Jermik Ankyun Foundation

Strategic Plan 2018-2022

Summary

Friends of Warm Hearth (FWH) and Jermik Ankyun Foundation (JAF) operate and sustain two forever group homes in the Republic of Armenia for adult orphans with diverse abilities and special needs. Friends of Warm Hearth is a U.S.-based nonprofit, registered as a 501(c)3, that provides financial support, administrative support, oversight and quality assurance to Jermik Ankyun Foundation. Jermik Ankyun Foundation (JAF) is the Armenian organization that operates the two group homes in Armenia (in 3rd Village and Arinj). The 3rd Village group home is identified as JAY and the Arinj group home is identified as JAA.

After twelve years of experience, FWH and JAF have a well-designed model that is centered on resident voice, resident choice and the protection of resident rights. They are recognized by the Armenian government to be experienced leaders in the movement toward community-based care in Armenia and away from unnecessary institutionalization. The staff members and volunteers are dedicated and specialized in offering rehabilitative and individualized care to the residents. FWH and JAF are prepared and able to train state institutions, organizations and individuals in long-term care and best practices.

FWH opened its first home in 2006 and was the first long-term group home in Armenia. In 2008 and 2009, we expanded our first home to include additional residents and created JAF, which is exclusively dedicated to protecting and serving our residents. In 2012 we added a garden house that could serve as a living space for residents with higher behavioral needs. Beginning in 2018, JAF secured a three-year contract with the Armenian government to provide for a portion of our operating costs. This accomplishment allowed us to open a second home in Arinj.

The combined and overall budget for FWH and JAF in 2018 is \$273,000, which is secured through diversified funding sources that include individuals, foundations and Armenian government contracts.

The purpose of this Strategic Plan is to provide guidance and ways to measure our work as we seek to further the organization's capacity to a) improve the quality of care provided to the residents, b) build support for the residents through community integration, c) expand the model of group homes for orphans with mental illness or diverse abilities in Armenia, d) ensure the independence and sustainability of Jermik Ankyun Foundation (JAF) and e) build the capacity of the FWH board. These goals and strategies were based

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on the need for a stronger board (or advisory committee) in the USA and in Armenia and the desire to build the leadership capacity of JAF so that this work will be sustained and nourished for years to come.

Vision

To provide holistic, integrated and forever homes for Armenian orphans special needs throughout the nation of Armenia and to foster mutually transforming relationships between resident, staff, neighbor and fellow citizen.

Mission

To prevent orphaned adults with special needs from being forced to spend the remainder of their lives homeless or in psychiatric institutions in Armenia and to advocate on their behalf. To provide our residents with individualized care in a group-home setting that mimics family life to the extent possible and that empowers our residents to live as independently and confidently as possible.

Values

We will act in the best interests of our residents' social, physical, mental, spiritual and vocational development. We will provide growth opportunities for people of all abilities.

We believe in community integration that honors culture and tradition. Within this context, we will amplify the voices and gifts of people of all abilities.

We will preserve and protect our residents' dignity, choices, fulfillment, privacy and independence.

We will create inclusive communities of friendship and mutuality where resident and staff members seek to break down any barriers between them.

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We will move toward being locally led and sustainable. We will prioritize the development and investment into Jermik Ankyun Foundation above and beyond Friends of Warm Hearth.

	Goal	Strategies	Metrics	Responsible Party	Timeframe
1	Improve the quality of care for residents	<p>Provide access to behavioral, psychological, psychiatric and medical support as needed.</p> <p>Provide individualized care that is centered on resident voice and resident choice.</p> <p>Assess how our supports need to change as the residents age.</p> <p>Offer continuing education, vocational training, or community service opportunities both inside and outside the home.</p> <p>Provide opportunities for residents to make handicrafts and sell them.</p> <p>Explore employment opportunities for our residents and advocate on their behalf.</p>	<p>Regularly analyzed and updated Positive Behavior Support Plans, access to regular visits with specialists as needed.</p> <p>Individualized Care Plans and Resident Life Interviews</p> <p>A minimum of five educational, vocational development or community service opportunities of varying levels will be offered each week.</p> <p>Residents will have two opportunities a year to sell their handicrafts outside of the home.</p> <p>Report on a minimum of two meetings/year with companies and/or organizations to encourage employment opportunities.</p>	JAF	Weekly

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2	Build support for the residents through community integration	<p>Build relationships with neighbors.</p> <p>Offer ways for the residents to give back to the people living in our communities.</p> <p>Provide opportunities for community integration (activities for daily living, e.g. going to the store of the library).</p>	<p>Outreach will reported on in the Narrative Report.</p> <p>One event will be hosted per year that invites neighbors and key member of the community.</p>	JAF	<p>Weekly outreach</p> <p>One neighborhood event per year</p>
3	Advocate for the model of group homes for orphans with mental illness or diverse abilities in Armenia	<p>Add new residents to the Arinj home.</p> <p>Offer resources, trainings, policies, etc. to other group homes and/or the Armenian Ministry of Labor and Social Issues as they seek to advance community-based group homes in Armenia.</p> <p>Advocate that the Ministry of Labor and Social Issues adopt Warm Hearth's Rules and Regulations for all future group homes.</p>	<p>Add seven residents to the Arinj home.</p> <p>FWH will provide an annual brief around the political, social and nonprofit climate in Armenia, as it relates specifically to disability rights and expansion of government services.</p>	JAF and FWH	Seven additional residents will be added by 2021
4	Ensure that Jermik Ankyun Foundation (JAF) is locally led and sustainable	<p>Strengthen partnerships with the Armenian government, seeking additional government funding and support.</p> <p>Create a JAF advisory committee or board.</p> <p>JAF will initiate new actions and will be the primary decision-makers. JAF</p>	<p>Establish at least one additional mutually beneficial partnership with like-minded organizations as evidenced by a collaborative event, an opportunity for our residents, additional support/donations, or advocacy support, described in narrative reports, due each quarter.</p>	JAF and FWH	<p>A JAF advisory committee or board will be established by 2020.</p> <p>The financial review will begin in 2019.</p>

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		<p>will draft the initial policies or plans when decisions are made.</p> <p>Conduct an annual financial review using an external auditor.</p> <p>JAF will increasingly provide a greater percentage of operating costs over time</p>	<p>FWH will develop long-term operational sustainability, documenting work processes and developing systems for our work in Armenia, including a contingency manual and an updated volunteer process.</p> <p>JAF will secure the following percentage of operating costs each year (not including government support):</p> <p>In 2018, JAF will provide 30% of the operating costs for JAY.</p> <p>In 2019, JAF will provide 30% of the operating costs for JAY and 5% of the operating costs of JAA.</p> <p>In 2020, JAF will provide 30% of the operating costs for JAY and 10% of the operating costs of JAA.</p> <p>In 2021, JAF will provide 30% of the operating costs for JAY and 15% of the operating costs of JAA.</p> <p>In 2022, JAF will provide 30% of the operating costs for JAY and 20% of the operating costs of JAA.</p>		
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5	Build the capacity of the FWH board .	The FWH board will focus on strengthening, developing and expanding our board in the areas of fundraising, governance and contingency and succession planning regarding the ED position.	FWH will receive an annual outside financial review.	FWH	2019
		The FWH board will shift away from a programs focus.	The board will create a job description for future board members.		2018
			The board will create and implement a way to evaluate board members' work.		2019
			The board will create a manual for new board members.		2019
			The board will begin meeting once a year for an in-person retreat.		2018
			The board will recruit and orient new board members.		2019