



2018

FORMING
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Joint Commission On Accreditation of Healthcare Organizations



Make A Difference In The Lives That Follow



United Way
Hillcrest Family Services is a member of the Dubuque County, Johnson County and Clinton Gateway United Ways, and the Community Chest of Washington County.

The Six Promises – Our Business Model

Our History

At our core, and for more than 110 years, Hillcrest Family Services has enhanced the lives of children, families and adults in need by teaching skills and providing information and resources.

For those 110+ years, and through the guidance of founder Dr. Nancy Hill, we have advocated on behalf of youth, adults and families to provide a range of innovative services, driven by client needs and the pressing social concerns of the time.

Today

We have remained flexible in our service model and have been proactive in adding and improving the services we provide to clients. At our core, we focus on two key areas: health and education. Our programming reflects that focus, and we build on our competencies to provide:

HEALTH

- Adoption
- Women’s & children’s health services
- Mental health care
- Transitional housing and support

EDUCATION

- Individual and family counseling
- Special education
- Foster care
- Youth ministry

Tomorrow is About Change

Tomorrow starts now. Tomorrow is about changing our lives so that we can change the lives of children and families in need. We are embarking on a transformational process that will align our every effort with the national movement created by America’s Promise, The Alliance for Youth. We have made the Five Promises Model our own, and added a sixth Promise:

- Caring Adults
- Safe Places
- Healthy Starts
- Effective Education
- Opportunities to Serve
- Opportunities for a Spiritual Connection



Why?

Why do we as a health and education provider strive to be more? To grow and expand? Why is ‘good’ just not ‘good enough’? As a nation, the existing model for the delivery of human services is impaired and hampered by government funding restraints. We must transform ourselves to reduce our dependency on government funds. We must change our overall strategy for success by expanding our services, our service areas and our expertise, so that all who come to Hillcrest will receive the Six Promises, each and every day.

If we believe transformation is about transforming lives, then we must intentionally invest our own lives to live as Promise People.



Our Transformational Vision

- To become the premier health and educational ministry in the Midwest by:

FORMING *promise people*

Hillcrest Family Services, by the year 2018, will:

DEVELOP PROMISE PEOPLE

It is our belief that the best way to deliver promises to clients and to form Promise People, is by first committing ourselves to being Promise People in both our work and in our daily lives. As this is accomplished, everyone who comes in contact with Hillcrest Family Services in any way, either as clients or staff, board, volunteers, and donors will be changed.

BECOME A NATIONAL MODEL

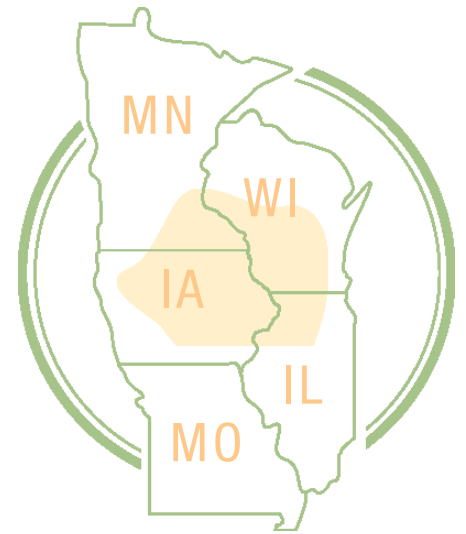
We believe that by structuring our business model to align with the Six Promises, we will change the very way that health and educational services are provided — not only in Dubuque or eastern Iowa — but throughout the country.

DEVELOP AND GROW A SIGNIFICANT ENDOWMENT

In order to deliver these promises most effectively, infusion of new capital beyond what can be provided by the agency's annual operating budget will be required. Hillcrest Family Services desires to move from a nearly 90% level of state and federal dollar funding to a more palatable and secure 75% level of governmental funds. Endowment growth will be essential for such a goal to be realized.

BECOME WELL-CONNECTED TO SERVICE INVESTORS

It is our desire to allow for venture philanthropists to partner with us in this model as we reshape health and education delivery for youth, adults and families in the United States. Marketing strategies will be developed that allow for greater "outside" or "yet to be known" donors who can be found, cultivated and secured.



Become the Midwest's Premier Health and Educational Ministry

In the next ten years, we will, through new partnerships, alliances, mergers, and/or acquisitions of other human services agencies and not-for-profits within the Midwest, advance our mission. Special efforts to collaborate will take place in Illinois and Wisconsin, with subsequent mission partners in Minnesota, Missouri, Michigan and Indiana following.

Becoming a premier ministry will include the outsourcing of support services to other non-profits, such as human resources management, accounting, information technology support, and more.



Measurement of the Transformational Model

Committed to the Six Promises and to transforming health care and educational services, Hillcrest Family Services will measure ourselves in the achievement of our short- and long-term goals by these metrics:

- We will develop a Family Life Campus complete with a Spiritual Life Center, Multi-Purpose/Recreational Center and Educational Center.
- We will grow an endowment by \$75 million to support current services, enable us to pay fair and equitable wages and benefits and to initiate new services.
- We will secure long-term relationships with visionary investors who are keenly interested in creating societal change.
- We will expand our present boundaries through new programming, religious affiliations and innovative service provision outside of our current models. Minnesota, Wisconsin, Illinois, Indiana and Missouri are primary target expansion areas.
- We will be held up as a replicable model that other social service providers will adopt across the nation.
- We will reduce the percentage of governmental dependency from 86% to 75%.
- We will sustain an overall operational margin of 3%.

We are committed to this transformational process that will change lives and change society:

- Delivering these Six Promises to our clients each and every day, and forming Promise People in our clients, staff, board, volunteers and donors.
- Making the Six Promises the foundation of our business model, including service delivery, human resource development, financial stewardship and mission advancement.
- Believing in the Six Promises as our footprint for both daily action and strategic growth.