Give an Hour/Change Direction

“Helping individuals and families – Educating a global community”

Strategy 2018 – 2023

Introduction

1. Unaddressed mental health conditions represent the greatest global health crisis in generations. Around the world, nations are increasingly dedicating more fiscal and human capital to programs to assist those in need while also advancing efforts to better educate societies on the signs, symptoms and appropriate responses to these treatable conditions. Only by increasing access to effective mental health care globally and by changing the culture surrounding mental health, mental illness and emotional well-being, will we ensure that all in need receive the care and support they deserve.

2. Give an Hour (GAH), founded by Dr. Barbara Van Dahlen in 2005, has been a leading non-profit organization within the United States whose focus is on networking mental health providers to donate their professional services to help individuals who are suffering emotionally. Originally created to support US Military members, veterans and families, GAH has expanded to provide support to the broader community including those affected by man-made and natural disasters as well as the First Responders who assist during times of crisis. GAH continues to evolve to assist all in need of mental health care and support.

Give an Hour’s mission is to develop national networks of volunteer professionals capable of responding to both acute and chronic conditions that arise within our society. Since 2005 we have focused on providing free and confidential mental health care to those who serve, our veterans, and their families. We have since expanded our efforts to address the mental health needs of other populations. Through the generosity, compassion, and expertise of Give an Hour’s skilled volunteers, we are able to increase the likelihood that those in need receive the support and care they deserve.

3. In March 2015, GAH President, Dr. Van Dahlen, recognized the important need to address the global challenge of removing the cultural barriers that surround mental health, mental illness and emotional well-being. The Campaign to Change Direction (CD) – a collective impact public health effort – was launched to change the culture through a comprehensive and coordinated approach engaging national and international partners and champions.

We must change our culture if we are to succeed in saving lives and ending suffering. We must come to accept that mental health and mental illness are elements of the human condition – just as physical health is.

– Dr. Barbara Van Dahlen, Founder and President of Give an Hour
4. Today, GAH/CD has become a globally recognized leader in mental health education and care, whose business model and exceptional governance structure has earned it the non-profit industry ‘gold standard’ Charity Navigator 4 Star award and Guide Star Platinum recognition. Led by an exceptional President and supported by a strong and independent Board of Directors and Advisory Council, GAH has made great strides in its first 13 years.

**Looking to the Future**

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<th>GAH Vision</th>
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<td>We believe that within our communities we have the resources to address many of the challenges that face our society. These challenges, such as time in military service or victimization by crime, often result in emotional pain and suffering. By harnessing the skills and generosity of citizens across our nation and around the world, we provide those in need with help and hope. We offer those who care the opportunity to give.</td>
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5. Through the tremendous work and dedication of the GAH Executive leadership team coupled with the outstanding work of all GAH/CD employees and the strong and independent oversight of the Board of Directors, GAH has enjoyed tremendous success towards realizing its vision. At the same time, the community of practice within the mental health field has advanced both in understanding mental health conditions and also in the scope and scale of resources available to respond. The competition for funding, however, to enable organizations like GAH to evolve and grow its efforts has become more pronounced.

6. The GAH/CD brand has become synonymous with excellence in mental health education and service delivery. And, it has reached an inflection point with increasing demand both within the US and around the globe. This presents an important opportunity for the organization to ‘take the next step’ in advancing its larger aspiration of educating and assisting the global community. To achieve this vision, however, the organization itself will need to evolve to ensure it is fully prepared to lead, manage and deliver in the future.

7. An important step in this evolution occurred recently in the election of a dedicated Board of Director Chair and Vice Chair, which not only elevated the oversight role of the Board of Directors, but also now permits the President and Executive Management team to focus on their core business of ‘running the company’. The function of the Board is to provide, on behalf of donors, volunteers and clients, a strong and independent oversight/challenge function while at the same time supporting the Management team in attracting the necessary funding and leading GAH to success in the future.
Defining Future Success

8. GAH has always placed special emphasis on the community of US military members, veterans and families, and this will continue to be a priority as the organization looks to the future. At the same time, GAH will continue to grow and expand to assist and educate both at home and around the globe. As a responsible member of the international community, GAH, through the Campaign to Change Direction, must continue to assist the global effort to change the culture of mental health and demonstrate best practices in bringing help to those who are suffering.

9. To achieve this, GAH/CD must have clear and measurable goals and objectives that will provide the ‘North Star’ as the organization continues its important journey in the years ahead. Over the next five years these goals/objectives are:

   a. GAH will continue to grow and refresh its US network of mental health providers with the goal of increasing the size of the network within the US to 10,000 providers.

   b. GAH will increase its annual fundraising to a yearly amount of $5 million/year by 2023, of which 50% will be restricted funding (with a focus on multiyear funding) and 50% will be unrestricted funding.

   d. GAH will sustain its 4-Star Charity Navigator ranking and Guide Star Platinum status and will continue to be recognized as ‘best of class’ in non-profits organizations of its size within the US. It will also achieve its first international recognition by 2023.

   e. GAH will continue to strengthen and diversify its Board of Directors to reflect the global community it serves and the values it represents. It will prioritize achieving gender parity and broader diversity while also sustaining representation reflective of GAH’s unwavering commitment to military members, veterans and families.

   f. GAH will continue to evolve its performance measurement framework, metrics and reporting tools to ensure that the Board of Directors, Donors, clients and external oversight agencies have full transparency of corporate business practices, management of fiscal resources and service delivery.

   g. GAH will reinvigorate its Advisory Council by 2020. This will include a comprehensive review on the roles/functions/goals and objectives of the Advisory Council and supporting governance structure. Like the Board of Directors, the Advisory Council will reflect the global community that GAH/CD serves and the values it represents. It too will prioritize achieving gender parity and broader diversity while also sustaining representation reflective of GAH’s unwavering commitment to military members, veterans and families.

   h. CD will continue to expand its global public health campaign to change the culture on mental health. This will include establishing GAH/CD presence in at least five additional countries by 2023. GAH/CD will also increase its brand recognition and endorsement within various sectors of the international community including governments, Arts and entertainment, corporations and like minded organizations.
April 22, 2018

i. GAH will develop and implement a comprehensive cyber strategy by 2021 to ensure that its ‘virtual’ business model is fully sustainable/resilient in a growing cyber risk environment.

j. GAH/CD will continue to expand its strategic communications/public affairs efforts and web-based services to provide support to the global community it serves in their primary national language.

k. GAH will develop and implement a comprehensive ‘business continuity’ strategy by September 2019.

Conclusion

10. The impact of unaddressed mental health challenges across the global community is not yet fully understood, with all indicators pointing to the challenge only growing. At the same time, success is being achieved through greater understanding of conditions, changing the culture, educating about the signs, and bringing assistance to those in need. GAH/CD has been a leader in all of these areas both within the US and increasingly within the international community. We are well positioned to advance these efforts while playing a greater and much needed leadership role around the world. Achieving the goals/objectives laid out in this strategy will enable GAH to be that global leader.

11. It is an exciting time to be a member of the GAH ‘family’ but there is much work to be done. Collectively, we will continue to make a difference at home and abroad – we will enable a healthy, resilient and engaged global community that has the education, tools and resources to address this very real but solvable global health crisis.

Signed

Dr. Barbara Van Dahlen
Founder and President

Mr. Fred Knowles
Chair, GAH Board of Directors