

Healing Hearts

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### **Abstract**

The Healing Hearts organization is focusing on trauma therapy in the rural community of Bradley County. The mission, vision, and goals of the organization collaboratively utilize a holistic approach which will reduce the general cycle of poverty by providing trauma informed care services to individuals in the rural community who are unable to receive services due to not being able to go to a larger city to receive services. The organization's services will improve the quality of life of individuals affected by trauma within this rural community.

The services offered by Healing Hearts will address any symptoms and mental illness to clients who are over the age of 18 and will need assistance with overcoming trauma. These services include: Trauma Focused-Cognitive Behavioral Therapy (TF-CBT), Eye Movement Desensitization and Reprocessing therapy (EMDR), Dialectical Behavior Therapy (DBT), medication management, and by teaching coping skills to improve overall physical and mental health. Healing Hearts projects good outcomes for long-term operations because the type of services that are offered by the agency are in high demand and very limited in this area. The staff and volunteers of the organization will include BSW and MSW interns, Licensed Clinical Social Workers, MSW staff, Chief Executive Officer (CEO), program director, LMSW staff, administrative staff, human resources manager, and an accountant. The organization will have marketing strategies that consist of flyers, brochures, a website, and a Facebook group page. The organization will hold fundraisers within the community in order to raise awareness, spread outreach, and educate the community about the services offered. In this paper the reader will find an overview of the marketing analysis and budget of the organization, as well as organizational strategies. The goal of this paper is to delve into the operations of the Healing Hearts organization and offers the reader a full view of the specifics of this organization project.

### **Mission Statement**

Our mission at Healing Hearts is embracing survivors, empowering individuals, and encouraging growth and healing beyond the trauma of their past with thoughtfulness, empathy, understanding, and hope. In support of this mission we:

- Offer Trauma support groups
- Different types of one on one counseling rooted in CBT
- Group CBT counseling
- Additional resources
- Offer a sliding scale and income-based payment plan.

### **Vision**

We envision a world where people in rural communities will receive knowledge, support and treatment that will aid in the improvement of their mental and emotional health by enabling those who have experienced trauma to overcome obstacles and heal beyond any trauma, through inspiration and empowerment received from care, promoting healthier families and communities.

### **Organizational Description and Goals**

The purpose of Healing Hearts is to provide counseling and EMDR therapy to individuals who have experienced trauma at any point in their life. Healings Hearts will provide support groups and therapy groups for members and their families. In addition to the support groups, Healing Hearts will provide services that in time, can lead to a better quality of life, decrease the general cycle of poverty, addiction, and community violence. The goals of the Healing Hearts organization are to heal individuals using a holistic approach. This organization intends to use:

- TIP
- TF-CBT
- DBT
- EMDR
- Medication management
- Improved overall physical/mental health

- Coping skills such as yoga, meditation, mindfulness techniques, and therapeutic grounding skills for overall self-regulation

### **Market Analysis and Environmental Assessment**

In Bradley County, specifically, Cleveland, Tennessee, there are a few other organizations that do provide trauma counseling with EMDR as a complementary service to help in memory processing. However, because there are very few agencies that provide these services, appointments to get in take many months, and some are not even taking new patients. There is only one agency that provides EMDR for clients with PTSD that also has Behavioral Health Safety Net of Tennessee. The Behavioral Health Safety Net of Tennessee is a program created by the State of Tennessee and the Tennessee Department of Mental Health/Substance Abuse Services (TDMHSAS) to provide mental health treatment to individuals who have no access to health care due to lack of health insurance. The Behavioral Health Safety Net Program provides outpatient medication management, community-based case management, and individual therapy services. The program also assists participants in obtaining their psychotropic medications at a reduced price or at no cost through various pharmacy assistance programs. Safety net is not a service that is offered at every mental health agency so to get these services individuals have to go where they can.

All the organizations in Bradley County complement each other. Trauma is very prominent and affects all ages, races, socioeconomic backgrounds, and bleeds into every societal problem that we face in our communities such as: addiction, poverty, gangs, single parent households, and so much more. In Bradley County, there are only the Mental Health Cooperative, Centerstone, and Hiwassee mental health that has the Safety Net program for the uninsured, of these only Centerstone offers EMDR. This leaves the one service provider overloaded with clients which, therefore, causes gaps in services.

In the other agencies, such as Traverse Counseling and Transformation Center, the organization accepts Medicaid but only a certain number of clients and also offers sliding scales. This is awesome but still leaves gaps in services. The for-profit sector has many behavioral health practitioners; however, many of them do not offer EMDR or only accept private insurance

This makes it possible for our agency to refer to other agencies that have services that can help, and then take clients that fall between the gaps in services and those are the individuals we will target. Clients in halfway houses that are trying to get back on their feet and do not have insurance and cannot get into other agencies due to long wait time for appointments. Healing Hearts projects good outcomes for long-term operations because the type of services that are offered are in high demand and very limited in this area.

### **Uniqueness**

The Healing Hearts Organization will be unique in that there is a focus on individuals who have been victims of traumatic experiences and because we offer many different support groups so that individuals do not feel alone. There is a shortage of trauma counselors that offer safety net or services to the uninsured within the Cleveland area of Bradley County, thus adding a new center in the rural community would be a great resource. These individuals are given the opportunity to heal in a setting that is away from the influence of society and a place where they can fit in and not feel alone.

### **Target Client Population**

The population of focus for the organization would be individuals in the rural communities of Bradley County, specifically in Cleveland, Tennessee over the age of 18 who have been victims of trauma. All forms of trauma would be treated at the facility. Within this area, there is a shortage of trauma centers that would provide counseling to individuals. Several of these individuals travel over 50 miles away, in order to receive treatment. The healing process from traumatic experiences can vary, depending on its severity. Healing Hearts would provide counseling to individuals on a ranch where they can be in-tuned with nature and heal without interference from the outside world.

### **Services and Delivery**

Healing Hearts will offer counseling services for individuals and families, support groups, EMDR therapy, and will teach coping skills hands on to individuals who have experienced trauma; therefore, assisting clients to be able to lead more productive lives. Services will be delivered based on individual needs, usually by having counseling sessions of one hour

per week one on one, multiple group counseling sessions a week to choose from, offers weekly support group sessions open to people coming to the ranch, and also provides educational materials to individuals at the Healing Hearts center about biological, physiological changes in brain chemistry, and how our services help scientifically to normalize brain functions once again.

### **Budget Rationale**

The proposed budget for the program consists of a Chief Executive Officer (CEO), Program Director, LMSW, MSW, Human Resource manager, Administrative assistant, and an accountant. These salaries will be covered by several sources such as grants, foundations, corporations, donations, two yearly events, and income for services rendered at the center. This organization focuses on helping individuals healing from past trauma. This program is unique because we do not turn people away for lack of ability to pay. Healing Hearts will calculate indirect expenditures that can and will go to services that clients may not be able to pay for. By offering trauma counseling, support groups and group counseling services to anyone regardless of lack of funds, we are helping the community and families become more stable and safe places to be (Tennessee Department of Mental Health Services N.D). According to Metzler, M., Merrick, Melissa., Klevens, J., Ports, K., & Ford, Dere; by addressing trauma, there will be healthier families, less mental illness, less addiction, less crime, and higher rates of individuals seeking higher education among communities that survive in poverty (2018).

All other organizational costs are detailed in the following pages consisting of budget summary, budget cost detail, and budget narrative. The majority of funding is income received for services rendered. However, our proposed budget plan will better directly utilize all other funds received from grants, foundations, donations, and income in the next fiscal year as it will be equipped as a result of an effective board of directors, new management, and this budget plan. Healing Hearts has also included an indirect expenditure amount to assist in additional costs for activities and extra costs that cannot be for seen.

## Budget Narrative

### Category 1: Salary and wages

Salaries are estimated from mid-point pay scales retrieved from the Census Bureau and The Department of Labor Statistics.

- Executive Director (CEO) wage is set for .5 FTE for a period of 12 months based on a salary of grade 10 as set by the agency. Amount of annual salary is \$ 70,000
- Program Director (LCSW) wage is set for .5 FTE for a period of 12 months based on a salary of grade 10 as set by the agency. Amount of annual salary is \$ 60,000
- LMSW wage is set for .5 FTE for a period of 12 months based on a salary of grade 10 as set by the agency. Amount of annual salary is \$ 50,000
- MSW wage is set for .5 FTE for a period of 12 months based on a salary of grade 10 as set by the agency. Amount of annual salary is \$ 40,000
- Human Resource Manager wage is set for .5 FTE for a period of 12 months based on a salary of grade 10 as set by the agency. Amount of annual salary is \$ 30,000
- Administration wage is set for .5 FTE for a period of 12 months based on a salary of grade 10 as set by the agency. Amount of annual salary is \$ 30,000
- Accountant wage is set for .5 FTE for a period of 12 months based on a salary of grade 10 as set by the agency. Amount of annual salary is \$ 35,000

### Category 2: Fringe benefits Composite rate is 34.27%

Total amount of benefits annually is \$61,686

- FICA
- Unemployment insurance.
- Retirement
- Medical insurance.
- Holiday pay
- Vacation pay
- Workman's comp.

**Category 3: Supplies and materials**

Total amount is \$300 per month and approx. \$3600 annually

- Paper
- Ink
- Cleaners
- Pens
- Dry erase markers

**Category 4: Equipment** one-time expense of \$12, 162.94

- Computers x 10
- Phones x 12
- Cell phones x 5
- Printer/fax x 3
- Projectors x 3
- Screen x 3
- Big white boards x 5
- Filing Cabinets x 20

**Category 5: Other expenses****Lease on building:**

- Building is 6,000 square feet. The lease is \$1500.00 per month. Total is \$18,000 annually.

**Utilities:**

- Electric bill is approx. \$800.00 per month. Total is approx. \$9,600 annually
- Water Bill is approx. \$100 per month. Totals is \$1200 annually
- Internet bill is approx. \$249 per month and totals \$2,988 annually
- Phone bill is approx. 5 lines @ \$39.95 each per month. Total monthly bill is \$199.75 and annually is \$2,397 dollars



- Cell phones are approx. \$49.95 each x 7 = \$349.65 monthly. Total is approx. \$4,195.80 annually
- Trash service is approx. \$30 per month x 12 = \$360 annually

### **Training:**

EMDR \$1,600 per student x 3 = \$4,800 one-time cost

Trauma informed care training for staff and volunteers approx. 12 persons. \$50 per person quarterly. \$600 per training and \$2,400 annually

**Total annual expenses are \$500,728.20**

This leaves an additional amount of **\$150,274.80** annually. Healing Hearts will use that money every year to help clients in rural areas get to and from appointments and to assist those clients that suffer with trauma who cannot qualify for benefits and need help with counseling. In addition to these services, Healing Hearts will put on events for clients and their families such as Going to amusement parks with the organization and outreach. If there are still funds left over, Healing Hearts will use funds to contribute to active coalitions and other organizations in need that serve the same client populations. At the end of year, Healing Hearts plans to use all money for the benefit of the agency leaving no- profits for personal gain.

**After adjustments annually expenditures are \$500,728.20 + \$150,274.80 = \$651,600.00**

### **Category 6: Income**

#### **Group sessions**

3 facilitators @ 2 groups a day x 3 facilitators = 6 groups a day

6 x 5 days a week = 30 groups per week with 8 clients in each group

\$20 per person in group sessions

8 x \$20 per person= \$160 per group x 6 daily = \$960 per day

\$960 x 5 days = \$4,800 per week x 52 weeks = **\$249,600 annually**

**Income from one on one sessions**

3 therapists x 3 clients daily = 9 clients a day x 5 = 45 clients per week

\$70 per session x 45 clients per week = \$3,150 per week

\$3150 per week x 52 weeks = **\$163,800 annually**

**Grants: \$250,000/ 3 = \$84,000 annually**

**Foundations: \$ 100,000 annually**

**Corporations: \$20,000 annually**

**Income: \$412,000 annually**

**Donations: \$12,000 annually**

**Events: (Banquet \$15,000 per year approx. and BBQ \$8,000 per year) = \$23,000**

**Self-pay: free if qualified**

**Total annual income: \$651,600.00**

**Smart Fundraising Goals & Strategies with Rationale**

**Description of Smart Goals (See also Appendix B)**

1. The first SMART goal is fundraising by applying for multiple grants that focus on Healing Hearts' mission and obtaining at least one before winter 2020. This goal will allow the agency to develop and implement more services. By identifying multiple private grants that offer funds to organizations like Healing Hearts, the chances of obtaining at least one will go up. The second strategy that is aligned with the first goal is to reach out to the foundations that offer the grants through their email or phone. Healing

Hearts will send at least three letters to the identified organizations and foundations. The third strategy that closes the first SMART goal is acceptance and receiving of the grants' funds. The incentive to show gratitude, Healing Hearts will be to highlight the foundation's name on Healing Hearts' webpage and use the foundation's logo whenever Healing Hearts will participate in community events or have private events.

2. The second SMART goal is to have corporate sponsorships. Healing Hearts would like to raise \$20,000 annually. This goal is important for Healing Hearts because it will help pay the overhead costs like leasing the building, staff's salary, counseling, and educational materials. Healing Hearts hope is to identify nationwide corporations, be able to approach and invite them to join us, ask the corporations to contribute by donating to Healing Hearts, and have incentives that will encourage the corporations to continue to donate. Some of the incentives are like those listed above such as advertisements on the website, certificates of recognition, and banners or logos with corporation names to be used at local events in the community. Those three specific strategies will be important for the Healing Heart agency to be able to raise \$20,000.

After researching and locating several corporations, they will be narrowed down to five. Healing Hearts will then complete research on these five companies and will know how to approach them. This is the second strategy. Approach letters and emails will be sent to invite the corporations to contribute by donating to Healing Hearts and information about the agency's programs. The third and final strategy would be to create incentives for the corporations who decide to donate to Healing Heart to make sure the donors continue contributions for many more years.

3. The final SMART goal is working with local foundations to secure funds and put on private benefits annually before the summer annually. This one goal is really important because it is within the community that it serves. As a mental health agency, Healing Hearts wants to ensure that they are in contact with other agencies that may be helpful for their clients and the staff members. The first strategy in the final smart goal would be to have a benefit dinner that Healing Heart will be hosting. Healing Hearts will do research on the different events around the community and on different foundations that assist with fundraising events. The second strategy will be to contact the local foundations that

can assist with the planning. This importance of this strategy is because Healing Hearts wants to ensure that everything is well planned in a professional manner. This event will help give the Healing Hearts agency recognition and become a referring source for other agencies. This event will be important to be able to secure funds and put on private benefits. Lastly, Healing Hearts will go to different venues and speak to representatives. Proposed dates will be discussed to finalize the event with the representatives from the venues.

## **Rationale**

**Goal 1:** Fundraise by applying for multiple grants that focus on Healing Hearts mission and obtain at least one before winter of 2020.

**Activity/Strategy:** Healing Hearts will research and develop a list of private and public grants offered to organizations that provide mental health services in the Cleveland area. Once the list is developed, the next step would be to apply for the grants. Healing Hearts will apply for these grants through the utilization of private and public grant organizations websites and emails.

Healing Hearts will promote awareness of its vision and mission by submitting an electronic brochure of the organization when applying for the grants. This brochure would help these grant organizations make an informed decision based on the services provided by Healing Hearts to the community. Healing Heart needs to meet their goal of receiving at least one grant in order to measure their success. It is expected that Healing Hearts will secure three or more grants, which is an important part of their funding.

Healing Hearts has chosen to do fundraising at its organization because it is a means by which charities/non-profits generate current or future monies and gifts to aid in providing services to patients and cover administrative costs (Neilson et al., 2012). The organization earns money or donations by fundraising activities, benefits from income tax exemptions, savings (La Marco and Seidel, 2019). Once a grant is received by Healing Hearts, there is a strong possibility of receiving future grants from that organization (Society for Nonprofits, 2020). The internet has become an alternative means of

communication, as opposed to traditional in-person and phone-calls. Internet makes our work easier, due to easy accessibility to information, and would be helpful for Healing Hearts when doing researches on potential grant organizations and also communicating with grant representatives and submitting brochures (Ceran and Stevic, 2019). This strategy is very cost effective, saving on time and resources needed to mail brochures.

**Goal 2:** Healing Hearts through Corporate sponsorship will raise \$20,000 annually.

**Activity/Strategy:** Healing Hearts through corporate sponsorship is hoping to raise \$20,000 annually. This venture will need the full corporation of staff, including the CEO. The CEO will be overseeing the tasks of staff members, also being the face of the organization talking with potential sponsors. Research will be conducted to identify local and nationwide corporations who have a history of giving or recently sponsored non-profit organizations. Focus will be made on five of these corporations, and a list will be made with their information.

Healing Hearts will seek to offer three incentives to corporate sponsors that would need to be approved by the board members. Ideas for incentives include having sponsors logo on promotional gears such as t-shirts and bags; advertising the sponsors on company's media platforms such as website and social media post; offering the sponsors free booths at fundraising events such as barbeques and dinners.

Due to Healing Hearts being a small organization, it will not ask one corporation to sponsor the \$20,000 needed for the company. The strategy to be used will be to ask for \$5,000 each instead from the five corporate sponsors identified. In doing this, there would not be dependence on one sponsor to fulfill financial obligations. Also, in doing this, if there are issues with the company, the sponsors will not lose a lot of money, and might be willing to sponsor Healing Hearts in the future. Staff members, mainly the CEO will be in contact with these sponsors throughout the year updating them about the company's progress. The aim is to form a coalition with these sponsors, hoping that they will become regular sponsors to Healing Hearts.

Non-profit organizations are exempt from paying corporate income tax at the state and city level, allowing for more funds to remain within Healing Hearts to benefit clients (La Marco and Seidel, 2019). When researching a list of potential sponsors, it is important to target individuals and organizations that are most likely to donate to a company's cause, with some individuals focusing on personal values and demographic factors such as age, income and educational influence in deciding which charity to support (Pope et al., 2009). Building a relationship with sponsors is very important, as there is a development of shared values, trust and affective commitment (Hessling et al., 2018). The CEO being in contact with sponsors throughout the year is an effective strategy for building commitment and trust with sponsors, which could lead to continuous giving. Sponsorship is viewed as a give and take relationship, so to compensate sponsors for funding an event, it is important to offer them incentives (MCCarthy, n.d.). Providing incentives will prove to sponsors that Healing Hearts is willing to give more than take, showing commitment to making the sponsored event a success.

**Goal 3:** Healing Hearts will work with local foundations to secure funds and put on private benefits yearly before the beginning of summer.

**Activity/Strategy:** Healing Hearts will engage with local foundations to receive assistance in planning and hosting benefit events to secure funding. The organization will promote awareness of their mission through interaction with these foundations by phone, email, letters and website.

Through research, a list of different local foundations within the Cleveland, TN area will be created who have experience and expertise in fundraising events. Venues to host the events will be identified, through assistance from interns. Once the list is created it will be narrowed down to five venues and foundations. The social work staff will contact the foundations for assistance via letters, emails or phone calls. Receiving help from these local foundations could lower the cost and workload of Healing Hearts' staff. Reservation will need to be made at least two months ahead for venue hosting benefit events. Social work staff will follow-up with local foundations about dates available to offer assistance.

Healing Hearts will also use their website as a means by which to attract donors. Important strategies to use include having a colorful donation button different from the website color scheme; mobile compatibility and options of monthly giving (Nonprofit techs for goods, 2016). It has been reported that online nonprofit giving grew by 9% in 2015, with small and medium nonprofit organizations experiencing the largest growth in online giving (Nonprofit techs for goods, 2016).

Timing is very important when trying to secure funding. Online is an important place to appeal to an audience for funding, which can be done through news stories about the organization, its mission and community benefits. Studies have shown that modern society is more involved with the internet than other means of communication (Nickell, 2010). This is an effective strategy by which Healing Hearts can present branding information and awareness about the organization, and a medium by which to reach sponsors. Foundation professionals are great businesspersons who on a daily basis spend time overseeing grant programs and brainstorming how to allocate funds to yield the greatest impact and would be an asset to the organization (Friedman, 2017). These professionals could give Healing Hearts sound advice on reputable organizations to target for funding and expert fundraising event ideas.

## **Case Support Letter (See Appendix K)**

### **Marketing Campaign Strategy**

#### **Marketing Campaign Steps, Goals, and Impact on Audience. Campaign Strategy**

Healing Hearts hopes to use this marketing campaign to inform and educate the rural communities of the services being offered at the Healing Hearts organization. Healing Hearts hopes to encourage participation by resolving some of the problems that are a deterrent for receiving services, such as, stigma, transportation, money, and insurance.

The target population is male and female between the age of 18 and older who have experienced trauma that affects quality of life. There will be different groups to accommodate different types of trauma such as childhood trauma, veteran trauma, domestic abuse, assaults,

and much more. Healing Hearts aims to reach people from all different races and backgrounds by taking diversity seriously and treating everyone with dignity and respect.

Healing Hearts hopes to partner with the community members, stakeholders, volunteers, and other agencies in an effort to reach the targeted population. Healing Hearts will use several mediums such as social media, newspaper, website and brochures to spread awareness about the organization. The aim of Healing Hearts is to accomplish this campaign strategy within the next five to seven months, with ongoing marketing.

**Step 1.** Establishment of stakeholder groups and their roles within the Healing Hearts organization. Stakeholders to form a coalition will include implementers, partners, participants, decision makers, donors and the public at large who will support Healing Hearts' mission and vision.

#### **Goal A**

Share the agency's mission and vision through advertisement and by targeting the stakeholders.

**Evaluate the impact on the targeted audience.** The use of marketing messages such as flyers, brochures, Facebook page, and website will enable stakeholders to have a better understanding of the issue surrounding trauma amongst adults over the age of 18 and how the Healing Hearts agency will benefit the community.

#### **Step 2.** Develop a Campaign Medium

This will include developing newsletters, brochures, websites, social media, and flyers. Through the use of these mediums, the agency will spread awareness to the community by promoting the mission and vision of the agency.

#### **Goal B**

Through the development of these campaign mediums, Healing Hearts will impact the community through education and awareness of its organization's intended mission, vision and services to be offered. Healing Hearts will be hosting a Barbecue Day on May



20, 2020 to meet and greet community members with the aim of educating them about the importance of having a trauma center in the community.

**Evaluate the impact on the targeted audience/s.** The targeted audience will be impacted by the spreading of awareness about Healing Heart's vision and mission. By this initiative, Healing Hearts will draw awareness to the need for a trauma center in the community to benefit trauma victims and community members.

**Step 3.** Engage the target population through social media. In a world of technology, social media is a very effective means of targeting the intended population.

### **Goal C**

Through social media posts about Healing Hearts, the target population will gain valuable knowledge about what services are offered at the organization and how they can benefit from the services.

**Evaluate the impact on the targeted audience/s.** This will impact the trauma victims, by gaining valuable information about the types of services offered and is available to them at Healing Hearts. The organization seeks to use a holistic healing approach to empower clients. A holistic approach seeks to satisfy a person's physical, mental, emotional and spiritual needs (Valizadeh et al., 2017).

### **Marketing Campaign Name, Slogan, and their Relationship to Mission**

**Campaign name.** Healing Hearts

**Campaign Slogan.** Your trauma does not define you! It is time to heal!!

Healing Hearts chose the campaign name and slogan that they did because they make a statement in a few short catchy words that describe what the organization's mission and purpose is. The mission of the agency is to empower, embrace, and encourage individuals' growth and healing beyond their trauma. The marketing campaign name, "Healing Hearts" and slogan "Your

trauma does not define you, It is time to heal!” reiterates the agency’s mission statement while providing impactful displays of hope to these individuals just briefly upon seeing it. The name and slogan send a message describing what the agency does, encourages, and gives hope, while inviting individuals to step outside of any boundaries and feel comfortable about contacting the agency for help.

### **Human Resource Plan and Overview**

The Healing Hearts organization will include and incorporate both staff and volunteers which will in turn maximize human resources; therefore, saving money for other areas of the nonprofit agency. Healing Hearts will use different motivational tools and strategies to keep staff and volunteer morale high. Healing Hearts will offer incentives such as flexibility of schedules, employee benefits and activities that can include mini paid vacations and earned extra paid time off.

**Positions, Detailed descriptions, and Staff & Volunteer Needs.** Healing Hearts will have seven paid staff members and four unpaid volunteers/interns. The paid staff members would supervise volunteers and interns and will be able to fill positions that may be empty due to employee days off and can train the volunteers and interns to fill in in these situations. The LCSW will be the program director. He or She can also supervise and function in multiple roles. The therapist will be required to hold an MSW degree and their role will be to help train the MSW and BSW interns in their roles. The BSW intern can perform case management functions and execute client intakes. The executive director will supervise and oversee the function of staff members such as administrative staff, human resources, accounting, and front desk employees. This individual will also be required to function in these roles, as necessary. Healing Hearts will employ an administrative clerk and human resource manager, which are the paid positions. Healing Hearts will utilize at least three interns that are not paid. The first position will be an MSW therapist, and another will be a BSW intern to assist in case management. At Healing Hearts, there will be other interns and volunteers to help with janitorial services, outings, and to help out with support groups, allowing the agency to save money and maximize services rendered.

**Job descriptions.** The LCSW must possess current licensing and a minimum of master's degree in mental health, marriage and family therapy, social work or related field and up to date CEU hours in trauma, ethics, and EMDR. He/she will provide counseling and support to clients of Healing Hearts. He/she will oversee case managers and interns. LCSW will conduct assessments, screenings, training, education and offer other linkage of services to outside resources.

The executive director will correspond directly with the board of directors on any major decision-making needs of the Healing Hearts organization. He/she will be responsible for fundraising, fiscal growth, and strategic planning of the Healing Hearts organization. He/she will be responsible for implementing all operations within the organization, hiring qualified candidates, and effectively communicating on all levels from the board to everyone within the organization and outside of the organization. He/she will possess a minimum of a master's degree and come with at least 5 years of experience in the non-profit sector.

Human resource department will be responsible for preparing and/or updating employment records, setting up interviews, selecting prospective interns, and termination of employees. They will ensure new hire paperwork is completed and in order, including making sure that the background checks are completed. Human resources department will explain and provide copies of all Healing Hearts policies, procedures, laws, and company standards to new and existing employees. He/she will assist the executive director with planning, implementation, and evaluation of employees, human resource policies, programs, and practices. He/she will also be responsible for conducting orientation of new hires and administration of employee benefits. He/she must possess a minimum of a bachelor's degree with at least five years of human resources, three years in labor relations and employee relations, and three years within a supervisory role.

### **Staff development and motivation plans**

There is no one size fits all when it comes to people and what motivates them to do the best job. There are personality assessments that can be used; however, the best way to know what works in your organization is to get to know the staff and volunteers("5 motivation

strategies to increase productivity," 2019) Some people get motivated by money, others by rewards, some prefer recognition, and some people just motivate themselves to achieve("5 motivation strategies to increase productivity," 2019) Some ways that LMP have found that may work are developing trust and communication, career advancement opportunities, recognition, and having a job that makes them happy (LMP). "Forbes" has listed six different ways to help motivate leaders and staff. The first way is to set clear goals that let people know what is expected of them and how their work has meaning. It is important to know that each member of your organization has different sources of motivation and linking it back to the goals is important. Statistics have shown that 55% of all employees are more motivated if they believe they are doing meaningful work (Skilbeck, 2019). Celebrating milestones can help improve day to day motivation, giving meaningful feedback, empowering problem solving and learning that involves all employees, follow through on promises, and experiment and learn with all staff (Skilbeck, 2019). The Forbes Nonprofit Council says to visit your goals, friendly competition is good, celebrate the little things that can lead to victories, share the responsibilities, stay focused on certain people that have helped the organization previously, get involved and stay involved to make sure your agency stays on track for goal completion, always keep the mission and goals of the organization first, own responsibility for team members work, projects, set goals that are achievable for monthly, quarterly, and yearly progress so that the organization can celebrate success.

Brainstorming and problem solving together with staff, management, and volunteers is great for building trust, accountability and meaning within the agency (Forbes Nonprofit Council, 2018). In contrast, Otis Fulton, a consulting PhD. has suggested that offering no incentive is better than offering incentives to motivate according to research (Otis Fulton and Katrina VanHuss, 2015). Fulton further explains that there are internal and external motivators. An example of an external motivator would be money, and an example for internal motivators would be something that is fun and meaningful such as an award, or a friendly competition for the employees at the organization. According to Fulton, the consulting PhD, when employees are voluntarily participating in work, they find it to be more meaningful and enjoyable, they experience intrinsic motivation to perform the task which leads to them feeling like they do the work because of desire not for monetary reasons (Otis Fulton and Katrina VanHuss, 2015).The U.S. Department of Health and Human Services Administration says that just like paid staff,

volunteers need motivation and encouragement (USHDS, 2005). One of the ways to keep them motivated is by recognition of specific achievements, by saying, “thank you” frequently, specifically, and personally are as follows:

- Give out recognition that is personal and in an honest manner. Do not give out recognition that is overused or rehearsed.
- Design recognition and reward that is unique to the needs of the people involved. Have a variety of recognition and reward options, you can acknowledge accomplishments in ways appropriate to specific volunteers.
- Give rewards on an ongoing basis and close in time to the contribution you are recognizing.
- Have a clear message. Explaining the reasons for the rewards and the criteria used to determine them will ensure that volunteers see a clear connection between accomplishments and recognition.

After reading and studying all the literature about motivation, Healing Hearts will look for staff and volunteers that are passionate about helping people and love what the organization does. Healing Hearts will use many different forms of motivation that are different methods of appreciation and recognition. These motivators will occur at events, employee recognition days and be unique and specific to the person who is receiving the award. The organization will always use flexibility and time off paid as tools for retention of staff and meaningful employment.

**Staff Evaluation Plans.** Prior to being hired, each candidate will undergo a background screening. After the first month, Healing Hearts will conduct a performance evaluation of each employee. Another evaluation will be conducted on each staff member after ninety days, and then after six months, and then after the first year of employment. After that, Healing Hearts will then evaluate each staff member’s performance yearly. Performance evaluation offers transparent reporting and determines involvement of staff (Ema, 2012, p. 5). By making an effort to challenge employees in a positive atmosphere, the rewards can be very fulfilling for the employee, the supervisor, and the organization.

Employee performance evaluation plays a crucial role in providing superior service to the general public. There are ways to ensure that annual performance reviews are a positive process that contribute to a winning work environment and help employees stay engaged ("Motivating employees in the workplace," n.d.). The agency will ask employees to write a self-assessment describing their own impression of the work they have performed after the first thirty days, ninety days, six months, and then every year after that. Open-ended questions allow the employee to express themselves more effectively when completing the performance evaluations. Other methods of the evaluation are as follows:

- **Management by Objectives**--this is a personalized evaluation technique that measures the individual employee's achievement by comparing the employee to objectives agreed upon on the prior evaluation.
- **360 Feedback**--asks employees' managers, subordinates, and peers to provide feedback about performance from every angle. This allows management to pinpoint areas of strength and opportunities for growth.
- **Narrative Techniques**--essays describing employee performance (self-assessment) which can provide the most detailed and meaningful evaluations, focuses on individuals' strengths, challenges, obstacles, and opportunities.
- **Comparative Techniques**--allows management to compare individual employees head to head for specific goals and outcomes, making it possible to see if an individual employee is falling far behind or leaping ahead of their fellow peers.
- **Rating Scales**--allows management to rate the quality of an employee's performance or skills using ratings of one to five or one to ten. This does allow for more flexibility and can suggest opportunities for improvement over time.
- **Checklists**--helpful in that they allow management to quickly check off skills, achievements, accomplishments, and behaviors as they are accomplished.

A well-crafted evaluation process can also help both managers and employees to review job descriptions with an eye to make appropriate changes, set goals, and address unnecessary roadblocks and challenges that sabotage high performance (Lumen Learning, n.d.). If employee performance evaluations focus on job outcomes, employees may feel helpless regarding their work and their performance ("How to evaluate individual performance | management innovation

exchange," n.d.). The organization will be involved in the growth of the organization as well as the growth of the employees. Staying involved in professional development is key to providing excellence in care (Matheny, 2005). Performance evaluations will allow the agency to learn about and identify the quality of performance of staff and how to improve processes, coach employees, and provide training for improvement and growth. These evaluations will benefit the agency by aiding in decision-making and increasing the organization's accountability, internally as well as externally.

**Volunteer Evaluation plans.** Volunteer evaluation is an ongoing process of gathering data beneficial to managing the success of an organization. Volunteers play an important role in an organization, through their efforts, they can better the life of individuals with whom they interact, learn valuable skills for the workplace, find joy, and save the non-profit money that can be used in other areas of need. There are many instances where organizations view volunteering as free labor, and lack of planning leads to failure (Rehnborg et al. 2005). Volunteer engagement requires investment of time, staffing and infrastructure (Rehnborg et al. 2005).

At Healing Hearts, we do not hesitate to evaluate volunteers (Toft, 2019). Like other nonprofit leaders, you might fear alienating — or even losing — people who give freely of their time and talent, but our organization considers other points of view:

- Volunteers deserve supervision and evaluation precisely because they are not on your payroll.
- Many volunteers come to the Healing Hearts organization because they want to develop specific job skills.
- And most importantly volunteer performance affects your organization's outcomes and reputation.

To ensure the success of volunteers in the Healing Hearts organization, there will be an implementation of an evaluation plan. The evaluation plan aids in analyzing the progress of volunteers within the Healing Hearts. Once volunteers are hired, they will go through background check and assessment, to ensure they meet requirements for the PTSD population with whom they will be working. When volunteers are hired at Healing Hearts agency, they will

be evaluated three times throughout the first year, within intervals of three, six, and twelve months. After a year, employment evaluations will be done annually. Volunteers should be paired with supervisors to promote mentorship (U. S. Department of Health and Human services, 2005). At Healing Hearts, the supervisors will be responsible for the volunteer's evaluation, which involves weekly supervision to assess their progress and address their concerns. Another means by which volunteers will be evaluated, is through survey feedback from clients. There will be quarterly training for volunteers along with staff. Volunteers will be allowed to take part in staff meetings, wherein they could feel a connection to the organization and interact with other staff members, having a voice within the organization. Training will increase output, through the gaining of new knowledge and skills to perform tasks adequately (Ganesh and Indradevi, 2015).

The volunteer evaluation plan promotes accountability, aids in assessing whether the services being provided to the public are effective and supports the goals and mission of the Healing Hearts organization. Crucial information would be gathered about strengths and weaknesses, whereby strategies could be implemented to address those issues. Evaluating a nonprofit volunteer program starts by understanding who the supporters are, what empowers them to give and how the organization will be enhancing lives (Burger, 2018).

This involves Healing Hearts being able to own the outcomes identified, measuring results and using the results in decision-making and program improvement strategies. Volunteers and staff at Healing Hearts should be provided with the tools necessary to be successful in their roles, which would benefit the organization as a whole.

Healing Hearts volunteer program will develop an evaluation plan in order to evaluate program operations as well as services provided to volunteers, clients, and the community (Corporation for National and Community Service, (2014). Evaluation plans should outline the following ten steps: Define your purpose, Identify what you will do with the information collected, Define your audience, Identify the type of information to be collected, Decide how you will collect the information, Develop a timeline, Allocate resources, Collect the information, Analyze results, and Communicate results to constituents (Corporation for National and Community Service, (2014). Start with goals for the program, gain feedback from stakeholders, translate feedback and data into an action plan (Burger, 2018).



## **Diversity Strategies**

Today, it is important for companies to hire a wide range of employees from diverse backgrounds. Research revealed that, among 366 companies surveyed, the top-performing companies were also the most diverse (Jain-Link et al., 2020). The Healing Hearts organization is using the research to implement three strategies that will address diversity within the agency

- Ensuring the hiring committee represents diversity and examines bias during the interview process
- Engaging younger employees
- Recognizing bias

The most important strategy is recognizing bias. It is important that each employee in the organization can recognize their personal biases (Heitner et al., 2013). Healing Hearts will have diversity training available, that would help the employees to recognize and control their biases by hiring candidates from all backgrounds. The second strategy is ensuring that the agency's human resource department also represents diversity and will make sure that the organization is representing that as well by who is hired. By having a variety of different cultures, race, religion, ages, professions, and gender; Healing Hearts will be able to bring up some thoughtful subjects and difficult topics that would pertain to a wider variety of people. Healing Hearts will also look for biases during the interview process. Understanding and recognizing the different biases and how bias can lead to bad decision making is important during the interview process because if it is not recognized it can cause the agency to hire poor quality, unqualified or non-diverse backgrounds of people based on the unconscious assumptions which can have detrimental effects on the agency (Martins et al., 2007). Lastly, ensuring diversity in the agency by engaging and recruiting younger employees is also a great for the organization. There will be a program that includes both younger and older employees to engage with each other and share different backgrounds and perspectives and learn more about each other's culture and background. Healing Hearts will also encourage the younger employees to share their ideas because they are the next generation and the agency wants to ensure the attraction of all generations. Both younger and older generations need to feel heard and the all-inclusiveness within the company.

## **Policy**

**Influential Policy/Law**

TCA Title 63 (Professions of the Healing Arts Chapter) Chapter 23 (Social Workers) Section 101-113:

These codes are a group of laws that govern the state of Tennessee in areas such as licensing requirements of practice for BSW, MSW, LCSW, DSW, renewal of licenses, privileged communication, denial-suspension-revocation of licenses, rules and regulations, reciprocity, special license for work in free clinic, and criteria for use of title social worker.

**Intent of Policy/Description**

The intent of the policy (TCA Title 63 (Professions of The Healing Arts Chapter) Chapter 23 (Social Workers) Section 101-113) is to regulate and make sure that social workers have adequate education and appropriate licensure for practice. These laws govern the standards of care provided to clients by social workers. This group of laws also requires social workers to be accountable for the privileged communication between clients and workers.

Organizations apply this code in that they will not seek to employ anyone into a position of social work who does not have a baccalaureate, masters or doctoral degree in social work from an accredited social work program. Individuals in a social worker role must also possess appropriate licensure in accordance with Tenn. Code Ann. § 63-23-101-105. At the heart of social work education is the premise that many social work careers share a common set of core competencies. These include knowledge of human behavior within its social context, professionalism and ethics, knowledge of social service delivery systems, and ability to make sense of social research.

The targeted population for which these laws were written are all individuals who are attending school for social work or have completed an accredited social work program. These laws also ensure that clients who receive services are receiving adequate services by appropriately trained social workers and therapists. This law ensures social workers obtain and maintain continuing education hours and training for their licenses.

The Association of Social Workers Board, the National Association of Social Workers, as well as the program director, who holds a LCSW will oversee that the organization will follow

the laws and regulations set forth by the board as well as the codes set forth by the state of Tennessee. The Council on Social Work Education sets the standards for undergraduate and graduate education. The Association of Social Work Boards develops and administers nationwide licensing exams.

The goals of these laws are to govern the professionalism of the social work practice. Years ago, the social work profession was not regulated, and anyone could do the work of a social worker without licensure or a degree in social work. Social work had a professional identity even in the early 20th century. Today, there are more formal standards in place. These laws address the problem of preventing the hiring of anyone unlicensed or without adequate education.

### **Application of Policy with Healing Hearts**

The ways in which TCA Title 63 (Professions of The Healing Arts Chapter) Chapter 23 (Social Workers) Section 101-113 influences Healing Hearts' organization is that the TCA is a group of laws governing what counselors, therapists, and social workers can and cannot do in practice. These codes are used to protect professionals that work with clients, protect clients that work with professionals, and organizations from liability by licensure. The licensure ensures that professionals have taken a test and do possess the qualities and competencies needed to work with clients at Healing Hearts. Another section of this code requires continuing education (CEU's) and Healing Hearts will not only require but mandate that all professionals working at the organization be trained in trauma informed practice following the guidelines set forth by the Department of Health and Human Services and SAMHSA (Tenn. Code Ann. § 63-23-101-113). One of the reasons Healing Hearts will require and mandate training in trauma is because standard practices and different elements of treatment, can re-traumatize people who have a history of trauma.

At Healing Hearts organization, many different levels of social workers will be employed and the different levels are based on the qualifications, levels of education standards set forth by the state of Tennessee, and the association of social work boards (Tenn. Code Ann. § 63-23-101-113 ). The social workers with higher levels of education, can develop advanced competencies in specialty areas. These social workers will be used as program director, supervisors, clinicians,

and administrators. The focus will be on the populations of trauma, PTSD, and childhood abuse (US Department of Health and Human Services/SAMHSA. 2014). Healing Hearts will also use volunteers that need practicum hours for graduation as interns and will be trained in trauma informed practice.

While each state defines the scope of practice a bit differently, clinical social work generally involves diagnosing and treating mental disorders. In short, clinical social workers are mental health practitioners that Healing Hearts will be employing and using in many different contexts (Social Work Licensure 2020). At Healing Hearts, the governing standards will be used as set forth in the TCA 63-23-101-113. Healing Hearts agency prefers to use social workers because they often bring a unique perspective to the role of Social work, social work programs emphasize looking at human behavior in a societal context and encourage a strengths-based perspective (Social Work Licensure 2020).

### **Healing Hearts Applied Policy**

**Recruiting of social work employees and volunteer policy.** Healing Hearts organizational volunteers and employees are committed to providing exemplary service to victims of trauma 18 years and older who reach out to the organization for help. Healing Hearts seeks to create and maintain a safe and secure environment with trained workers who have an in-depth understanding of trauma prevalence and impact. Services will be trauma specific, following a holistic approach, strength based, recovery focused, and consumer driven.

Healing Hearts has a stringent hiring procedure, which is to ensure that they hire the most qualified and competent individuals to be a part of their organization. Healing Hearts being a trauma care center requires the employment of individuals who have adequate qualifications and are comfortable working with individuals who have been victims of trauma. Healing Hearts endeavors to recruit employees and volunteers in accordance with state requirements.

Healing Hearts believes that hiring qualified individuals to fill positions will contribute to the organization's overall success. Healing Hearts seeks to abide by the TCA Title 63 (Professions of The Healing Arts Chapter) Chapter 23 (Social Workers) Section 101-113 laws when recruiting social workers and volunteers for positions within the organization. The recruiting of social work employees and volunteer policy seeks to ensure that social work

employees and volunteers have adequate education and appropriate licensure to meet the varied needs of Healing Hearts clients and in compliance with the Department of Health and Human Services. In an effort to provide effective service for clients; Healing Hearts has mandated that social work employees hold a BSW or MSW license, and volunteers who do not have a license, should be in the process of obtaining their licensure.

Healing Hearts is a trauma care center, works with individuals who are vulnerable, and have been through very traumatic experiences. The organization strives to ensure that staff at the organization is knowledgeable and equipped to work with these individuals. Healing Hearts thus mandates that all professional staff attend monthly trauma training. Trauma informed training is to provide a safe and secure environment that seeks to reduce the likelihood of re-traumatization or re-victimization of clients. Through a combined effort, Healing Hearts seeks to provide an array of trauma specific services that are evidenced based meeting the varied needs of the clients with qualified trauma informed staff.

### **Policies and Procedures Regarding Grievance Policy**

Healing Hearts wants to provide a comfortable, productive, legal and ethical work environment. The organization allows employees and volunteers to bring any grievances relating to the work environment to the proper director of operation. If the concern has not been evaluated and fixed if needed, then employees can contact the next person of authority. With those concerns Healing Hearts has instituted the following grievance procedure:

If the employee or a volunteer does not receive a response within ten business days after providing all the proper documents to the director of operation, then the employee would contact the next person in authority. If the issue is classified as an immediate concern, the employee can notify the director of operation to schedule a meeting.

If an employee or volunteer experiences any type of inappropriate conduct from any other individual affiliated with Healing Hearts, an immediate consultation with their supervisor should be completed. If the issue has been a repetitive concern, and it has not been resolved, an immediate urgent meeting must happen with the supervisor, director and the employees.

Afterwards, a document should be written and should include the issue in as much detail, the individuals involved, and a possible solution.

### **Purpose**

It is the purpose of this grievance policy to help maintain a positive and safe environment with respect and responsibility towards one another. It is also intended to avoid unnecessary complaints. Healing Heart will not promise that the issues will be addressed the way the employee or volunteer will want; however, the purpose is to address the concern in a quick and effective way.

### **Policies and Procedures Regarding Conflict of Interest**

The employees or volunteers of Healing Hearts are required to conduct themselves at all times in accordance with good professional judgment for the sole benefit of the organization and in such a manner as to not create a conflict of interest or appearance of such conflict.

A conflict of interest exists when an employee's duty to give individual loyalty to the Healing Hearts can be prejudiced by actual or potential benefit from another source. An employee should refrain from entering into any particular transaction or establishing any relationship with others if the employee's duty of loyalty and diligence to the Healing Hearts is or may be impaired.

Following are some examples of actions or activities, which may create an actual conflict of interest, or give the appearance of a conflict

- Engaging in any outside activity, which detracts from the efficiency of your duties as an employee of the Healing Hearts. This includes going on a date with employees.
- Engaging in any activity which conflicts with the interest or purpose of the Healing Hearts.
- Engaging in any financial, business or other relationships with current or potential grantees of the foundation.
- Accepting in any form whatsoever, any remuneration, compensation or gift from current or previous clients of the Healing Hearts. Likewise, no employee shall provide or give

gifts or favors to others where these might appear designed to influence improperly others in their relations with the client of Healing Hearts.

All employees are under a continuing obligation to make full disclosure to the Director of Healing Hearts of all situations involving either actual or potential conflicts of interest, whenever such situations may arise. If the Director of Healing Heart determines that a conflict of interest or appearance of such conflict exists, the employee may be asked to correct or remedy the situation immediately. Depending on the circumstances, an employee may be subject to discipline, up to and including termination, for having engaged in conduct, which constitutes a conflict, or for failing to disclose promptly a situation involving an actual or potential conflict of interest.

## **Whistleblower Policy**

### **Reporting Responsibility**

The intent of the whistleblower protection policy at Healing Hearts is to have a system that encourages employees to raise serious concerns when they suspect illegal practices, so that Healing Hearts can address those issues and take corrective actions as deemed necessary. Healing Hearts seeks to uphold the standards of the organization by acting with integrity and honesty to the best of their ability. All employees and volunteers of Healing Hearts are encouraged to be proactive in reporting any action or suspected action that conflicts with codes, laws and regulations that govern the organization.

### **No Retaliation**

No employee or volunteer at Healing Hearts who in good faith reports a violation or cooperates in the investigation of a violation shall suffer harassment, retaliation or adverse employment or volunteer consequences. Any individual within Healing Hearts who retaliates against another individual who in good faith has reported a violation is subject to discipline, including termination

### **Whistleblower Reporting Procedure**

If an individual at Healing Hearts reasonably believes that a violation has occurred, the individual is encouraged to share his/her questions, concerns, complaints or suggestions with any

individual in management to be able to address them properly. If an individual is uncomfortable speaking with his/her supervisor, they can speak with anyone in management with whom they feel comfortable approaching.

### **Confidentiality**

Healing Hearts complaints of violations can be submitted on a confidential basis by the complainant, or by filling out a reporting form that can be anonymous and placing it in a drop box. Reports of violations or suspected violations will be kept confidential to the best extent possible, in accordance with the required needs to conduct an adequate investigation.

### **Strategic Plan Summary**

In today's changing society, there is an ever-growing demand in the funding world to justify service spending, and to show effectiveness of practice outcomes. When a strategic plan is a living document that can be changed with trends and the times, it can be adjusted to better serve the organization. Some of the main reasons to do strategic planning are ongoing changes in community needs, changes in administration, funding methodologies, change in executive leadership, and areas of potential growth (Richard L. Edwards and John A. Yankey 2006).

Healing Hearts will use a great deal of forethought, a consensus building, and work which will include staff, volunteers, management, and board members. Together, Healing Hearts plans to address our clients' needs, gaps in services, and most importantly; to make sure that the agency is aligned with and following our mission statement and future vision of the organization (Richard L. Edwards and John A. Yankey 2006). At Healing Hearts, during strategic planning or strategic management processes, the agency will look carefully at the mission statement to make sure that it is not outdated and re-evaluate it. Once this is done, Healing Hearts will focus on the vision and make sure that future goals are arrived at and decided so that the organization knows what changes need to be made.

Once Healing Hearts has identified the changes that need to be made, attention can turn to gathering and analyzing large amounts of data. The data that is collected will be used to measure against the agency's smart goals so that the organization and the stakeholders will be able to determine success, and where improvements need to be made. Healing Hearts plans are to



utilize teams that have been with the agency for a period of time and be creative in brainstorming ideas, and evaluations of target goals. Instead of spending the funds of the agency by hiring people and lengthy documents and time, money can be better spent over a series of business lunches and information gathering, discussions, and even a retreat. When all the data is gathered and put together, a two-day retreat with directors and board members will be put on. During this weekend board members, and executive directors will be discussing new goals and plans to stay on task, and deciding on task teams, and implementation of the plan.

At this stage in the process, Healing Hearts will conduct work groups to analyze old SWOT analyses and create new SWOT analysis. These groups will begin putting together two different types of SWOT, one is external and the other is internal. The work group will be prompted to be brutally honest for the benefit of the organization's success. After the SMART goals are established, tasks will be assigned to ad-hoc committee's or other types of teams to make sure work gets done. Management will ensure that tasks are tracked and moving forward. An easy way to track the plan is through the use of a template structure as an overview. It will be laid out by mission, vision, vision element, objective, initiatives, goals, and tasks (Richard L. Edwards and John A. Yankey 2006). Healing hearts plans are to execute the strategic plan upon return from the retreat.

### **Surviving and thriving**

Surviving and thriving involves a combined effort of leadership, staff, and volunteers which Healing Hearts will strive to maintain. The leadership team should have a drive to succeed and be able to motivate their team. There needs to be continuous evaluation of the organization, to ensure that there are adequate resources to keep the agency functioning at its best. Management, staff, and volunteers at Healing Hearts will be involved in continuous learning to ensure that they are up to date with changes and additions in the areas of trauma therapy. Stakeholders should be kept abreast of the company's progress, which could be done through newsletters. This continuous open communication could ensure yearly investment into the organization, which is important for it to function at its best. The community is an important component of the organization, and they are the main clients for the organization and can be

helpful in advertising for the company by word of mouth. Therefore, the company should invest time interacting with the community.

Managers and directors have important roles within the organization. They must fulfill many different roles and wear different hats at different times. They must be up to date with all the current news and trends that are happening, as well as laws, bills, and policies that can affect the agency. An organization has the important duty of making sure that its managing staff and directors are able to perform their tasks. The most important aspect of an organization is having an effective, supportive and involved board of directors. This is the first step to ensuring success of any agency.

At Healing Hearts center, the board of directors will help the organization run with integrity, and honesty, will help the organization stay on track, and is entrusted to keep Healing Hearts accountable for its actions. The board of directors at Healing Hearts will be expected to be the voice of society, the community, clients, constituents, and sponsors, and overall act on the best interest as was intended in the beginning. These two core groups of staff and volunteers are what will determine the success of an organization and its long-term effectiveness.

### **Community Engagement Strategy**

It is very important for a nonprofit organization to be engaged in the community to which it is located. Becoming an active figure within the community could increase Healing Hearts' recognition and build a rapport with community members and leaders. One way that Healing Hearts plans on community engagement is through active participation in councils and coalitions. During these meetings, a group of professionals get together and share ideas, problems, and brainstorm possible solutions within the community. This is how the organization will meet and exchange valuable information, get to be known, develop resources, and build contact information. Another way that Healing Hearts plans on getting known in the community is by participating in resource fairs and setting up booths at community events. When being visible at events, the agency can hand out brochures, business cards, and talk about what Healing Hearts does. This is also one of the ways the organization will advertise our big supporters with their names on the Healing Hearts banner. Healing Hearts believes that efforts should be made to recognize their sponsors and know their efforts to support the organization is appreciated.

A healthy partnership/relationship within the community with members is the driving force to the organization's success. To keep interaction with the community ongoing, it would be beneficial for Healing Hearts to have a marketing representative within the organization, who will be interacting with community members. Participation in local community events is a means by which to promote the organization's brand and provide education on the services offered by the organization.

### **Conclusion**

In conclusion, Healing Hearts is a much-needed organization in the community of Cleveland, Tennessee and the surrounding rural areas. This center hopes that a macro solution to a global problem is as simple as places like Healing Hearts that focus on one thing, "Trauma". There are many agencies that assist with treatment of trauma but also address various other issues as well. Healing Hearts only has one focus, healing hearts from adverse past experiences. Healing Hearts provides information needed in the New Organization Business Brief to support the need of the trauma center within this community. It will be a great asset to this region, helping individuals to heal from their past trauma and be able to live a healthy normal life.

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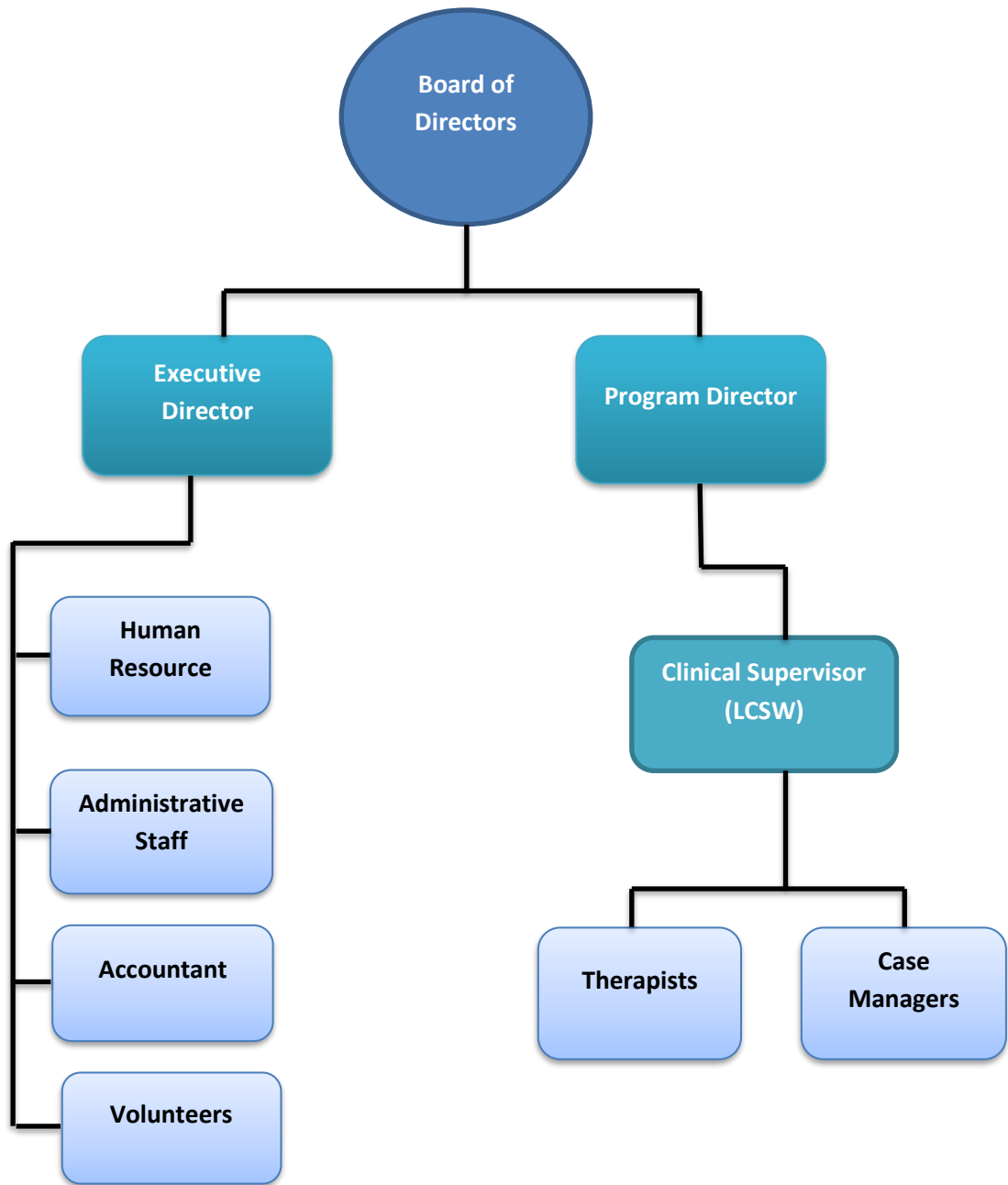
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Appendices:

Appendix A.

Healing Hearts Organizational Chart



Appendix B.

**Fundraising Plan – SMART Goals**

**Goal 1: Fundraise by applying for multiple grants that focus on Healing Hearts mission and obtain at least one.**

<p><b><u>Specific Strategies/Tactics</u></b> This is something you will do to accomplish the goal. Answers the question—What will you do?</p>	<p><b><u>Process Measure</u></b> How will you account for doing the activities needed to accomplish the strategy? What is the result of “what you do”/strategy?</p>	<p><b><u>Attainability-Outcome Measure</u></b> Is your strategy reasonably attainable? What is it that will show you accomplished your strategy? How will you measure it? How will you know you accomplished the tactics?</p>	<p><b><u>Relevance</u></b> What are the expected results after implementing this strategy? Why is this important in the overall fundraising plan?</p>	<p><b><u>Time frame and Responsibility</u></b> Who is responsible for seeing that the strategy gets done and by when?</p>
<p>Healing Hearts identified multiple private grants that offer grants to organizations for the purposes of mental health and better the communities</p>	<p>As a result of identifying funding through private grants, the agency will put together a comprehensive list of possible organizations and do more research</p>	<p>At least 3 mental health foundations will be accounted for on the list along with their contact information, history of previous giving and any other important information</p>	<p>We are hoping to receive a sizable grant. Healing Hearts understands how competitive grants are, that is why we are approaching specific private grants given by foundations. This is very important because with the amount that certain grants offer can be enough to cover annual operation costs and ensure the success of the organization.</p>	<p>One of Healing Hearts interns will help to accomplish these goals. The agency might use a dual team to work on these such as MSW intern and a business administration intern together.</p>
<p>Healing Hearts will contact and apply for the funding through their email and organizations.</p>	<p>Once the list and research is done, Healing Hearts will prepare a letter to approach to send to each grantor and ask them to consider our request and proposal for funds</p>	<p>At least 3 letters of approach will actually be sent to the identified foundations</p>	<p>Healing Hearts expects that by sending letters of approach, the foundations and possible donors will be familiar with the agency and maybe have spoken to others regarding our intent. This will get the</p>	<p>Healing Hearts Human Resource department or the administration manager will be responsible for sending the letters out</p>

			word out detailing our mission and make it easier to for future requests.	
In return for their contributions, we will put their names on our webpage and use their or logos when participating in community events.	Healing Hearts will create certificates for the venue of donor recognitions \$5000 and below and put their names on our website. For donors above \$5000, Healing Hearts will have banners made that will be used at community events that clearly show the grantors name for recognition; in addition, the funders names will be on website and will have agency t-shirts made with their names on it.	Certificate paper will be purchased for the donors and a announcement of intent to publish donor names on webpage will be created.	This recognition will be appreciated and if the foundation or donors exceed the \$5000 amount, than the donors get free publicity and also tax benefits.	Healing Hearts BSW intern will make the certificates, the CEO will help with website changes, and administration will oversee creation of banners and t-shirts if needed

**Goal 2: Corporate sponsorship, raise 20,000 annually**

<u>Specific Strategies/Tactics</u> This is something you will do to accomplish the goal. Answers the question—What will you do?	<u>Process Measure</u> How will you account for doing the activities needed to accomplish the strategy? What is the result of “what you do”/strategy?	<u>Attainability- Outcome Measure</u> Is your strategy reasonably attainable? What is it that will show you accomplished your strategy? How will you measure it? How will you know you accomplished the tactics?	<u>Relevance</u> What are the expected results after implementing this strategy? Why is this important in the overall fundraising plan?	<u>Time frame and Responsibility</u> Who is responsible for seeing that the strategy gets done and by when?
Local and nationwide corporations will be identified	Once corporations have been identified, more research will be done into the corporations and a list of companies will be compiled.	Five corporations will be narrowed down and the list with information on the corporation, contact info, history of giving and any other relevant information that can be useful.	The expectations after implementation is that Healing Hearts will obtain corporate sponsorship that will help the organization continue to keep going by paying for overhead costs,	This will be overseen by social workers and their interns at Healing Hearts. Healing Hearts expects to do these kind of fundraising 4 times annually.
Approach and invite corporations to contribute and	Letters of approach will be prepared for the	The five letters and information about	The corporations will know who Healing Hearts are and have	The human resource department and the

donate to a cause that they believe in	corporations along with information on Healing Hearts and what the money will help with.	Healing Hearts will be sent out.	spoken with CEO & CFO to determine what they can do. This is important because it will let us know how much more efforts needs to be done to reach operational costs.	administration manager will be in charge of creation and sending out the letters.
Create incentives for the corporations to continue giving.	The CEO will produce a list of possible incentives that will inspire corporations to want to help Healing Hearts	The creative list of 3 incentives will be brought to executive board members to vote on incentives that will be appreciated by corporations based on the history of the corporations past giving information. These incentives of recognition will be ordered or put in motion	This will be a token of appreciation and will help the corporation to want to keep helping. This will also entice company because it will be advertising and marketing in return for donations.	The CEO will be the person who oversees this task. Healing Hearts might also use volunteers to assist in accomplishing the tasks and preparations.

**Goal 3: Work with local foundations to secure funds and put on Private**

**Benefits**

<b><u>Specific Strategies/Tactics</u></b> This is something you will do to accomplish the goal. Answers the question—What will you do?	<b><u>Process Measure</u></b> How will you account for doing the activities needed to accomplish the strategy? What is the result of “what you do”/strategy?	<b><u>Attainability- Outcome Measure</u></b> Is your strategy reasonably attainable? What is it that will show you accomplished your strategy? How will you measure it? How will you know you accomplished the tactics?	<b><u>Relevance</u></b> What are the expected results after implementing this strategy? Why is this important in the overall fundraising plan?	<b><u>Time frame and Responsibility</u></b> Who is responsible for seeing that the strategy gets done and by when?
Benefit dinner to raise money. Healing Hearts will begin by doing research on different events and foundations that assist with putting on these events	The agency will put together a comprehensive list that includes different event venues and foundations that can help with event planning	The comprehensive list of foundations and venues will be narrowed down to 5	That Healing Hearts will be able to obtain a foundation that has experience in fundraising that can help put on the benefit	This strategy will be completed by interns with oversight of MSW’s
Contact local foundations that assist with planning	Speak to at least 5 foundations with information on	This strategy is very reasonable. Accomplishments will	By obtaining foundations to assist, the benefit	This strategy will be performed by

	Healing Hearts and the event and ask for their help	be measured by letters or emails that have been written and the responses that are received from foundations, either verbally or written	can be put on for little amounts of money and the workload can be lessened by the planning and help of others.	MSW and MSW intern.
Look at different venues and speak to representatives	Have representatives of Healing Hearts set up appointments and view different venues	After viewing the different venues, the event place will be settled on and booked for the date we anticipate on the event being held	The expected results are that once the agency has the venue, it becomes real and different planning can begin with the foundations. Some of the other areas of planning are catering and food donations, decorations, advertising and selling ticket.	This task can be performed by the CEO, administrative staff and any other volunteers that want to participate in looking places to host and event



**Appendix C. Flyer**



Our mission at Healing Hearts is embracing survivors, empowering individuals, and encouraging growth and healing beyond the trauma of their past with thoughtfulness, empathy, understanding, and hope. In support of this mission we:

- Offer trauma support groups
- Different types of one on one counseling rooted in CBT
- Group CBT counseling
- Additional resources
- Offer a sliding scale and income-based payment plan

**DATE:** 05/10/2021  
**TIME:** 12:00pm – 4:30pm  
**LOCATION:**  
40000 Old Freewill Rd NW  
Cleveland, TN 37312

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For more information and complete directions, please see our website.

[www.HealingHearts.traumasurvivors.org](http://www.HealingHearts.traumasurvivors.org)

---

**Mission of Healing Hearts**  
 The mission of Healing Hearts is to embrace survivors, empowering individuals, and encourage growth and healing beyond the trauma of their past with thoughtfulness, empathy, understanding, and hope.

- Services at Healing Hearts**
- Trauma support group
  - One and one counseling rooted in CBT
  - Group CBT counseling
  - Safety Net, sliding scale fees, transportation services

“Be brave enough to heal yourself even when it hurts.”

— Bianca Sparacino  
 THE STRENGTH IN OUR SCARS

**Population**

Individuals in the rural communities of Bradley County, specifically in Cleveland, Tennessee over the age of 18 who have been victims of trauma. All forms of trauma would be treated at the facility.



Healing Hearts  
 4053 Old Freewill Rd NW  
 423-867-5432  
 Healinghearts4tn@aol.com  
 www.HealingHearts.traumasurvivors.org

# HEALING HEARTS

Your trauma does not define you!  
 A broken heart from trauma? It's time to heal!!



## Physical Impact of Trauma

**Brain Architecture**  
 Shrinkage in prefrontal cortex, corpus callosum, and hippocampus. Enlarged and more reactive amygdala. **Resolution:** safe and stable relationship relationships with in nature, touch, exercise

**Brain Waves**  
 Predominance of wrong brain waves in wrong part of the brain leads to anxiety, unable to concentrate, and seizures. **Resolution:** neurofeedback

**Neural Pathways**  
 Need to "rewire" our brain from old thought patterns and habits of mind, cognition, and unconscious. **Resolution:** neurofeedback, modification mental actions, positive self-talk

**Hormones**  
 Prolonged high cortisol and ghrelin creates greater reactivity to stress. Long term damage to cells, structures of the body, and other hormone glands (thyroid). **Resolution:** oxytocin ("the love hormone")

**Toxin Elimination**  
 Intestines and kidneys less able to eliminate toxins (slow gut or unbalanced flora). **Resolution:** soft foods, saunas

**Nervous System**  
 Hypercharged sympathetic nervous system. Parasympathetic nervous system not engaged to bring back into balance. **Resolution:** yoga, breathing, or other physical/emotional regulation

**Immune System**  
 Resistance to cortisol or lower cortisol creates unchecked inflammation. Cause of many diseases: asthma, arthritis, etc. **Resolution:** meditation, mindful actions walking in nature, diet, rest

**Neurotransmitters**  
 Vulnerable to addiction because dopamine transmitters/receptors not developed or damaged. Reduces motivation & focus, creates fatigue. Low serotonin causes depression.

**Cellular Change**  
 Shortness telomeres which prematurely ages and reduces reproduction of cells & can cause cancer. **Resolution:** social support  
 Epigenetics turns genes on or off in adaptation to dangerous environments. Effect can last generations. **Resolution:** safer environments (prescription etc.)



facebook.com/groups/1095717560791985/

### Healing Heart


Private group

- About
- Discussion
- Members
- Events
- Watch Party
- Moderate Group
- Group Quality

Search this group

Shortcuts

- Healing Heart
- Black Girls in Social... 19
- Haitian Ladies Net... 20+



Joined ▾ Notifications ✓ More

Write Post Photo/Video Live Video More

Write something...

Photo/Video Watch Party Tag Friends More

POPULAR TOPICS IN POSTS Manage X

Trauma (0)

INVITE MEMBERS

+ Enter name or email address...

INVITE FRIENDS

Ask your friends to join the group and add to the

https://www.facebook.com/groups/1095717560791985/?ref=group\_header

### Healing Heart

Private group

About

Discussion

Members

Events

Watch Party

Moderate Group

Group Quality

Search this group

Shortcuts

- Healing Heart
- Black Girls in Social... 19
- Haitian Ladies Net... 20+

Link Existing Group

NEW ACTIVITY ▾

**Eldrie Pierre-louis** updated the description. 8 mins

Healing Hearts provide counseling and EMDR therapy to individuals who have experienced trauma at any point in their life. Healings Hearts will provide support groups and therapy groups for members and their families. In addition to the support groups; Healing Hearts will provide services that in time, can lead to a better quality of life, decrease the general cycle of poverty, addiction, and community violence. The goals of the Healing Hearts organization is to heal individuals using a holistic approach.

Like Comment

Write a comment...

OLDER

**Eldrie Pierre-louis** created the group Healing Heart. 2 hrs

Rachelle Brutus JB Invite

Francesca Lee-Anna Dessources Invite

Asia Miller Invite

Loudy Joseph Invite

Reita Pierre-Louis Invite

C-Cy Naval Invite

MEMBERS 1 Member

You are the only group member.

DESCRIPTION Edit

Healing Hearts provide counseling and EMDR therapy to individua... See More

GROUP TYPE

General

LOCATION Edit

Cleveland, Tennessee

CREATE NEW GROUPS

Groups make it easier than... See More

Create Group

The screenshot shows the Facebook group interface for 'Healing Hearts', a private group with one member. At the top, there is a banner image with an 'EDIT' button. Below the banner, the group name 'Healing Hearts' is displayed with a chevron icon, followed by 'PRIVATE GROUP · 1 MEMBER' and an '+ Invite' button. Navigation tabs for 'Watch Party', 'Photos', 'Events', and 'Files' are visible. A text input field with the placeholder 'Write something...' and buttons for 'Live', 'Photo', and 'Recommend' are present. A 'Popular Post Topics' section shows 'Trauma' as a selected topic. The 'New Activity' section lists several updates by Eldrie Pierre-louis: updating the description, changing the group name from 'Healing Heart' to 'Healing Hearts', and creating a private event for 'Family BBQ Day' on Sunday, June 21 at 1 PM in Cleveland, TN. The event details include '1 Going · 0 Maybe · 0 Can't Go'. The description text for the updates is: 'Healing Hearts provides counseling and EMDR therapy to individuals who have experienced trauma at any point in their life. Healings Hearts will provide support groups and therapy groups for members and their families. In addition to the support groups; Healing Hearts will provide services that in time, can lead to a better quality of life, decrease the general cycle of poverty, addiction, and community violence. The goal of the Healing Hearts organization is to heal individuals using a holistic approach.' The bottom of the screen shows a 'Set Up Your Group' dialog box.

Appendix F. Website


*Healing Hearts*

**Organization**

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**Home**

Here at Healing Hearts we provide counseling and EMDR therapy to individuals who have experienced trauma at any point in their life. Healings Hearts offers support groups and many different types of therapy groups for members and their families. In addition to the support groups, Healing Hearts will provide services that in time, can lead to a better quality of life, decrease the generational cycle of poverty, addiction, family dysfunction, and community violence. The goals of the Healing Hearts organization is to help individuals heal from the past using a holistic approach. This organization offers: Trauma Informed Practice (TIP), Trauma Focused-Cognitive Behavioral Therapy (TF-CBT), Dialectical Behavior Therapy (DBT), Eye Movement Desensitization and Reprocessing (EMDR), medication management, and coping skills; such as yoga, meditation, mindfulness techniques, and therapeutic grounding skills for emotional self-regulation.




**Healing Hearts**  
A broken heart from trauma? It's time to heal!

Here at Healing Hearts, we will hold your trauma while we help you pick up the pieces.

**To contact us:**  
4053 Old Freewill Rd  
NW  
Cleveland, TN 37312  
Phone 423-867-5432  
Fax 555-555-1223

---

[Home](#) | [About US](#) | [Services List](#) | [Employee List](#) | [Calendar](#) | [Contact Information](#) | [Related Links](#)



*Healing Hearts*

4053 Old Freewill Rd NW  
Cleveland, TN 37312  
Phone 423-867-5432  
Fax 555-555-1223

---

**About Us**

Our mission at Healing Hearts is embracing survivors, empowering individuals, and encouraging growth and healing beyond the trauma of their past with thoughtfulness, empathy, understanding, and hope. In support of this mission we:

- Offer trauma support groups
- Different types of one on one counseling rooted in CBT
- Group CBT counseling
- Additional resources
- Offer a sliding scale and income-based payment plan

---

[Home](#) | [About US](#) | [Services List](#) | [Employee List](#) | [Calendar](#) | [Contact Information](#) | [Related Links](#)

Website continued



*Healing Hearts*

4053 Old Freewill Rd NW  
Cleveland, TN 37312  
Phone 423-867-5432  
Fax 555-555-1223

Services List

**Cognitive Behavioral Therapy:**

(CBT) is a short-term, goal-oriented psychotherapy treatment that takes a hands-on, practical approach to problem-solving. The goal is to change patterns of thinking or behavior that are behind people's difficulties, and so change the way they feel.

**Eye Movement Desensitization Reprocessing:**

EMDR is a unique, nontraditional form of psychotherapy designed to diminish negative feelings associated with memories of traumatic events. Unlike most forms of talk therapy, EMDR focuses less on the traumatic event itself and more on the disturbing emotions and symptoms that result from the event. Treatment includes a hand motion technique used by the therapist to guide the client's eye movements from side to side, similar to watching a pendulum swing. EMDR is a controversial intervention, because it is unclear exactly how it works, with some psychologists claiming it does not work. Some studies have shown, however, that EMDR is effective for treating certain mental-health conditions.

**Dialectical Behavior Therapy:**

DBT is based on CBT, with greater focus on emotional and social aspects. DBT was developed to help people cope with extreme or unstable emotions and harmful behaviors.

**Support Groups:**

Many people find support groups a helpful tool to aid recovery. By sharing your experiences in a safe and confidential setting, you gain hope and develop supportive relationships. Here at Healing Hearts we will have support groups for women only, men only, coed, veterans, and childhood trauma so that we can help the clients in need.

We also offer Safety Net and sliding fee scale, and transportation so that no one is left out!

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*Healing Hearts*

4053 Old Freewill Rd NW  
Cleveland, TN 37312  
Phone 423-867-5432  
Fax 555-555-1223

Staff Members and Counselors

Executive Director:  
Program Director:  
Administration:  
Human Resource Department:

Veteran Counselor:  
Women's Trauma Counselor:

Men's Trauma Counselor:

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**Website continued**



Directions coming from Knoxville:

Directions coming from Chattanooga:

Directions coming from Ducktown:

Directions coming from Georgia:

Map of Location

*Healing Hearts*

4053 Old Freewill Rd NW  
Cleveland, TN 37312  
Phone 423-867-5432  
Fax 555-555-1223

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Appendix G Job Descriptions 1



Healing Hearts

<b>Job Title:</b>		Licensed Clinical Social Worker (LCSW)	<b>Job Category:</b>		Mental Health Professional
<b>Group:</b>		Trauma Survivors	<b>Job Code/ Req#:</b>		#01234
<b>Location:</b>		Bradley County Tennessee	<b>Travel Required:</b>		Commute to job only
<b>Salary Range:</b>		\$55,000/yearly	<b>Position Type:</b>		Full or part time. On call.
<b>HR Contact:</b>		Julie Hook	<b>Date Posted:</b>		01/22/2020
<b>Posting Expires:</b>	05/22/2020				
<b>Applications Accepted By:</b>					
<b>FAX OR EMAIL:</b> healinghearts4tn@aol.com Subject Line: Licensed Clinical Social Worker position			<b>MAIL:</b> Healing Hearts, Director Healing Hearts Healing Hearts Cleveland, TN 37320		
<b>Job Description</b>					
<p><b>ROLE AND RESPONSIBILITIES</b></p> <p>Assisting in carrying out the mission of Healing Hearts, preventing reoccurring trauma, and promoting justice for survivors of trauma and their families in our community. As a member of Healing Hearts, and under the supervision of the Director, the LCSW will be responsible for providing counseling to clients and their family members, offering support group services, and to provide skills needed to improve their quality of life. The LCSW will be the primary interface for access services such as counseling and support, screenings, assessment, brief treatment, consultative services, education and engagement, linkages, outreach and advocacy. The LCSW will sit down one on one with survivors of trauma and offer mental health therapy including EMDR, (based on a Trauma-Informed Care approach) to help them improve quality of life. The LCSW will also oversee the Case Management work of Case Managers and Advocates who provide direct support and advocacy services geared to enhancing the development, problem-solving, and coping capacities of people; provide resources and services to people; linking people with systems that provide them with resources, services, and opportunities; information and referrals to outside agencies and to the legal department as appropriate and the LCSW will coordinate/oversee the work of the Social Worker interns assigned.</p> <p><b>Typical Working Conditions:</b> Full or part time. Rural location. Requires day, evening and night shift work if scheduled. Overtime may be mandatory. Must be on call.</p> <p><b>Major Responsibilities:</b></p> <ul style="list-style-type: none"> <li>Adhere to Scope of practice standards promoted by the Tennessee State Board of Social Work and the NASW Code of Ethics.</li> <li>Provide support and therapy group, individual, and family therapy to clients as assigned.</li> <li>Utilize one or more of the well-known Trauma-Informed Care specific interventions indicated below:</li> </ul>					



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- Addiction and Trauma Recovery Integration Model (ATRIUM)
- Sanctuary Model
- Seeking Safety
- Trauma, Addiction, Mental Health, and Recovery (TAMAR)
- Trauma Affect Regulation: Guide for Education and Therapy (TARGET)
- Trauma Recovery and Empowerment Model (TREM and M-TREM)
- Eye Movement Desensitization and Reprocessing (EMDR)
- Cognitive Behavioral Therapy (CBT)
- Solutions Focused Brief Therapy (SFBT)

- Conduct brief, non-stigmatizing screenings to evaluate the needs of clients over the age of 18 for mental health and support services, based on direct interview and interaction with the client and/or family and/or discussion with other staff members who interact with the client and/or family members.
- Perform comprehensive assessment for mental health, substance abuse, co-occurring disorders, domestic violence, and medical needs. Conduct follow-up as appropriate based on results of evaluation.
- Provide early interventions and referrals to specialty mental health services, including referral for more intensive psychological or psychiatric support services, if needed.
- Document findings in client records according to established protocol. Submit monthly reports on number of unduplicated clients, behavioral health consultations, screenings, assessments and brief treatment encounters provided.
- Maintain client records, including all mandated agency forms in accordance with agency policy and state Confidentiality and HIPAA laws. Keep all records and information confidential. Maintain confidentiality regarding privileged administrative and client information in a professional manner.
- Keep case load as required and ensures case documentation is up-to-date and reflective of services provided.
- Conducts ongoing periodic evaluation and at exit of program for all clients. Conduct patient satisfaction surveys with all patients receiving services. Also, participate in program development and evaluation, and collect and compile data as required by program and funding sources.
- Facilitates and oversees Case Management and Support Groups for survivors of trauma.
- Handles client concerns with regards to counseling issues.
- Report suspected abuse and follow up on such reports.
- Supervision of interns.
- Other duties as assigned by supervisor.

**Training/Education:**

1. Participate in coalitions, workshops, meetings, and other trainings that will facilitate knowledge of trauma as it applies to counseling clients.
2. Participate and assist in volunteer trainings.
3. Present educational and outreach presentations to community organizations, service providers, and other relevant agencies on topics and issues related to trauma.
4. Assist in providing technical assistance and/or training to volunteers and other community groups.



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5. Update outreach materials and maintain material for curriculum and procedures.

**Evaluation:**

This job position will be evaluated using three key indicators:

1. **Program Evaluation:** Healing Hearts will assess what we expect to see happen as a result of our program that is measurable and would tell us if our outcomes are meeting our objectives. More specifically, Healing Hearts will be measuring short-term outcomes which measure proximal change. Proximal changes are those more immediate and/or incremental changes. Since our program is designed to result in immediate, measurable change in survivors' lives, we will measure if change occurs. Monthly Program Statistics must be reported by this position and must include pre and post survivor surveys and other required program documentation.
2. **Process Evaluation:** Healing Hearts will assess the degree to which our program is operating as intended. This will help Healing Hearts assess what we are doing, how we are doing it, why we are doing it, who is receiving the services, how much service and support is received, the degree to which staff, volunteers, and survivors are satisfied, and how much we might improve our program. Strategies and methods will include interviews with staff, volunteers, and survivors (focus groups, behavioral observations, and client service records). Monthly Process Statistics must be reported by this position and must include Crisis Call Interviews, Intake Assessments, and service intervention documentation, outreach/community awareness activities, Community Crisis Response Team, and other process documentation.
3. **Performance Evaluation:** Individual staff performance evaluation will combine both our Program and Process evaluations into this job performance expectation and evaluations for this job position will be reviewed monthly.

**QUALIFICATIONS AND EDUCATION REQUIREMENTS**

1. Must be a Licensed Clinical Social Worker (LCSW) or counselor in the State of Tennessee and have a minimum of a Master's Degree in one or more of the following: mental health, marriage and family therapy, social work or related field.
2. Must meet screening requirements, which include a Criminal Background check and State Child Abuse Registry clearance.
3. Must have a dependable automobile with valid driver's license and current insurance coverage (state minimum).
4. Must complete 30 hours of Trauma-Informed Care training annually (40 hours 1<sup>st</sup> year only)
5. Must have familiarity with the needs of the target population and experience working with victims of domestic violence, other trauma related experience, and/or crisis intervention services.
6. Completes and provides evidence of Licensure Renewals annually and copies of Continuing Education Credits, ACLS/BLS certification.
7. Must be able to secure and maintain malpractice insurance.
8. Completes all mandatory in-house training (HIPPA, OSHA, fire safety) annually and any other mandated by the employer.

**REQUIRED SKILLS:**

1. Must be knowledgeable of the principles of sound therapeutic practices with victims of abuse/assault, including working with the continuum of sexual abuse/assault services.
2. Must understand victimization and demonstrate practices sensitive to sexual abuse/assault issues in therapy.



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<ol style="list-style-type: none"> <li>3. Strong oral communication skills required to effectively communicate with a broad range of individuals.</li> <li>4. Strong written communications skills required to maintain quality documentation.</li> <li>5. Ability to prioritize all aspects of the job is a key to success.</li> <li>6. Ability to provide group, individual, and family counseling services.</li> <li>7. Strong problem-solving skills required and must be a common sense thinker who can be quick decision maker when necessary.</li> <li>8. Must display professionalism and leadership qualities.</li> <li>9. Knowledge and respect of all confidentiality issues.</li> <li>10. **Fluency in languages other than English, especially Spanish, PREFERRED but not required.</li> </ol> <p><b>ADDITIONAL NOTES</b></p> <ol style="list-style-type: none"> <li>1. Able to lift 20 pounds and able to perform basic office task (with or without assistance).</li> <li>2. Prolong standing, sitting and walking.</li> <li>3. Driving (may be required to transport client, materials or perform routine errands as part of routine work assignments).</li> </ol>			
Reviewed By:	Name	Date:	Date
Approved By:	Name	Date:	Date
Last Updated By:	Name	Date/Time:	Date/Time

**Appendix G Job Descriptions 2.**



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<b>Job Title:</b>	CEO/Executive Director	<b>Job Category:</b>	Non-Profit sector
<b>Department/Group:</b>	Trauma survivors	<b>Job Code/ Req#:</b>	J60785T
<b>Location:</b>	Bradley County Tennessee	<b>Travel Required:</b>	Some travel required
<b>Level/Salary Range:</b>	\$65,000-\$75,000	<b>Position Type:</b>	Full-time position
<b>HR Contact:</b>	Julie Hook	<b>Date Posted:</b>	01/25/2020
		<b>Posting Expires:</b>	03/01/2020
<b>Applications Accepted By:</b>			
<b>FAX OR EMAIL:</b> healinghearts4tn@aol.com Subject Line: CEO/Executive Director		<b>MAIL:</b> Name Healing Hearts Healing Hearts, Director Healing Hearts Cleveland, TN 37312	
<b>Job Description</b>			
<p><b>GENERAL ROLE AND RESPONSIBILITIES:</b></p> <p><b>1) BOARD GOVERNANCE: WORKS WITH BOARD IN ORDER TO FULFILL THE ORGANIZATION MISSION.</b></p> <ul style="list-style-type: none"> <li>• RESPONSIBLE FOR LEADING HEALING HEARTS IN A MANNER THAT SUPPORTS AND GUIDES THE ORGANIZATION’S MISSION AS DEFINED BY THE BOARD OF DIRECTORS.</li> <li>• RESPONSIBLE FOR COMMUNICATING EFFECTIVELY WITH THE BOARD AND PROVIDING, IN A TIMELY AND ACCURATE MANNER, ALL INFORMATION NECESSARY FOR THE BOARD TO FUNCTION PROPERLY AND TO MAKE INFORMED DECISIONS.</li> </ul> <p><b>2) FINANCIAL PERFORMANCE AND VIABILITY: DEVELOPS RESOURCES SUFFICIENT TO ENSURE THE FINANCIAL HEALTH OF THE ORGANIZATION.</b></p> <ul style="list-style-type: none"> <li>• RESPONSIBLE FOR FUNDRAISING AND DEVELOPING OTHER REVENUES NECESSARY TO SUPPORT HEALING HEART’S MISSION.</li> <li>• RESPONSIBLE FOR THE FISCAL INTEGRITY OF HEALING HEARTS, TO INCLUDE SUBMISSION TO THE BOARD OF A PROPOSED ANNUAL BUDGET AND MONTHLY FINANCIAL STATEMENTS, WHICH ACCURATELY REFLECT THE FINANCIAL CONDITION OF THE ORGANIZATION.</li> <li>• RESPONSIBLE FOR FISCAL MANAGEMENT THAT GENERALLY ANTICIPATES OPERATING WITHIN THE APPROVED BUDGET, ENSURES MAXIMUM RESOURCE UTILIZATION, AND MAINTENANCE OF THE ORGANIZATION IN A POSITIVE FINANCIAL POSITION.</li> </ul>			



Healing Hearts

**3) ORGANIZATION MISSION AND STRATEGY: WORKS WITH BOARD AND STAFF TO ENSURE THAT THE MISSION IS FULFILLED THROUGH PROGRAMS, STRATEGIC PLANNING AND COMMUNITY OUTREACH.**

- RESPONSIBLE FOR IMPLEMENTATION OF HEALING HEART'S PROGRAMS THAT CARRY OUT THE ORGANIZATION'S MISSION.
- RESPONSIBLE FOR STRATEGIC PLANNING TO ENSURE THAT HEALING HEARTS CAN SUCCESSFULLY FULFILL ITS MISSION INTO THE FUTURE.
- RESPONSIBLE FOR THE ENHANCEMENT OF HEALING HEART'S IMAGE BY BEING ACTIVE AND VISIBLE IN THE COMMUNITY AND BY WORKING CLOSELY WITH OTHER PROFESSIONAL, CIVIC AND PRIVATE ORGANIZATIONS.

**4) ORGANIZATION OPERATIONS: OVERSEES AND IMPLEMENTS APPROPRIATE RESOURCES TO ENSURE THAT THE OPERATIONS OF THE ORGANIZATION ARE APPROPRIATE.**

- RESPONSIBLE FOR THE HIRING AND RETENTION OF COMPETENT, QUALIFIED STAFF.
- RESPONSIBLE EFFECTIVE ADMINISTRATION OF HEALING HEARTS OPERATIONS.
- RESPONSIBLE FOR SIGNING ALL NOTES, AGREEMENTS, AND OTHER INSTRUMENTS MADE AND ENTERED INTO AND ON BEHALF OF THE ORGANIZATION.

**JOB RESPONSIBILITIES:**

1. REPORT TO AND WORK CLOSELY WITH THE BOARD OF DIRECTORS TO SEEK THEIR INVOLVEMENT IN POLICY DECISIONS, FUNDRAISING AND TO INCREASE THE OVERALL VISIBILITY OF THE ORGANIZATION.
2. SUPERVISE, COLLABORATE WITH ORGANIZATION STAFF.
3. STRATEGIC PLANNING AND IMPLEMENTATION.
4. PLANNING AND OPERATION OF ANNUAL BUDGET.
5. SERVE AS HEALING HEART'S PRIMARY SPOKESPERSON TO THE ORGANIZATION'S CONSTITUENTS, THE MEDIA AND THE GENERAL PUBLIC.
6. ESTABLISH AND MAINTAIN RELATIONSHIPS WITH VARIOUS ORGANIZATIONS AND UTILIZE THOSE RELATIONSHIPS TO STRATEGICALLY ENHANCE HEALING HEART'S MISSION.
7. ENGAGE IN FUNDRAISING AND DEVELOPING OTHER REVENUES.
8. OVERSEE MARKETING AND OTHER COMMUNICATIONS EFFORTS.
9. OVERSEE ORGANIZATION BOARD AND COMMITTEE MEETINGS.
10. ESTABLISHING EMPLOYMENT AND ADMINISTRATIVE POLICIES AND PROCEDURES FOR ALL FUNCTIONS AND FOR THE DAY-TO-DAY OPERATION OF THE NONPROFIT.
11. REVIEW AND APPROVE CONTRACTS FOR SERVICES.
12. OTHER DUTIES AS ASSIGNED BY THE BOARD OF DIRECTORS.



Healing Hearts

<b>QUALIFICATIONS AND EDUCATION REQUIREMENTS</b>			
<ul style="list-style-type: none"> <li>• <b>TRANSPARENT AND HIGH INTEGRITY LEADERSHIP.</b></li> <li>• <b>HIGH LEVEL STRATEGIC THINKING AND PLANNING. ABILITY TO ENVISION AND CONVEY THE ORGANIZATION’S STRATEGIC FUTURE TO THE STAFF, BOARD, VOLUNTEERS AND DONORS</b></li> <li>• <b>ABILITY TO EFFECTIVELY COMMUNICATE THE ORGANIZATION’S MISSION TO DONORS, VOLUNTEERS AND THE OVERALL COMMUNITY.</b></li> <li>• <b>DEMONSTRATED ABILITY TO OVERSEE AND COLLABORATE WITH STAFF.</b></li> <li>• <b>A HISTORY OF SUCCESSFULLY GENERATING NEW REVENUE STREAMS AND IMPROVING FINANCIAL RESULTS.</b></li> <li>• <b>ACTIVE FUNDRAISING EXPERIENCE. EXCELLENT DONOR RELATIONS SKILLS AND UNDERSTANDING OF THE FUNDING COMMUNITY.</b></li> <li>• <b>PREVIOUS SUCCESS IN ESTABLISHING RELATIONSHIPS WITH INDIVIDUALS AND ORGANIZATIONS OF INFLUENCE INCLUDING FUNDERS, PARTNER AGENCIES AND VOLUNTEERS.</b></li> <li>• <b>SOLID ORGANIZATIONAL ABILITIES, INCLUDING PLANNING, DELEGATING, PROGRAM DEVELOPMENT AND TASK FACILITATION.</b></li> <li>• <b>STRONG FINANCIAL MANAGEMENT SKILLS, INCLUDING BUDGET PREPARATION, ANALYSIS, DECISION MAKING AND REPORTING.</b></li> <li>• <b>STRONG WRITTEN AND ORAL COMMUNICATION SKILLS.</b></li> <li>• <b>STRONG PUBLIC SPEAKING ABILITY.</b></li> <li>• <b>STRONG WORK ETHIC WITH A HIGH DEGREE OF ENERGY.</b></li> </ul>			
<b>EDUCATION/KNOWLEDGE/SKILLS</b>			
<ul style="list-style-type: none"> <li>• <b>MASTER’S DEGREE OR ABOVE IN BUSINESS ADMINISTRATION OR SOCIAL WORK ADMINISTRATION</b></li> <li>• <b>AT LEAST 5 YEARS’ EXPERIENCE WORKING IN THE NON-PROFIT SECTOR</b></li> <li>• <b>EXPERIENCE AND SKILL IN WORKING WITH A BOARD OF DIRECTORS.</b></li> <li>• <b>A PASSION FOR NON-PROFIT WORK</b></li> </ul>			
Reviewed By:	Name	Date:	Date
Approved By:	Name	Date:	Date
Last Updated By:	Name	Date/Time:	Date/Time

**Appendix H. Market graph**

Stakeholder Group	Marketing Message
The Implementers	You are making a difference in the community by healing the hearts of trauma survivors, though Healing Hearts Trauma Center. Let your light shine through!
The Partners	Do you feel that one of your purposes in life is helping others, and supporting them? You have come to the right place. Join us and help in creating a new way of life for people who have been through trauma. Call us today at 423-867-5432 to find out more.
The Participants	Thank you for being a valuable member of our community. Are you experiencing trauma, or do you know of someone who has experienced trauma? We welcome trauma survivors to our trauma center, where we embrace survivors, empower individuals, and encourage growth and healing beyond the trauma of their past. Call us today at 423-867-5432 to find out more about the services offered.
The Decision Makers	Do you like to be a leader? Do you want to be a part of a decision making team in your community? Join Healing Hearts as we embark on a new amazing trauma center that seeks to create a safe environment where people who had traumatic events in their life can heal. Our planning team meets the first Monday of each month. We hope to see you there!! Contact us at 423-867-5432 to RSVP.



The Public at  
Large

Do you know it is possible to heal from trauma? Healing Hearts strives to mend the broken hearts of trauma victims. Take a step towards regaining control of your life. We are open to the public. Pick up the phone and give us a call at 423-867-5432, or visit our Facebook page or our website @ [www.HealingHearts.traumasurvivors.org](http://www.HealingHearts.traumasurvivors.org)

### Appendix I. Logo



**Appendix J Budget**

<b>PROGRAM</b> HEALING HEARTS			<b>DATE PREPARED</b> 4/22/2020		Page 1	Of 2.00
<b>CONTRACTOR NAME</b>			<b>BUDGET PERIOD</b> From 6/1/2020 To: 5/31/2021			
<b>MAILING ADDRESS</b> PO Box649			<b>BUDGET AGREEMENT</b> <input checked="" type="checkbox"/> ORIGINAL <input type="checkbox"/> AMENDMENT		<b>AMENDMENT #</b>	
<b>CITY</b> Cleveland	<b>STATE</b> TN	<b>ZIP CODE</b> 37311	<b>FEDERAL ID NUMBER</b> APPLIED FOR			
					<b>TOTAL BUDGET</b>	
SALARY & WAGES					\$	315,000.00
FRINGE BENEFITS					\$	61,686.00
TRAVEL					\$	0.00
SUPPLIES & MATERIALS					\$	3,600.00
OCCUPANCY					\$	38,740.80
EQUIPMENT					\$	12,162.94
OTHER EXPENSES						
Trainings					\$	
					\$	5,400.00
					\$	
					\$	
					\$	
					\$	
<b>TOTAL DIRECT EXPENDITURES</b>						436,589.74
INDIRECT COSTS: Rate # 1%						
INDIRECT COSTS: Rate # 2%						
<b>TOTAL EXPENDITURES</b>						
<b>SOURCE OF FUNDS:</b>						
FEES & COLLECTIONS					\$	412,000.00
GRANTS					\$	84,000.00
CORPORATE SPONSORSHIPS					\$	20,000.00
FOUNDATIONS					\$	100,000.00
EVENTS					\$	23,000.00
OTHER(S)						
Donations						12,000.00
<b>TOTAL FUNDING</b>						651,000.00

**Budget Continued**

PROGRAM BUDGET - COST DETAIL SCHEDULE		ATTACHMENT B.2	
<i>View at 100% or Larger</i>		Page 2 Of 2	
<i>Use WHOLE DOLLARS Only</i>		<b>BUDGET PERIOD</b>	<b>DATE PREPARED</b>
PROGRAM HEALING HEARTS		6/1/2020-5/31/2021	4/22/2020
CONTRACTOR NAME		<b>BUDGET AGREEMENT</b>	
		<input checked="" type="checkbox"/> ORIGINAL <input type="checkbox"/> AMENDMENT	
<b>1. SALARY &amp; WAGES</b>			<b>TOTAL SALARY</b>
POSITION DESCRIPTION	COMMENTS		
CEO			\$ 70,000.00
Program Director			\$ 60,000.00
LMSW			\$ 50,000.00
MSW			\$ 40,000.00
Human Resources			\$ 30,000.00
Admin			\$ 30,000.00
Accountant			\$ 35,000.00
			\$
1. TOTAL SALARY & WAGES			\$ 315,000.00
<b>2. FRINGE BENEFITS</b>		Composite Rate %	
<input checked="" type="checkbox"/> FICA      7.65%	<input checked="" type="checkbox"/> L&D Insurance      0.80%	34.27%	\$ 23,989.00
<input checked="" type="checkbox"/> UNEMPLOY INS.      2.70%	<input checked="" type="checkbox"/> HOLIDAY PAY      3.07%		\$ 20,562.00
<input checked="" type="checkbox"/> RETIREMENT      3%	<input checked="" type="checkbox"/> VACATION PAY      3.85%		\$ 17,135.00
<input checked="" type="checkbox"/> MEDICAL INS.      10.50%	<input checked="" type="checkbox"/> WORKERS COMP      2.70%		\$ 13,708.00
			\$ 10,281.00
			\$ 10,281.00
			\$ 11,994.50
			\$
2. TOTAL FRINGE			\$ 61,686.00
<b>3. TRAVEL: (Specify if category exceeds 10% of Total Expenditures)</b>			\$
			\$
			\$
			\$ 0.00
<b>4. SUPPLIES &amp; MATERIALS: (Specify if category exceeds 10% of Total Expenditures)</b>		Monthly Amount	\$
Office Supplies		\$300.00	\$ 3,600.00
			\$
4. TOTAL SUPPLIES & MAT			\$ 3,600.00

**Budget Continued**

<b>5. Occupancy</b>				<b>Monthly</b>	
				<b>Amount</b>	
Office Space - Sq Ft	6000 @	\$0.25	\$1,500.00	\$	18,000.00
Electric			\$800.00	\$	9,600.00
Water			\$100.00	\$	1,200.00
Internet			\$249.00	\$	2,988.00
Telephone - Lines =	5 @	\$39.95	\$199.75	\$	2,397.00
Cell Phones # =	7 @	\$49.95	\$349.65	\$	4,195.80
Trash			\$30.00	\$	360.00
				\$	
				\$	0.00
<b>5. TOTAL OCCUPANCY</b>				\$	38,740.80
<b>6. EQUIPMENT (Specify)</b>				<b>Amount</b>	
5 HP Compaq 8300 Elite Desktop Computers (Tech Soup Bundle)			\$999.00	\$	
5 HP EliteDesk 800 Desktop Computers	@	\$399.00	\$1,995.00	\$	
7 Dell 19" LCD Montors	@	\$60.00	\$420.00	\$	
3 HP 8700 OfficeJet Pro Network Printers	@	\$149.00	\$447.00	\$	
3 Epson EX 3240 Projectors	@	\$349.00	\$1,047.00	\$	
3 Projector Screens	@	\$129.98	\$389.94	\$	
5 White Boards (5' X 3')	@	\$135.00	\$675.00	\$	
20 Filing Cabinets (locking)	@	\$245.00	\$4,900.00	\$	
10 Multi Line Telephones	@	\$129.00	\$1,290.00	\$	
				\$	
				\$	
<b>6. TOTAL EQUIPMENT</b>				\$	12,162.94
<b>7. OTHER EXPENSES (Specify if category exceeds 10% of Total Expenditures)</b>				<b>Amount</b>	
<b>Trainings</b>					
EMDR - # Personnel	3 @	\$1,600.00	\$4,800.00	\$	
Trauma Informed Care	12 @	\$50.00	\$600.00	\$	5,400.00
<b>Balance of funds</b>				\$	150,271.80
<b>7. Total Other Expenditures</b>				\$	155,671.80
<b>8. TOTAL DIRECT EXPENDITURES (Sum of Totals 1-7)</b>					#REF!
<b>9. INDIRECT COST CALCULATIONS</b>					
Rate #1 Base \$	#REF!	x Rate	15% =	\$	#REF!
Rate #2 Base \$			=	\$	0.00
<b>9. TOTAL INDIRECT EXPENDITURES</b>				\$	#REF!
<b>10. TOTAL ALL EXPENDITURES (Sum of lines 8-9)</b>				\$	#REF!

**Appendix K. Case Support Letter**

Healing Hearts  
4053 Old Freewill Rd NW  
Cleveland, TN 37312

March 18, 2020

Southern Adventist University  
4881 Taylor Cir  
Collegedale, TN 37315

Dear Sir or Madam,

It is an honor to present to you Healing Hearts, an organization that fulfills its mission of embracing survivors, empowering individuals, and encouraging growth and healing beyond the trauma of their past with thoughtfulness, empathy, understanding and hope. We offer trauma support groups, one on one counseling, group counseling, and are able to provide a sliding scale and income-based payment plan enabling us to provide services for essentially any individual despite their ability to pay in the Bradley County area. Individuals who come to Healing Hearts for treatment, report significant improvement in their mental and emotional health and are able to overcome obstacles that held them back before treatment. These individual's family members also report having seen healthier relationships with their loved ones once starting treatment with Healing Hearts.

The objective of my letter is to present to you our greatest challenge in helping survivors of trauma in more rural areas of Bradley County: our need is for additional staff members and media coverage in these areas would enable us to provide care to an additional 1,500 people and would update and improve our main trauma center. It is our objective to improve our facility and hire more staff members to reach out in Bradley County and into the rural areas of the surrounding counties with the projected cost of \$250,000 from beginning to finish.

As part of the dream of Healing Hearts and aiding in fulfillment of our mission to provide services to all survivors of trauma in Bradley County, we are planning a Barbecue Day event as a fundraising activity in May of 2020. We chose to do a barbecue in order to allow people in the community to feel like part of one big family and to eliminate any stigma that goes with seeking help for overcoming trauma and raising awareness of our organization within the community.

In 2017, the rate of death of despair in Bradley County related to drugs, alcohol, and suicide per 100,000 population was 47.5%. These deaths can arise from mental health, addiction, or social issues related to trauma that was caused in a person's life. These people feel hopeless about their lives. These deaths are preventable through agencies like Healing Hearts who can provide hope beyond the trauma. 12.4% of residents in Bradley County from 2013-2017 lacked health insurance ("Health: Bradley County, Tennessee," n.d.). Healing Hearts strives to provide services to all population despite their ability to pay. There is a great need for the services provided by Healing Hearts for individuals and their family members to be able to overcome their past and be able to grow beyond the traumatic events. This enables a healthier, happier life. Hiring more staff members to get out into the rural areas of the community and upgrading our main facility would allow more people the opportunity to heal beyond their trauma and reduce the rate of death in these victims. Community awareness can also be made more possible by media coverage and staff members in rural areas to provide services for individuals who are not able to get to our main facility.

Thank you for your time and consideration of making a donation to Healing Hearts organization; your donation is tax-deductible, and it will make a tremendous impact for individuals and families in the Bradley County area.

Sincerely, Amanda Hershberger /Fundraising Committee Chair

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Amanda Hershberger, Julie Hook, Cornelia Campbell, Eldriana Pierre-Louis