



Strategic Plan 2023 - 2028

Our Vision, Mission, and Values

The **Vision** of Sunrise Haven is: Humanity loved, blessed, healed.

Our **Mission**: Christian Science nursing inspiring, loving, and healing humanity.

Values:

Through our collective devotion to Christian healing, we embrace humanity with Christian Science nursing. In our daily work, we are guided by the following values:

- Our love for God and humanity is our foundation.
- In everything we do, we turn to God; finding direction from the Holy Bible and Science & Health with Key to the Scriptures.
- We expect and are committed to complete and immediate healing through the inspired practice of Christian Science.
- We provide safe, practical and compassionate Christian Science nursing care.
- We honor every child of God equally, respecting their unique composure of race, gender, age, culture, and self-identification per Gal 3:26 & 28.
- We strive for unity and teamwork by obeying the Ten Commandments, the Sermon on the Mount, and the guidance found in Matthew 18:15-17.
- We express gratitude for the good in every day.

Introduction:

The purpose of Sunrise Haven is to provide an environment conducive to spiritual healing in the practice of Christian Science nursing as established in the *Manual of The Mother Church*, Article VIII, Section 31. The first Strategic Plan for Sunrise Haven 2019 - 2022 was developed over a four year period, and ratified in 2019. We are continuing with the original values and six goals of that plan, while adding another value, and a seventh goal as we look to the future of Christian Science nursing and care facilities. A rigorous process has again been implemented to collaborate in drafting this plan with the Board of Trustees, management, staff, and stakeholders. The resulting Strategic Plan 2023 - 2028 is a reflection of this work, our foundation in Spirit, and our desire to serve Christian Science nursing in healing humanity.

The Executive Director (ED) holds responsibility and oversight for the implementation of the Strategic Plan. Each goal will include collaboration and application from Sunrise Haven's staff and Board of Trustees (BOT).

Goals of the Strategic Plan

1. GOAL: Daily support quick and whole healing

Metaphysical Basis: "I recommend that each member of this church shall strive to demonstrate by his or her practice, that Christian Science heals the sick quickly and wholly, thus proving this Science to be all that we claim for it" (*Church Manual*, p. 92).

Actions:

1. All staff and the Board of Trustees (BOT) will daily support quick and whole healing, follow our Leader's direction for daily defense, identify and treat impositions, and prayerfully support all activities of Sunrise Haven (SRH).
2. As an ongoing practice, the Co-Directors of Christian Science Nursing (CDCSN) will set schedules to encourage regular branch church attendance, ten minute quiet time breaks for prayer during morning and evening shifts at 10:20a and 4:20p, and include a metaphysical focus in change of shift meetings.
3. CDCSNs will expand teamwork with Christian Science practitioners in our Field and extend monthly invitations with our on-call practitioner to speak with staff on the current month's prayer topic.

4. As part of our Patient Satisfaction Survey, CDCSNs will encourage patients to write-up their healing or inspirations either for the periodicals or for the SRH healing record.
5. Highlight, within the admissions process, our expectation of quick and whole healing through direct conversations with applicants and their responsible party.

2. GOAL: Consistently improve Christian Science nursing services

Metaphysical Basis: “Success in life depends upon persistent effort, upon the improvement of moments more than upon any other one thing” (*Miscellaneous Writings*, 230:1).

Actions:

1. During the 4th Quarter of 2023 the ED and CDCSN shall hold staff orientation/re-orientation meetings to share the Strategic Plan. Orientation will be in-person. Each February, ED will review the SP as a working document with staff.
2. As an ongoing practice, the ED and CDCSNs will collaborate with the Christian Science Nurse Trainer (CSNT) through quarterly mandatory Christian Science nurse (CSN) meetings to ensure staff has been adequately trained (metaphysically and practically) to care for the patients they are assigned and have been offered professional development opportunities including workshops for refresher courses on all levels. Share with CSNs commendations received from patients during their discharge.
3. Provide yearly Continuing Education (CE) hours mandated by The Mother Church (TMC) for *Journal*-listed CSNs. Provide no less than 6 months of CE workshops designed for this purpose.
4. ED ensures both CDCSNs and CSNT receive ample continuing education to keep their skills current either through visiting other CS nursing facilities within the country for up to one week, attending CS summer camp as the Journal Listed CSN (JLCSN) for a minimum of one week, participating in church training workshops, or bi-monthly in-house skills workshops for Sunrise Haven (SRH) CSNs.
5. Improve annual Medicare-mandated “Table-top” meetings led by CDCSNs, CSNT, and ED to be more engaging and inclusive of in-person involvement to achieve higher CSN retention and confidence in knowing what to do in the event of an emergency. As a means of assessment, a brief survey will follow the exercise.

6. Beginning October 2023, Department Heads will collaboratively re-visit and re-evaluate Employee Handbook during the year, preceding SRH's next Commission Accreditation visit, ~June 2024 and 2027.

3. GOAL: Recruit, retain, and value staff

Metaphysical Basis: "Then saith he unto his disciples, The harvest truly is plenteous, but the labourers are few; pray ye therefore the Lord of the harvest, that he will send forth labourers into his harvest" (Matthew 9:37-38).

Actions:

1. The best step in recruitment is for the ED and CDCSNs to attend events within Christian Science nursing networks (e.g. the International Christian Science Nursing Conference [ICSNC] at Cedars) and promote Sunrise Haven's value through our example and demonstration of what we hope to attract. This includes participating in various sub-committee work within various networks, keeping our website updated with open positions and advertising on other Christian Science nursing websites such as Association of Christian Science Nursing and Christian Science Nursing Network.
2. Our CSNT will lead LeVerger workshops at ICSNC and within our Pacific Northwest region to attract new CSN staff.
3. Annually assess the hourly wage increase for **training** levels (As of January 2023: Level One & Level Two \$25; Level Three \$26.50; Level Four \$28; JLCSN \$30).
4. Annually assess staff appreciation milestone gifts (As of January 2022: 5 years \$50 gift equivalent; 10 years \$100 gift equivalent; 15 years \$150 gift equivalent).
5. Beginning January 2024, evaluate staff benefits and propose adjustments as needed. Re-evaluate Personal Time Off (PTO) accruals to ensure they don't interfere with our ability to provide care for our patients.
6. Annually evaluate the efficacy of temporary housing and transportation practices for students in training, contract CSNs, and other approved individuals. To be conducted by ED, Business Manager, and CDCSNs.
7. Provide two weeks of CS summer camp experience for all interested JLCSNs (SRH supplements the wage differential, if needed). For Level Three and Level Four students who are interested, SRH will pay for mentoring and all costs associated with serving a maximum of two weeks at a CS summer camp.

8. Offer Brad Stock's program "History of Christian Science Nursing" or equivalent opportunity. Sunrise Haven to pay for tuition (2 SRH CSNs per course at a time) in addition to paying individual wages during the scheduled course times to encourage participation.

4. GOAL: Improve internal communication to nurture teamwork and unity

Metaphysical Basis: "And we know that all things work together for good to them that love God, to them who are the called according to his purpose" (Romans 8:28).

Actions:

1. In-house communication – ED provides weekly printed notices listing: the current week's maintenance, staff, and operational updates; volunteer events/activities; and opportunities for training and staff development.
2. Department Heads to conduct informal semi-annual reviews, beginning May 2023, for all-staff in anticipation for annual reviews in November 2023. This should prepare our staff and give opportunities for transparent communication, needs for improvement or development, and support a working environment that embraces progress and continued learning as a natural element of our work.
3. Weekly meetings shall take place with leadership team members present in one room: ED, CDCSNs, Support Specialist, Business Manager, CSNT, and whomever should be present for tasks being discussed. Document tasks for tracking progress.
4. ED meets with CDCSNs once a week to discuss patient care and CSN staff needs that could use deliberate or collective support.

5. GOAL: Improve external communication through increased awareness and utility of Sunrise Haven

Metaphysical Basis: "Not personal intercommunion but divine law is the communicator of truth, health, and harmony to earth and humanity" (Science and Health, 72:30).

Actions:

1. Annual Meetings: will include a training session with attendees regarding available CS care and consultation services, when feasible.

2. Semi-annually, provide training workshops at local Seattle churches inclusive of how to practically care for fellow church members; to be conducted by ED, one or both CDCSNs, and Trainer. Expand to surrounding states, when feasible.
 - a. Content will be collaborative and inclusive of CSN involvement from SRH staff during preparations, when possible.
3. Re-assess the efficacy of SRH social media posts and make a new hire, if deemed necessary. Keep posts fresh month-to-month.
4. Consolidate and refresh the ED communications calendar and Routine Tasks into one document.
5. Secure and nurture Church Representatives for all churches in the five states we serve.
6. Print an abridged newsletter in early spring and a full newsletter in late summer or one month prior to Annual Meeting to include a list of needs.
7. Design regular announcements to increase awareness of SRH outpatient resources for families.
8. Engage Sunday School students in interacting with our patients and guests (e.g. recitals, crafts, decorating- to include music and food) when possible.
9. Look for practical ways to embrace the local community. Discern when it is appropriate to bring greater visibility of SRH to other non-CS organizations or entities in the neighborhood (e.g. fire dept demos on-site, spring clean-up with local elementary or high school, block-party).

6. GOAL: Preserve Assets, Operations, and Fiscal Responsibility

Metaphysical Basis: “God gives you His spiritual ideas, and in turn, they give you daily supplies” (*Miscellaneous Writings* 307:1–2).

Actions:

1. Utilize our Facilities/Maintenance Master Plan: Document all facility service updates including Fire Marshal binder, budget for improvements, and keep calendar current. Assign county/state/federal compliance tasks to the Support Specialist position (this is in lieu of maintenance personnel).
2. Develop succession plan documentation for all administrative-related staff positions.

3. At a minimum, every six months BOT will give specific metaphysical attention to SRH's relationship with Medicare.
4. During new Board member orientation, set a precedent for all Board members to financially contribute as a standard practice for supporting our non-profit status.
5. Evaluate grant funding: individual small grants vs larger capital investments.
6. BOT members will regularly cultivate relationships with active donors.

7. GOAL: Plan for the future of Christian Science nursing and care facilities

Metaphysical Basis: "... mortals in the advancing stages of their careers need the watchful and tender care of those who want to help them" (*Message to The Mother Church for 1901*, 29:5).

Actions:

1. SRH participates in the Christian Science Care Cooperative - West Coast to develop solutions to current and future challenges within Christian Science nursing. This is a new Cooperative of which the SRH ED must take part.
2. The Board will participate in future visioning by soliciting input from the boards of other facilities, and engaging in other learning opportunities.
3. Research our community's need for CSN home-care and develop solutions and training.
4. Continue communications with Canterbury Crest CSNs as references for home care and potential mentors for supporting student home-care experiences.
5. Foster and increase visibility of the National Leadership Council internship program and the Christian Science Nursing Youth Service Corps (CSNYSC). Post reference material for both programs on our website.
6. Evaluate utilization of the asset of our entire property.