This report represents ANNUNCIATION MATERNITY HOME INC’s responses to Charting Impact, a joint project of BBB Wise Giving Alliance, GuideStar USA Inc, and Independent Sector. Charting Impact uses five simple yet powerful questions to encourage strategic thinking and help organizations share concise information about their plans and progress toward impact.

ANNUNCIATION MATERNITY HOME INC
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Mission:
For young women in crisis pregnancies and their children, we provide exceptional housing, educational opportunities, and access to health services to empower them in their journey toward independence. Annunciation Maternity Home serves young women throughout the state of Texas, and beyond on a case by case basis.
1. What are we aiming to accomplish?

Annunciation Maternity Home (AMH) offers moms and babies in crisis the critical support and essential resources needed to change their lives and achieve long-term self-sufficiency. Battling barriers outside of their control -- poverty, neglect, homelessness, exposure to violence, mental health conditions, involvement in the child welfare system -- these young mothers have much to overcome. Their unstable past has led to low self-esteem, poor decision making, unhealthy relationships…and teen pregnancy. Without support to navigate towards a healthier lifestyle, this cycle of intergenerational poverty and familial dysfunction will continue, offering little hope for mom and baby to lead a healthy, fulfilling life (NASSEMBLY). In response, AMH offers a best-practice, two-generation program designed to support both mom and baby as a family unit. Laying a foundation with housing, basic needs, and medical care, we then empower each family with high school education, higher education, parenting instruction, quality childcare, life skills classes, job assistance, mental health services, and case management. Expected outcomes include: (1) healthy pregnancy and baby, (2) educational enrollment and completion, (3) improved parenting skills, (4) healthy living environments and relationships, (5) improved behavioral health and life domain functioning, (6) career employment, and (7) elimination of future unplanned/crisis pregnancies. AMH's 5-year strategic goals include: (1) strengthening governance structure, (2) securing an adequate and diverse base of funding and other resources, (3) ensuring a capacity to serve high demand, (4) attracting, developing, retaining highly skilled staff, (5) ensuring the safety, security, and confidentiality of residents and staff, and (6) maintaining best practices program and services. These strategic goals ensure that AMH continues to be an effective, comprehensive program that serves the needs of young families and our community.

2. What are our strategies for making this happen?

AMH's six strategic goals developed by a committee of board members and staff focus on a need for expanded capacity based on demand while still providing the best possible services to each mother and baby who come to the Home. In (1) strengthening governance structure, AMH plans to attract and recruit engaged board members and strengthen existing committee structures and roles to increase our network and ability to accomplish strategic and organizational goals. This includes our strategic goal of (2) securing an adequate and diverse base of funding and other resources for current programs and future expansions. Annunciation will initiate an enhanced marketing strategy, expanded development plan, and build on existing relationships to strategically create a sustainable funding base that can grow with us. With a high demand for services (675 calls in 2015, 72 served), ensuring a (3) capacity to serve the demand is a priority. A Master Plan for our 23 acres of land was finalized in 2016, with Phase I including expanded adult housing and a new childcare facility. AMH is currently working closely with the City of Georgetown to meet infrastructure compliance for the Master Plan, with Phase I groundbreaking hoping to begin end of 2017. Through our expansions, Annunciation aims to (6) maintain a best-practices program by renewing our national accreditation, understanding clients needs, expand the day and walk-in programs (non-residential), and re-new our in-house counseling program. It will also be essential to (4) attract, develop, and retain highly skilled staff to meet program needs by offering good pay, opportunities for professional development, and a positive work environment. As AMH grows and increases capacity, it is essential to (5) ensure the safety, security, and confidentiality of our residents and staff in accordance with HIPAA guidelines through an ongoing review our our IT system and campus safety policies and procedures.

3. What are our organization's capabilities for doing this?

AMH is the only nationally accredited, long-term residential facility in Texas licensed by the Texas Department of Family and Protective Services (TDFPS) to provide free services to teens and young women who are experiencing a crisis pregnancy. This niche service delivery encourages community connections, program support, and collaborations that maximize resources and strengthen program delivery. Internal resources include: (1) board member retention and knowledge, (2) continued passion and involvement of co-founders in program and growth objectives, (3) case manager retention,
knowledge, and dedication, (4) wide volunteer base, (5) established reputation in community with proven track record of program success, and (6) vacant property for growth. External strengths include: (1) collaboration with the University of Texas Charter School for on-site high school education, (2) TANO member, (3) Health and Human Services Community Partner, (4) Providence Service Corporation Partner, (5) Texas Alliance of Children & Family Service Member, (6) TDFPS Contractor, (7) Nurse Family Partnership Partner through Any Baby Can, (7) Texas Workforce Commission WIA Program Partner, (8) Blue Bonnet Trails MHMR Taylor Partner (psychiatric services), (8) Affiliated with the Roman Catholic Church, (9) AFP Member, and (10) Capital Area Food Bank partner. AMH received national accreditation as a family group home through the Council on Accreditation (COA) in New York in April 2014. Accreditation is an external validation of program delivery to all stakeholders, and signifies organizational infrastructure, program delivery, outcome measurements, and financial transparency at the level of national standards of best practice. AMH's Infant Development Center received state licensing in May 2014 and was named a 4-Star (top tier) Texas Rising Star certified program in February 2016.

4. How will we know if we're making progress?
AMH uses a Performance Quality Improvement (PQI) system to monitor organizational and client progress towards goals, intended impact, and accountability. A PQI committee consisting of all directors from each program area meet weekly to review client needs, employee needs, and key metrics. The PQI committee also meets quarterly to evaluate the last 90 days for service effectiveness and efficiency, quality and safety, identify areas where improvements to policies/procedures/services can be made, and implement any changes. The Board of Directors receives a report on key metrics monthly, and a final annual report to be reviewed and assessed for future changes/improvements. Program and financial data (including transitioning surveys) are collected throughout the year via an online database system and used in PQI reporting to generate reliable data signifying progress/outcomes. When collecting data, Annunciation has a set of 14 mission critical measures, 5 strategic measures, and 18 organizational measures there are reported at set intervals to track progress. Some of these measures will be compared to previous years, while others will be compared to intended outcomes and/or improvement over time. A few of these measures include occupancy percentage, number of client served annually, mental health assessments, parenting assessments, child development assessments, high school credits earned, baby birth weight, staff turnover, operating reserve, etc. While there are many areas where success is measured in our comprehensive program, key indicators of overall success include: (1) healthy pregnancy and baby birth weight, (2) enrollment in/completion of educational programs, (3) improved mental health in various domains, (4) on-track infant development, and (5) improved parenting skills.

5. What have and haven't we accomplished so far?
Aligning with the new strategic plan (2017-2022), a fluid Master Plan for our 23 acres of land is ready, outlining Phase I expansions with an immediate, low-cost response of adding six more bedrooms, increasing total daily capacity to 35, and a new infant development center with a capacity for 60 children (previously 23). Additionally, we have hired a full-time, in-house Clinical Services Director to address the mental health needs of our clients. A re-certification application has been completed to renew our National Accreditation (expiring 2018), and a new board prospect has been identified and approached. An annual plan coinciding with the strategic plan has been developed listing specific goals, time frames, and persons responsible to ensure progress toward strategic goals. Important building blocks from our previous strategic plan include national accreditation, childcare licensing, a new transitional living home for three mothers, and collaborations with local organizations to supplement our services. As a result, clients now receive Medicaid approval within two weeks, access a nurse regularly for one-on-one prenatal care, receive needed mental health services, receive funding for school and workforce opportunities, and have access to quality childcare after transitioning from our program. These successes elevated our program from quality to best-practices and achieved outcomes needed for long-term success. AMH organizational culture is to continuously review, refine, improve. We have learned that consistent communication across programs/services for each client is essential, family counseling requires flexibility, and adult clients need extra staff support to meet their varying service plan goals, and we adjust accordingly. As we enter into expansions, a big obstacle to
overcome is meeting the City's infrastructure requirements and timeline when more help is needed now, and ensuring the development plan will sustain future growth.