



Ronald McDonald
House Charities®
Southern California

RMHCSC CHAPTER-WIDE STRATEGIC PLAN 2026

January 2022

Ours is an organization that is driven by and committed to a strategic planning process to better ensure our long-term positive impact and success. This is our third multi-year strategic plan which, as with previous plans, will be developed in partnership with our internal stakeholders.

For each of our four strategic priorities as described on the following pages, we will strive for excellence in everything that we do in strong alignment with our core RMHCSC belief in providing a caring, supportive “home away from home” and the highest quality “family-centered care.”

Chapter-wide leadership will define specific metrics to assess and optimize chapter-wide and program-specific performance annually and for the five-year time frame. Performance will be assessed with goals set by quantitative and qualitative means (e.g., selected performance metrics, interviews, satisfaction surveys), which may vary each year based on effectiveness, relevance, and prioritization of how best to allocate resources (i.e., assets, funding, time, and talent).

COMMITTEE MEMBERS

Cheri Bazley, Vince Bryson, Fatima Djelmane Rodriguez, Gordon Ho,
Doug Kanner, Matt Pillar, Vince Torres, and Charlene Vaughn

Our Mission



To provide comfort, care, and support to children and families in Southern California

Our Vision



A community where children and their families embrace life and healing with a sense of hope, enthusiasm, courage, and joy

Our Values



Compassion, integrity, respect, innovation, and transparency

PRIORITY #1 | MEETING COMMUNITY NEEDS

*We will focus on continued **GROWTH, QUALITY, and IMPACT** of our family-centered care approach to service.*

GROWTH in line with increasing demand for our services in Southern California

- Expand the **CAPACITY / SIZE** of our **EXISTING PROGRAMS** in a fiscally-responsible, measured approach to long-term growth
- Establish **NEW PHYSICAL / VIRTUAL LOCATIONS** (e.g., family rooms, houses) with committed hospital partners, where appropriate
- Increase the **BREADTH / DEPTH** of our **SERVICES** (e.g., hospitality carts, family support services, among others) within areas of our capabilities and expertise

QUALITY in terms of providing the safest, highest quality room, board, and family-centered care services environment

- Gather and be responsive to **STAKEHOLDER FEEDBACK / UNMET NEEDS**, especially from **FAMILIES** and **HOSPITAL PARTNERS**
- Rigorously measure and continuously seek to maintain high **SATISFACTION LEVELS** with our **FAMILIES** and **KEY STAKEHOLDERS** (e.g., hospital partners, strategic partners, RMHC, among others)

Maximizing the IMPACT of our efforts and resources to make a positive difference with as many families as possible

- Assess the **EFFECTIVENESS** of our various **PROGRAMS** and **INITIATIVES** against measurable criteria including **RMHC** and other industry-wide best practices
- Capitalize on **ECONOMIES OF SCALE** and **EXPERTISE** with shared best practices and insights as they relate to our facilities (including design and offerings), staffing, sourcing, and innovation (e.g., IT, data management, security)
- Maintain **HIGH COST-EFFECTIVENESS** in terms of a high *program efficiency ratio*

PRIORITY #2 | FUNDING THE MISSION

*We will focus on **COMMUNITY INVOLVEMENT, DEEPENING DONOR ENGAGEMENT, and ENCOURAGING EXCELLENCE** throughout our fundraising efforts with an emphasis on relationship-based stewardship vs. transactional fundraising.*

Expanding our pool of donors and in-kind supporters by fostering COMMUNITY INVOLVEMENT in line with building and growing long-term RMHCSC relationships (e.g., round-up campaigns, corporations, estates, foundations, insurers)

- Develop a FUNDRAISING BASICS TOOLKIT, some of which can come out of our existing DONOR ENGAGEMENT PLAYBOOK
- Expand COMMUNITY OUTREACH beyond print, including measurable digital outreach via social media, e-mail campaigns, events, etc.
- Launch a SPEAKERS BUREAU within the chapter, to be used for various community presentations in order to engage volunteers, donors, companies, strategic partners, etc.
- Incorporate MISSION MOMENTS that are shareable via all programs and never underestimate THE POWER OF OUR STORY

DEEPENING DONOR ENGAGEMENT through strategic, thoughtful assessment of our current and forecasted funding needs

- Create a chapter-wide DONOR PROFILE, determining gap funding and implementing a plan to execute on findings
- Evaluate RECOGNITION PROGRAMS and ensure donors receive appropriate “personalized touches,” wherever authentic and possible
- have our DONORS SHARE their WHY RMHCSC? to remind them and acknowledge that they are key members of our RMHCSC family

ENCOURAGING EXCELLENCE in everything we do by continuing to share best practices within our chapter and across RMHC global, as appropriate

- Maintain and share with stakeholders our HIGH INDEPENDENT INDUSTRY RATINGS from organizations including the Better Business Bureau, GuideStar, and Charity Navigator, among others, which assess and rate our ongoing performance
- Periodically revisit, self-assess, and ASK FOR OUR DONORS’ INPUT on how we are doing, while reinforcing our story and impact

PRIORITY #3 | BUILDING RELATIONSHIPS

*We will focus on **INCLUSIVE ENGAGEMENT, BUILDING CULTURE AND COMMUNITY, and STRENGTHENING STAKEHOLDER RELATIONSHIPS** to support each of our Strategic Priorities and, ultimately, drive long-term positive impact and success.*

Creating and implementing an action plan and mandate for INCLUSIVE ENGAGEMENT as a thought-leading service organization which values Equity, Diversity, and Inclusion (EDI) to best nurture a caring, thoughtful RMHCSC community

- Our EDI ACTION PLAN should focus on the WHO, WHAT, and HOW -- in terms of WHO WE ENGAGE as staff, volunteers, partners, and Board members; WHAT WE DO to maintain a diverse, welcoming community; and HOW THIS TIES to our long-term impact goals
- Conduct BEST PRACTICES OUTREACH to relevant external sources about how to approach EDI and set measurable goals / outcomes
- Consider HOW WE IDENTIFY, WELCOME, and LEAD new members to IMPROVE OUR DIVERSITY and SENSITIVITY TO SUCH ISSUES chapter-wide, being mindful of legal constraints, non-profit best practices, and representation as determined by RMHCSC leadership

BUILDING CULTURE AND COMMUNITY with clear, consistent communication and best practices implemented chapter-wide

- Improve the BREADTH and FREQUENCY of COMMUNICATIONS with staff to share news, events, and best practices / learnings on a program-specific and chapter-wide basis – include newsletter highlights, multi-media content – and share externally
- Organize INTER-PROGRAM OPPORTUNITIES for in person and virtual gatherings, beyond once a year at the RMHCSC annual retreat
- Formalize LEARNING SESSIONS and PROFESSIONAL DEVELOPMENT OPPORTUNITIES for STAFF (including leadership training), VOLUNTEERS (including coaching and training), and BOARD MEMBERS (including peer mentorship and Board Source training)

STRENGTHENING STAKEHOLDER RELATIONSHIPS with RMHC Global, McDonalds SoCal Owner-Operators, and medical community partners, among others, whose high level of engagement and support are essential to our continued success

- Seek to increase the breadth and depth of our MCFAMILY RELATIONSHIPS through BRAND BUILDING (in-store RMHCSC placement, inclusion in online / mobile / social initiatives), FUNDRAISING (e.g., round up campaigns), and PARTICIPATION (Walk for Kids teams)
- Deepen MEDICAL COMMUNITY PARTNERSHIPS including FINANCIAL COMMITMENT from HOSPITALS or their large corporate donors and ONGOING EDUCATION / NETWORKING with a wide range of PEDIATRIC CARE PROVIDERS to raise awareness / engagement
- Be flexible and innovative in using existing and / or new means of communication (in-person, online, mobile, and social) to ensure that each and every touch point with our FAMILIES, STAFF, VOLUNTEERS, PARTNERS, and DONORS are meaningful and impactful

PRIORITY #4 | DRIVING BRAND AWARENESS AND ENGAGEMENT

Driving brand awareness and engagement requires a clear, consistent, and effective MESSAGING STRATEGY; the creation of COMPELLING CONTENT; and EFFECTIVE DISTRIBUTION to drive engagement by stakeholders (“McD” approach).

Developing a consistent, umbrella MESSAGING STRATEGY to drive the broadest audience interest and engagement, including donations and volunteerism

- Create CONSISTENT, EFFECTIVE MESSAGING including positioning, a message house, and shareable stories
- Build upon RMHC GLOBAL STORIES with UNIQUE RMHCSC ELEMENTS to be shared within each program and across our chapter
- Drive AGREEMENT and EDUCATION of our positioning and stories across all key stakeholder groups, especially hospital partners

Facilitating the creation of COMPELLING CONTENT for all stakeholders

- Strengthen ties to MCFAMILY RESOURCES (i.e. RMHC global content)
- Establish CONTENT CREATION BEST PRACTICES for each program and function
- Drive CONTENT STRATEGY and ENGAGEMENT across all programs via appropriate marketing and communicating resources – provide dedicated CHAPTER-WIDE RESOURCES and define future resource needs, including a marketing outreach training regimen

EFFECTIVE DISTRIBUTION of content including RMHCSC family stories, annual report, “impact updates,” etc. via multiple channels and touch points – and engagement of “ambassadors” to extend and deepen our RMHCSC Sphere of Influence

- Establish a REGULAR CONTENT CADENCE for each program to share stories, successes and best practices, ideally in person or via person-to-person communication (e.g., e-mail, social media, telephone) via online, mobile, social, PR, e-mail, among other channels
- Engage and support RMHCSC AMBASSADORS on a program-specific and chapter-wide basis to spread word of our “good work” and help our staffs and Boards accomplish short- and long-term goals – these individuals may be POTENTIAL BOARD CANDIDATES or, if earlier in their careers and lives may be TEAM LEADERS for the Walk for Kids or POTENTIAL HOUSE / CAMP VOLUNTEERS

***Thank you to each and every program Board
for thoughtful review and engaging discussions
which helped to finalize our STRATEGIC PLAN 2026.***

***Please remember that your individual program's
stage of development and community needs will
inform how you define success in the years ahead.***

***NEXT STEPS Discuss among your individual Boards to finalize
and implement plans specific to your program's short- and
long-term needs within the framework of our new plan.***

Stronger together, we will make a huge difference, one family at a time!