



# COMPASS HOUSE

## **STRATEGIC PLAN 2018-2020**

**A community rebuilding lives and hope through purposeful  
opportunities for adults living with mental illness.**



## ACKNOWLEDGEMENTS

This strategic plan would not have been possible without the active participation of many people committed to Compass House.

Thank you to the Compass House Board of Directors for recognizing the time was right to plan for the growth and stability of Compass House. My appreciation goes out to the trustees who gave input to the plan through the annual retreat, board discussions, and plan review. They offered valuable feedback at each step.

I extend my gratitude to the staff who contributed to the plan at the annual retreat and in the review process, as well as by garnering member input and feedback at several stages.

Our bi-monthly strategic planning committee meetings were both delightful and an education in life at Compass House. I was warmly welcomed into the fold. My deep appreciation goes out to committee members, Dale Verger, strategic planning committee chair/trustee, Sheila Houlihan, member/trustee, Lezley Sanders, volunteer, Bryce Harding, staff/Business Unit, and Chris Folden, staff/Employment Unit. You participated in the conversations with joyful engagement, and thoughtful consideration of the potential implications of language and decisions.

Thank you to the Compass House members who participated by giving input in morning meetings, voting on proposals, and joining in the strategic planning meetings and discussions. You bring the life to Compass House!

Finally, my most heartfelt gratitude goes to Elizabeth Hazlewood, Executive Director and strategic planning committee member, for her support and commitment to this strategic planning process. She guided the process ensuring I understood the foundations of the Clubhouse Model, provided content, reviewed drafts, and answered countless questions, all while simultaneously and alertly tracking and overseeing the goings-on at Compass House. Her wisdom and leadership were a gift to both the project, and to me.

I am so grateful for this opportunity to have connected with Compass House. My personal desire is that this plan will have a direct impact on the fulfillment of your mission, that this work will be a part of: A community rebuilding lives and hope through purposeful opportunities for adults living with mental illness.

In deepest gratitude,  
Tatiana Bredikin  
MeetingMastery.com  
January 2018



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**ELIZABETH, MINH, AND KODA**

## **EXECUTIVE DIRECTOR STATEMENT**

First, I would like to thank the Strategic Planning Committee members for their commitment to this planning process, for their patience and good humor and for their fortitude in seeing it through to the end. Thanks also to the members of the Compass House Board of Trustees and staff members who participated in the Board Retreat at the Ashland Springs Hotel in July 2017 and to Tatiana Bredikin for the guidance and insight she provided to all of us.

Strategic planning keeps an organization on track over time and allows the organization to respond to change while living to their mission and vision. The process itself may have as much value to the organization as the final plan, since so much can be learned from this process.

The opportunity to step back and evaluate our activities is crucial, especially as we grow as an agency to meet the urgency and severity of the need in the community. Having made that time during this process will prove to be invaluable to the growth of Compass House as well as the health and stability of our community.

In the summer of 2017 in partnership with The Gordon Elwood Foundation Compass House began a board assessment. It was during this assessment we realized the need for an updated strategic plan. Three community foundations, the Gordon Elwood Foundation, The Ford Family Foundation and The Cow Creek Umpqua Indian Foundation, came together to make this process possible by funding the project. We engaged the services of a strategic planning consultant, Tatiana Bredikin with Meeting Mastery to help guide us through the process. Our Board of Trustees named Dale Verger Chair of the Strategic Planning Committee and she was charged with chairing the planning process. Dale has worked tirelessly to see this process through. The group began meeting twice a month in August 2017. We needed to examine our mission and our programs and be sure we were still on a trajectory that the members, staff and trustees supported as well as meet the growing community need. During these meetings the strategic planning committee drafted this plan, which captures the goals and accomplishments that Compass House is working towards over the next three years.

Elizabeth Hazelwood  
Executive Director  
April 2018

## GLOSSARY OF TERMS

- **MEMBER** – An adult of at least 18 years of age who joins our community through a referral process, voluntarily participates and contributes to the clubhouse community as an active part of their recovery.
- **MEMBERSHIP** – The body of members.  
Assures members that their participation is fully voluntary and that they can access all the opportunities available to them through clubhouses.
- **MEMBERSHIP** – What it entails.  
The right to participate in the clubhouse and their own recovery at their own choice. Membership is voluntary and without time limits. The member chooses how they contribute to the clubhouse community and the people with whom they work. It also guarantees a safe, compassionate support system with access to resources and every opportunity in the clubhouse regardless of level of functioning or diagnosis. Here members become more than a diagnosis and discover they have skills, talents, abilities and confidence which help them integrate back into the community.
- **TRUSTEE** – A member of the board of directors. Twenty-five percent of the board is made up of Compass House members.
- **SIDE-BY-SIDE WORK** – The work of the clubhouse is a shared responsibility of both members and staff to be completed jointly as colleagues. All work of the clubhouse is completed in this manner.
- **WORK-ORDERED-DAY** – The daily activity of a clubhouse is divided into work units and organized around a structured system, which parallels the typical business hours of the working community where the clubhouse is located. Each unit holds daily meetings to plan the work of the day and foster relationships.
- **FULL AND ENGAGING** – Each work unit has enough meaningful work, members and staff to sustain a full workday.
- **TRANSITIONAL EMPLOYMENT**– A highly structured program for members returning to paid work in local business and industry. Transitional Employment placements are at the employer’s place of business, are part-time (15-20 hours per week), and include on-the-job and off-site support from clubhouse staff and other members. These placements generally last from six to nine months. Members can then try another placement or move on to independent employment. Transitional Employment is specifically designed as a vocational rehabilitation program where a member can gain or re-gain the skills and confidence necessary to have a job while he or she is employed in a real-world position. The main requirement for the member to participate in Transitional Employment is the expressed desire to work.
- **OUTREACH (OR REACH-OUT)** – Part of the daily work of the clubhouse involves keeping in contact with all members. When a member does not attend the clubhouse, or is in the hospital a telephone call or visit is made. Each member is reminded that he or she is missed and needed at the clubhouse. This process not only encourages members to participate, but it is also an early warning system for members who are experiencing difficulties and may need extra support.
- **COMMUNITY OUTREACH** – Connecting with individuals or organizations for the purpose of education and potential partnership. This can include member and staff presentations, event booths, and direct contact with agency or community representatives.
- **CLUBHOUSE INTERNATIONAL** – A nonprofit organization that oversees the evidenced based model, Clubhouse International helps start and grow Clubhouses globally. They also oversee clubhouse accreditation.

## MISSION STATEMENT

Compass House – A community rebuilding lives and hope through purposeful opportunities for adults living with mental illness.

## VALUES

- Empowerment
- Partnership
- Respect

## VISION

Compass House is a welcoming place, empowering adults living with mental illness to improve their quality of life. More than a program or social service, a clubhouse is above all a community of people who are working toward a common goal to get their lives back. Members are a part of a vibrant community where they are valued, wanted, needed and expected. We offer our members living with mental illness opportunities for employment, housing, education, life skills and socialization, so they can recover and fully participate as valued and respected members of society.

Members, those who choose to participate in the program, gain a sense of worth and purpose through the work-ordered day. Members and staff share responsibility for the running of all aspects of the clubhouse. Side-by-side work builds confidence, and encourages healthy relationships, growth and recovery. Programs and services have grown in number and variety to better serve our diverse membership and their reintegration into the community. One outcome of our quality and targeted programing is a steady increase in active membership and average daily attendance. The Transitional Employment program partners closely with local employers in many fields.

We celebrate the completion of a successful Capital Campaign that built a space that conveys a sense of respect and dignity. Shared responsibility in the work of the Clubhouse fully engages members in this professional environment that mirrors Compass House's values and mission.

Compass House is a known and respected community partner. We have strong, collaborative partnerships with organizations, agencies and employers who support Compass House. The Rogue Valley is not only well aware of Compass House and our role in supporting the most vulnerable populations, but the community has also grown in understanding of people living with mental illness.

Our donors are celebrated; they know and experience our appreciation of them. Capital campaign donors are so moved by their experience in that project, they renew and increase support well past the capital campaign. Our successful friend/fundraising events build a thriving donor base that creates continued support.

Compass House is a financially stable organization. This creates security for our members knowing Compass House is here for the long term. Our stable funding is a result of diverse income streams including community foundations, coordinated care organizations, endowments and government sources, along with our faithful and devoted sponsors and donors.

Our staff are driven and passionate about their work. Staff engage the membership by working side-by-side toward shared goals. All staff have been to clubhouse training and embrace the Clubhouse International Model. This commitment is seen in their creativity in program development.

Our Board of Trustees demonstrates its commitment to Compass House by promotion of our mission, energetic participation in development activities, and personal commitment to financial support; their enthusiasm is contagious. They have inspired community-wide support and understanding of the value of Compass House.

We are a leader in the clubhouse community. We maintain our Clubhouse International accreditation. We have built strong, supportive relationships with other clubhouses. This commitment to the clubhouse philosophy is reflected in our member and staff presence in the Clubhouse International Accreditation Faculty.

Compass House is a well-established organization in Southern Oregon. We live our values of empowerment, partnership, and respect. Together we are changing lives.

## RIGHTS OF MEMBERSHIP

- A right to a place to come
- A right to meaningful relationships
- A right to meaningful work
- A right to a place to return

### COMPASS HOUSE AND THE CLUBHOUSE MODEL

Compass House is the only non-clinical, evidence based psycho-social rehabilitation center serving Southern Oregon. It is the first accredited Clubhouse from Clubhouse International in Oregon. Members are empowered to take an active part in their recovery through their involvement in the clubhouse. Every dollar spent in a clubhouse saves 14 dollars in the clinical mental health system, thereby saving the community from incurring uninsured hospitalization and incarceration expenses.

Compass House follows the evidence-based Clubhouse International Model of psychosocial rehabilitation. Clubhouses offer people living with mental illness hope and opportunities to reach their full potential. They operate on proven standards which have been developed by Clubhouse International over two decades and which are effective in over 330 Clubhouses worldwide. The daily activity of a Clubhouse is organized around a structured system known as the work-ordered day. The work-ordered day is an eight-hour period, typically Monday through Friday, which parallels the typical business hours of the working community where the Clubhouse is located. Members and staff work side-by-side, as colleagues to perform the work that is important to their community. All of the work in the Clubhouse is for the Clubhouse and not for any outside agency or business. There are no clinical therapies or treatment-oriented programs in the Clubhouse. Members volunteer to participate as they feel ready and according to their individual interests.

Decision-making and governance are an important part of the Clubhouse work. Members and staff meet in open forums to discuss policy issues and future planning for the Clubhouse. Clubhouses also have an independent board of directors or advisory board that is charged with oversight management, fundraising, public relations and helping to develop employment opportunities for members.

People living with mental illness often require a variety of social and medical services. Through the work-ordered day at the Clubhouse, members are given help in accessing the best quality services in their community. Help is given to members in acquiring and keeping affordable and dignified housing, psychiatric and general medical services, government disability benefits and any other needed services. Members and staff from the Clubhouse ensure all such support and assistance.

Although the first Fountain House started more than fifty years ago and has been replicated more than four hundred times around the world, the Clubhouse concept is still a radically different way of working in the field of community mental health. Most program models still focus on assessing a person's level of disability and limiting the expectations based on that assessment. Most use teaching or treatment as the vehicle for providing rehabilitation. In a Clubhouse the expectations are high and mutual work, mutual relationships, and meaningful opportunities in the community are the vehicles of choice.

People living with mental illness are one of the most underserved and neglected populations; according to the National Alliance on Mental Illness (NAMI) one in four adults experience mental illness. That equates to over 50,000 people in Jackson County alone. According to the World Health Organization, mental illness is a highly prevalent, life-threatening disease that affects millions of people worldwide. Mental illnesses are more common than cancer, diabetes or heart disease. Hospitals and community mental health centers do not have the capacity to accommodate the overwhelming demand that expends every available resource for mental health needs. The legal system has also become inundated, absorbing the cost of housing for people who society does not have the resources to treat. The Community Health Assessment 2013 for Jackson County (paraphrased) identified mental health problems as the number one challenge facing our community. This assessment also identified five primary factors impacting community health: poverty, homelessness, disabilities, unemployment and crime. The assessment also exposed a gap in our community resources: there were no organizations locally to meet the needs of individuals living with severe and persistent mental illness as they attempted to restore their lives and integrate into the broader community outside of the already overwhelmed clinical setting. Without adequate access to integral resources and crucial support, overcoming barriers to employment, education, housing, financial self-sufficiency and independence left people marginalized due to insufficient programs that solve this community need. The recent closing of The Hawthorne Center and DASIL, left this gap in services that sparked the Jackson County Mental Health Advisory Committee to recommend a working group be convened to investigate potential models of psychosocial rehabilitation for adults with mental illness. This group was formed and began to explore the possibility of creating a Clubhouse in Medford based upon the International Clubhouse Model of psychosocial rehabilitation.

## COMPASS HOUSE HISTORY

Compass House officially opened its doors on August 1st, 2014 as the only non-clinical mental health agency in Southern Oregon. Since opening, Compass House has grown from serving a handful of members to currently over 600 members. What began as a grass roots nonprofit has grown into a thriving agency not only meeting the needs of our membership but also improving the community as a whole. Services have grown substantially to include culinary, business, outreach, housing, life skills, socialization, wellness, education and employment programs. The staff has grown from only one paid director to sustaining seven full time staff that actively engage in side-by-side work with our members in all aspects and operations of the Clubhouse.

In the fall of 2016 with the rapid growth of Compass House our members, staff and board of trustees realized that the 3,600 square foot space we are currently leasing could not accommodate the growth in our membership. We were quickly reaching the spaces maximum occupancy; our dining room only serves 16 people at a time so we were beginning to eat in separate shifts each day. As the only meeting space, it was often standing room only and work units were often full and unable to gather in one room for group meetings. Working to accommodate this growth, our community recognized the need and effectiveness of Compass House. Asante Hospital, Jackson Care Connect and individual donors helped purchase a 11,000 square foot. building and now Compass House is moving forward to renovate it to utilize the space and to have a permanent home. This expansion will create security for our members and Medford in knowing that we are here for the long term providing even greater needed services to the Medford community.

Compass House became the first accredited Clubhouse in Oregon in January 2017 and continues to grow and thrive providing a much-needed service. We currently serve an average of 34 members per day and over 120 members each month. Compass House provided 29,440 service hours in 2017 to our members. We have also developed 32 community partnerships working in collaboration with Compass House to enhance our ability to carry out and further our mission.

## DIVERSITY, EQUITY, AND INCLUSION STATEMENT

Dedicated to increasing diversity, equity and inclusion, Compass House builds a culture of inclusion by seeking out and welcoming staff, board and membership diversity. We are committed to building a culture that sees differences as assets that both strengthen and enrich our community. Creating a diverse community helps us grow by breaking stigma and removing barriers to quality employment, housing, and education, as well as by advocating for our members. This is a commitment Compass House staff, board and members proudly carry forward in all aspects of our operations as we work to end socio-economic disparity.

**"Compass House has given me my life. My life would be extremely dull if I didn't have you and all of the other members."**

**- Jessica D.**



## **COMPASS HOUSE GOALS**

### **I. PROGRAM DEVELOPMENT**

1. Compass House will increase average daily attendance to 40% of active membership.
2. Members will be fully engaged in the work-ordered day as evidenced by participation in an average of at least three clubhouse activities per attendance day.
3. We will develop one new unit with enough members, staff and meaningful work to sustain a full and engaging work-ordered day.
4. An ever-increasing number of our members will live in safe and secure housing, as evidenced by a drop in homelessness (from 32%) among our membership.

### **II. FINANCIAL STABILITY**

5. We will develop, implement and maintain diverse activities supporting financial stability and development.

### **III. CAPITAL CAMPAIGN**

6. We will successfully complete the Capital Campaign, raising \$1.5 million by June 30, 2019.

### **IV. STAFFING**

7. We will foster an environment to recruit and retain a full staff of consistent, reliable, and content employees secure in their positions to provide a sense of stability for our members.
8. We will foster a functional working staff of self-directed, self-reliant, accountable experts.
9. We will build unit identity and pride. Staff will ensure that members feel welcomed, wanted, needed, and engaged every time they attend.

### **V. BOARD DEVELOPMENT**

10. 100% of the board will fulfill their responsibilities, as described in their contract and personal trustee plan.
11. We will develop a robust, effective, skilled, proactive board.
12. The board will actively engage in fundraising.
13. The board will be actively involved in community engagement.

### **VI. COMMUNITY ENGAGEMENT**

14. We will create and maintain at least 13 transitional employment placements as a result of employer partnerships.
15. We will increase community partnerships by 30%.

### **VII. CLUBHOUSE INTERNATIONAL COMMUNITY**

16. We will be an active participant in the Clubhouse International community.

## GOALS AND IMPLEMENTATION PLAN OBJECTIVES

### I. PROGRAM DEVELOPMENT (PRG)

1. Compass House will increase average daily attendance to 40% of active membership.
  - PRG1 Members experience genuine caring through individual staff outreach to at least four members per day by January 31, 2018, and ongoing.
  - PRG2 Active members with no attendance are outreached by their home unit weekly by phone by February 28, 2018, and ongoing.
  - PRG3 Inactive members are outreached via mail at least two times per month by June 30, 2018, and ongoing.
  - PRG4 Enhance and implement activities to celebrate member milestones as evidenced by at least one celebration in the morning meeting per day by June 30, 2018, and ongoing.
  - PRG5 Increase new member retention by 80% as evidenced by participation four times in the first month of membership, progressively by December 31, 2020.
  - PRG6 Build referral relationships by maintaining at least one referral-agency contact per week by January 31, 2018 and ongoing.
2. Members will be fully engaged in the work-ordered day as evidenced by participation in an average of at least three clubhouse activities per attendance day.
  - PRG7 Include administrative and fundraising tasks in the work-ordered day by September 30, 2018.
  - PRG8 Develop enough work and employ enough staff in each unit to sustain a full and engaging work-ordered day as evidenced by 20% increase in participation in each unit per year of the plan by December 31, 2020.
  - PRG9 Develop and implement a wellness program. Each unit will develop initiatives each year by January 30, 2019 and ongoing annually.
3. We will develop one new unit with enough members, staff and meaningful work to sustain a full and engaging work-ordered day.
  - PRG10 Determine the new unit to be developed including activities and staffing configuration to create a smooth transition timed with the building move by July 31, 2019.
  - PRG11 Ensure the ongoing units have enough work to sustain a full and engaging work-ordered day by July 31, 2019.
4. An ever-increasing number of our members will live in safe and secure housing as evidenced by a drop in homelessness (from 32%) among our membership.
  - PRG12 Maintain our housing program as evidenced by 6-10 members transitioning into permanent housing each year, beginning December 31, 2018 and ongoing.
  - PRG13 All staff take an active role in housing rotation. Staff will participate in on-call rotations, inspections, and member transitions into and out of housing as identified in their job descriptions by March 31, 2018 and ongoing.
  - PRG14 Develop partnerships with a variety of housing agencies for a diversified approach to housing members. Total partnerships will increase to at least nine, progressively by December 31, 2020.

## II. FINANCIAL STABILITY (FIN)

5. We will develop, implement and maintain diverse activities supporting financial stability and development.
  - FIN1 Create a tiered system donor recognition plan by January 31, 2018.
  - FIN2 Implement the tiered system donor recognition plan by February 28, 2018.
  - FIN3 Create a development plan including grant funding that is clear and targeted, including well thought out identification of appropriate grants by March 31, 2018.
  - FIN4 Implement the development plan resulting in a more effective, efficient and successful grant writing process by May 31, 2018.
  - FIN5 Trustees, staff and members are trained and engage in the grant writing process by August 31, 2018.
  - FIN6 Establish a plan to host an increasing number of annual friend-raising and fundraising events to further our vision, with six events planned by January 31, 2018.
  - FIN7 Host annual events. Create an event timeline that is complete with dates, locations, and event themes by December 31 each year of the plan.
  - FIN8 Secure 80% of the budget by the start of the budget year beginning December 31, 2019 and annually thereafter.
  - FIN9 Reserves are fully funded with contributions of at least \$5,000.00 per quarter by January 31, 2018 and quarterly thereafter.

## III. CAPITAL CAMPAIGN (CAP)

6. We will successfully complete the Capital Campaign, raising \$1.5 million by June 30, 2019.
  - CAP1 Develop a capital campaign strategic plan including a leadership responsibility for each trustee tailored to the trustee's individual strengths, knowledge and expertise by February 28, 2018.
  - CAP2 Launch a successful marketing strategy by April 30 2018.
  - CAP3 Implement the capital campaign strategic plan.

## IV. STAFFING (STF)

7. We will foster an environment to recruit and retain a full staff of consistent, reliable, content, employees secure in their positions to provide a sense of stability for our members.
  - STF1 Increase staff to two full-time employees in each unit progressively by December 31, 2020.
  - STF2 Increase staff retention  $[(\# \text{ employed in the period} / \# \text{ employed at the start of the period}) \times 100]$  to at least 75% annually by incorporating additional ways to train, support, celebrate and acknowledge staff by December 31, 2020.
  - STF3 Decrease turnover  $[(\# \text{ of separations for the period} / \text{average } \# \text{ of employees for the period}) \times 100]$  to at least 45% annually, by incorporating additional ways to train, support, celebrate and acknowledge staff by December 31, 2020.
8. We will foster a functional working staff of self-directed, self-reliant, accountable experts.
  - STF4 Each staff member leads a monthly progress self-evaluation with the executive director by May 31, 2018 and ongoing.
  - STF5 Staff are actively involved in community, donor development and employer engagement as evidenced by involvement in at least one ongoing community group, proven donor cultivation and successful transitional employment placement management as identified in their job description beginning January 31, 2018 and annually increasing monthly invitations to visit Compass House.
  - STF6 Increase staff engagement in financial stability as evidenced by participation in the grant process by August 31, 2018.
  - STF7 Each staff member attends Clubhouse International training within the first year and a half of employment, ongoing.
9. We will build unit identity and pride. Staff will ensure that members feel welcomed, wanted, needed and engaged every time they attend.
  - STF8 All staff will actively participate in the orientation process so each new member feels wanted and needed in their unit beginning February 28, 2018 and ongoing.
  - STF9 Staff will engage all members in the work of the day through side-by-side work beginning March 31, 2018 and ongoing.
  - STF10 Staff will build unique unit identities fostering relationships with members by engaging members in unit planning and during daily unit meetings by June 30, 2018 and ongoing.



## V. BOARD DEVELOPMENT (BRD)

10. 100% of the board will fulfill their responsibilities, as described in their contract and personal trustee plan.
  - BRD1 Each trustee participates in an annual meeting with the board president and executive director in which a personal plan is developed for the coming year by June 30, 2018 and annually thereafter.
  - BRD2 Each trustee successfully completes his/her personal plan by June 30, 2019 and annually thereafter.
11. We will develop a robust, effective, skilled, proactive board.
  - BRD3 Develop a process for on-boarding new trustees, by March 31, 2018.
  - BRD4 Maintain a minimum of 13 filled board seats with effective, diverse trustees from a variety of fields, progressively by June 30, 2020.
  - BRD5 Implement the process for on-boarding new trustees by June 30, 2018.
  - BRD6 Complete an annual board assessment and select one initiative to strengthen the board in the coming year by June 30, 2018, and annually thereafter.
  - BRD7 Provide training to the committee chairs to create excitement and ensure the fulfillment of responsibilities by May 31, 2018.
12. The board will actively engage in fundraising.
  - BRD8 100% of the board makes a personally meaningful contribution at least annually by November 22, 2018 and by Thanksgiving annually thereafter.
  - BRD9 Trustees participate in the grant identification and writing process by December 31, 2018 and ongoing.
13. Trustees are actively involved in community, donor and employer engagement.
  - BRD10 Trustees are actively involved in community, donor, and employer engagement as evidenced by greater community knowledge of Compass House and more robust donor and employer partnerships by February 28, 2018 and annually increasing monthly invitations to visit Compass House.
  - BRD11 Trustees identify and complete community engagement activities as included in their annual trustee plan by June 30, 2019 and ongoing.

## VI. COMMUNITY ENGAGEMENT (COM)

14. We will create and maintain at least 13 Transitional Employment placements as a result of transitional employer partnerships, progressively by December 31, 2020.
  - COM1 Establish a structured schedule and plan for employer development by January 31, 2018.
  - COM2 Prioritize transitional employment development with weekly focused meetings by January 31, 2018 and ongoing.
  - COM3 Trustees and staff are engaged in employer development by building relationships, and making introductions as evidenced by two leads per month per trustee and staff member by January 31, 2018 and ongoing.
  - COM4 Build employer relationships by making contact with an average of five previously known employers per week by January 31, 2018 and ongoing.
  - COM5 Participate in at least five community events per month for visibility and networking by December 31, 2019, increasing progressively and ongoing.

15. We will increase the number of community partnerships by 30% to provide a wider variety of resources to members, and to improve our recognition in the community.
- COM6 Increase partnerships by 30% by December 31, 2020, increasing progressively.
  - COM7 Develop a speakers bureau including member speakers, and schedule speaking engagements, increasing progressively to ten presentations per month by December 31, 2020.
  - COM8 Apply for the 2019 Chamber Leadership Project by September 30, 2018.

#### **VII. CLUBHOUSE INTERNATIONAL COMMUNITY (CLB)**

16. We will be an active participant in the Clubhouse International community.
- CLB1 At least one member and one staff will be added to Clubhouse International faculty by January 31, 2020.
  - CLB2 Maintain clubhouse accreditation starting January 31, 2018 and ongoing.
  - CLB3 Lead at least one workshop at every Clubhouse International World Seminar by September 30, 2019.

## **PLAN DEVELOPMENT, PROCESS AND PARTICIPANTS**

This strategic plan is a result of the work and support of many. Three foundations came together in partnership to help build the capacity of Compass House with financial support for the plan development.

Trustees, staff and members each contributed to the development of the plan. The project kicked off at the annual retreat, with input from the board and staff to the mission, values, vision and goals. At the retreat trustees and staff selected committees on which to serve in the coming year, one of which was the strategic planning committee. The strategic planning committee consisted of three trustees, one of whom is a member, and three staff, one of whom is the executive director.

The strategic planning committee met twice monthly to develop the plan. Plan content proposals were presented to the membership for input and after consideration, were then presented to the board for approval.

## **PLAN IMPLEMENTATION**

Lead staff and committee chairs will report on strategic plan progress at every monthly board meeting.

The Master Implementation Plan and the 2018 Implementation Plan, including timelines, due dates and the leads responsible, as well as space for progress notes, is included in the appendix of supporting documents.

Successful completion of the entire three-year plan will require an annual evaluation of progress and an assessment of current priorities resulting in the creation of an updated annual implementation plan as the organization moves into the second and third years of this strategic plan.

**"It means a new beginning, a place where I can go to challenge myself, make new friends and form relationships."**

**-Karen C .**



## STORIES FROM COMPASS HOUSE

### I hugged the refrigerator and did a hula dance in the bathroom....

In January 2016 the place that I was living began to lock me out of the house. I didn't know what to do so I started going from shelter to shelter. In March 2016 Compass House began the housing program. On March 11, I moved in to one of the 2 bedroom apartments. I hugged the refrigerator and did a hula dance in the bathroom. I was ecstatic! I was so emotional that I wanted to cry but I couldn't because I was too happy. I no longer had to worry about who was going to steal my stuff. I felt safe!

On May 2, 2016 I began working a transitional job at the Family Nurturing Center. I would not have been able to find a job if I hadn't moved into housing. Having a stable place to live with an address has given me an opportunity to find my center and start working towards my goals. I am not only employed but I am also working on getting my GED. Moving into the Compass House transitional housing has given me a sense of belonging. I am now able to work on myself and to find out who I can be.

Thank You,  
Anita

### When I was a young pup I was different from others....

I heard voices and saw shadows. I started off with alcohol then marijuana, meth, cocaine, and then heroin and this started my journey at a young age. I became homeless at the age of 18. I would get so high and pass out that I did not care for myself. This carried on until I was 27 years of age. I got into trouble with the law and this was a blessing in disguise. If it were not for the law and me getting in to trouble, I would be dead by now.

I was diagnosed with schizophrenia, depression, PTSD and very strong mood changes. I finally got the help that I needed to become a better person. I found Compass House and it gave me a place to shine and give back that which I took away from the community. I can come to Compass House, be myself and not be judged. I have less stress and more opportunities for growth to become a more positive and productive person. Thank you Compass House for the opportunity and being here when I need something solid so I can work on myself, and make my future bright.

John

DEBRA



### **I almost died....**

I am a survivor of 60 plus suicide attempts by the means of cutting. Since becoming a member of Compass House, I feel like I have a purpose to live. The members and staff have been amazing and a great support system. Since becoming a member, I have had the opportunity to take trainings for Mental Health Peer Support and Applied Suicide Intervention Skills Training. I now have the skills to help those who are struggling with thoughts of suicide.

I am very thankful for Compass House helping me gain experience and figuring out what I am truly capable of. Compass House has given me purpose, direction and gives me a reason to get out of bed every day. I can't thank the community at Compass House enough for saving my life.

Linda

**"It means a new beginning, a place where I can go to challenge myself, make new friends and form relationships."**

**-Karen C .**



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