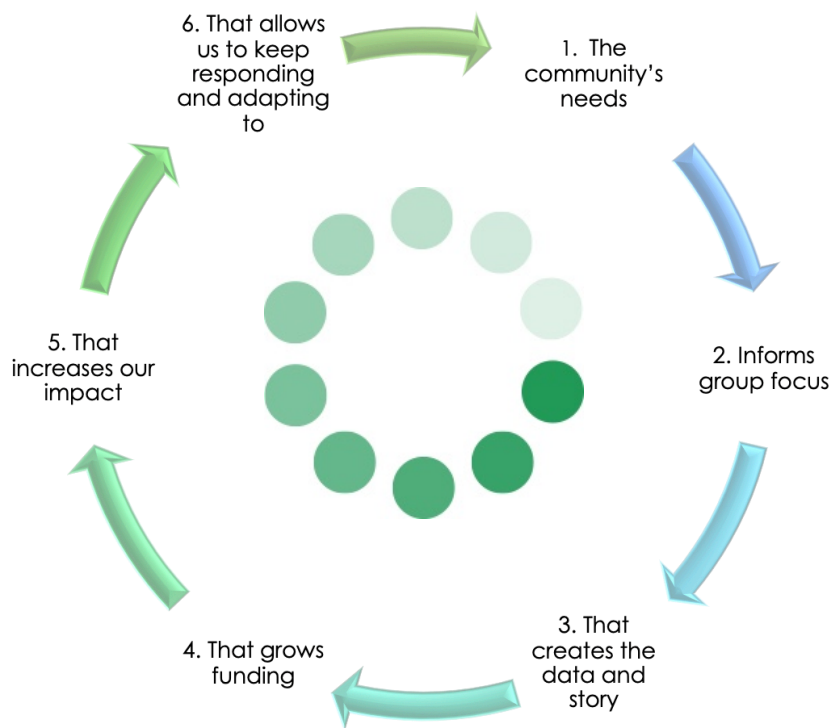


Strategic Plan



Mission

To be a healing community rooted in Christian tradition supporting each individual's unique path of transformation and well-being while promoting social healing through empathetic connection.

Vision

To heal the world through radical hospitality, inviting every person to reconnect to their true self and find inner freedom rooted in God's transforming grace.

Strategy

To use the unique process of a spiritual small group intervention and holistic health education to impact the overall well-being of the community through initiatives that address specific chronic physical, mental, emotional needs.

IMPACT AREAS

Alleviate individual and cultural distress, cultivate hope, and improve community well-being through an integrative approach.

Improve mental health equity through affordable, quality care that empowers individualized value-based decisions.

Work to understand and change the cultural norms that prevent or discourage people from seeking care.

Gather data to advance the restorative benefits of group work.

Mission

Restore Small Groups was founded to support individuals in their journey to mind, body and spirit wholeness grounded in the transforming grace of Christ. Restore has been a pioneer in holistic health for twenty years, promoting the integration of all aspects of the human experience with a focus on sustained personal transformation. Restore's goal is to promote individual transformation through spiritual and emotional growth and to create experiences that challenge personal paradigm, expand personal perspective and point people toward the sacred center to find creative responses to the world. In this way, we cultivate hope. We know that wherever people choose change and break the generational cycles of dysfunctional response and trauma, they have the opportunity to effect well-being on a larger scale. Thus, while Restore helps the individual, it also promotes the birth of healing communities.

SITUATIONAL ANALYSIS

- 1 We have a unique mission and service that is needed now more than ever.
- 2 Our group process works, is easily adaptable and can reach a large audience. We have built a solid reputation for quality group work.
- 3 Community partnerships are valuable but often fragile. Restore needs to continue to pursue direct service as a valuable resource for the community as well as a place to continue to hone our craft.
- 4 Gathering data on our process and its effect on participants is extremely crucial to the future.
- 5 We need to continue to find the balance between growth and program fidelity.
- 6 We need to diversify funding through collaborative projects and solid data.
- 7 While we have had strong ties to churches and the YMCA, we have a legitimate place in other significant community forums like healthcare, behavioral health, counseling, mental health advocacy, and rehabilitation.
- 8 Our target audience has been adults, 30-50, approximately 60% women and 40% men. Diversity in the states has been less, with majority of group members being white. Internationally, we have significantly more diversity.

SWOT

STRENGTHS

- Time-tested curriculum that yields results and is recognized worldwide
- Book rights mean:
Free to create new materials
Ability to protect program fidelity
More revenue making ability
Expansion of content to podcast, blog, videos
- Promote spirituality and effective psychology
- Continue to grow and learn
- Inclusive and accessible to all
- Strong training content
- Staff expertise
- Adapted to virtual world
- Strong reputation and platform
- To now, funding has grown annually
- Many of our donors have been personally impacted by the program
- Established missional giving
- Good donor retention
- Huge strides in research and data tools that we can now use to measure—STHS pilots

WEAKNESSES

- Current curriculum/guides need revisions
- Many “revamping” tasks are time-consuming
- Staff is small
- Need time to develop and gain momentum with direct service model
- Need wider referral and marketing base
- Lost larger infrastructure that gave us access to greater numbers of participants
- Limited awareness of Restore in the community
- Groups and trainings are not high yield for revenue
- No long-term funding plan
- Lack diversity in participants and leadership

OPPORTUNITIES

- Create continuum of care- “the path”
- Positioned to make bigger community impact especially with the current cultural climate
- Open partnership opportunities by streamlining training
- New collaborative community partnerships that will propel us into healthcare and mental health
- New relationships can grow awareness of Restore in the community
- New funding from repositioning ourselves in the non-profit community and having compelling data (evidence-based funding)
- Expansion into education programs
- Increased missional giving
- New curriculum to expand effectiveness

THREATS

- Long-term affects of the pandemic on funding and partners
- Lack of funding to support new staff hires
- No health benefits to attract qualified candidates
- Without new staff, inability to achieve strategic plan effectively
- Current staff burn-out
- Increased overhead with new space
- Possible tension between current funders and new strategic direction

SUPPORT GROUPS IN NASHVILLE

With Hope In Mind
BRIDGES
Depression/Bipolar Support Alliance of TN
Celebrate Recovery
Alcoholics Anonymous
Sexaholics Anonymous
Narcotics Anonymous
Gamblers Anonymous
Adult Children of Alcoholics
Al-Anon
Co-Dependents Anonymous
Overeaters Anonymous
Re:generation (12 Steps)
Secular Organizations from Sobriety
Sex Addicts Anonymous
Sex and Love Addicts Anonymous
SMART Recovery
Divorce Care
Grief Share
Alive Hospice
Cumberland Heights
Gilda's Club

COMMUNITY NEEDS



Nashville is a multicultural city that by 2040 is projected to be **majority-minority**.



It ranks high nationally in reported **poor mental health days** according to the Nashville Community Health and Well-Being Survey 2019, with the number of mental health care professionals in the state being lower than the national average.



Nashville displays alarming symptoms of a growing national health crisis especially a steady, upward trend in **suicides**, increased deaths from **substance abuse** (58% over the past 10 years), significant **depression** rates (22% of population), high **tobacco** use, high rates of **hypertension, cancer, and heart disease**.



It also has a high **violent crime** rate, which perpetuates community stress and trauma. 17% of the population lives below the **poverty** level.



Tennessee ranks one of the highest in the nation for **low physical activity, obesity**, and reported frequent **physical distress** linked to chronic health conditions.



Over half of adult Tennesseans reported at least one **ACE (Adverse Childhood Experience)** between 2014 and 2017, and about 17% had experienced 4 or more. In 2017, ACEs among Tennessee adults led to an estimated \$5.2 billion in direct medical costs and lost productivity from employees missing work.

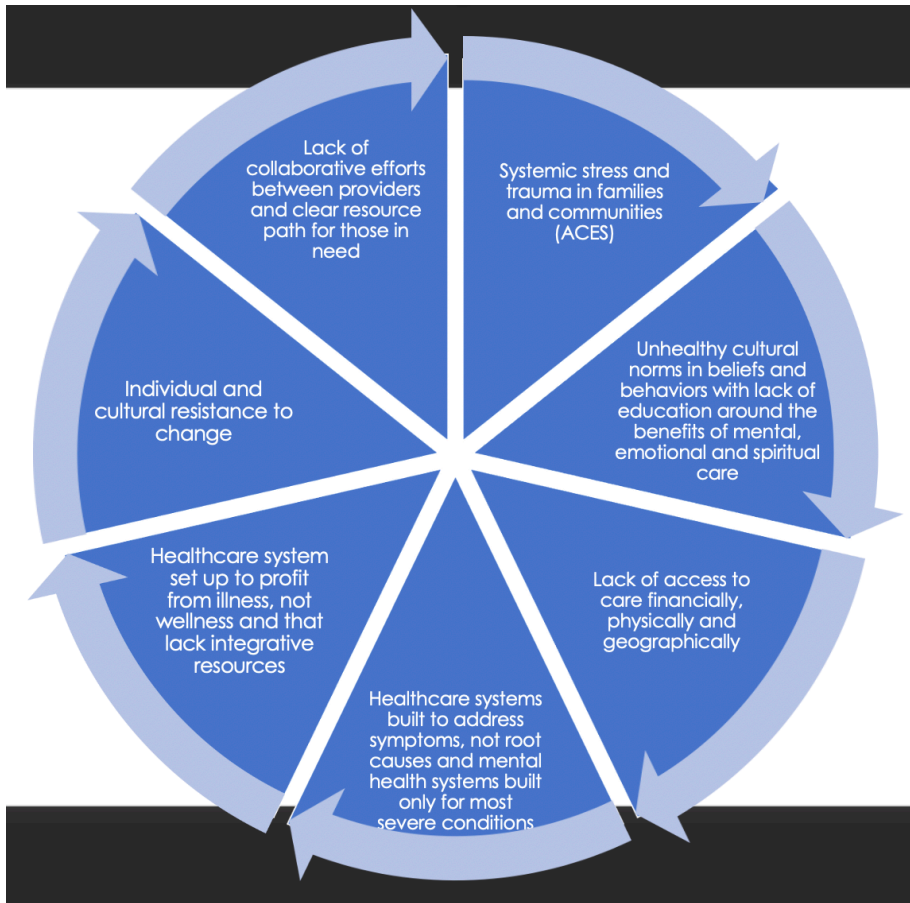


Greater Nashville and the state of Tennessee reflects a growing trend around the country which has only been exacerbated by the pandemic. Right now, 6.5% of Tennesseans are unemployed (2019=3.5% average). 28.3% report feeling depressed, down or hopeless according to a CDC survey. There is a 44% increase in food insecurity meaning less access to healthy foods and greater health risks.

From our 20 years of ministry, we know that all the issues listed above are only symptoms of the human condition. And they only reflect the most prevalent and known health issues. There are many more. Yet, they provide for us a starting point and direction for making the greatest impact in the community. They provide multiple entry points into the ministry.

CAUSES AND CONSEQUENCES OF COMMUNITY NEEDS

Causes of our community needs



Consequences of our community needs




OUR UNIQUE ROLE

Restore is uniquely positioned to be an accessible, affordable health resource to the entire community. Staying grounded in our foundational mission and process, we have an opportunity to largely impact and improve the **well-being** of anyone seeking life change. Our process works. We have seen its impact for 20 years. We are unique in our approach. There is no other organization in Nashville like us, perhaps no one like us in the world.

In the current climate, we are not only being called, but are obligated to move beyond our present audience and our past approach and explore new avenues. We must respond to the obvious and stated needs of our community, be mindful of the systemic pain in our world and expand our invitation to those who have not yet benefitted from our process. To do this, we will seek to position ourselves in a new way. We must live into **inclusivity and equity** with intention and love.

We will create a “**Center for Transformation**” where people can move closer to their “Sacred Center” by creating sacred space. They will experience a “**Pathway to Transformation**” program that offers an intentional spiritual journey, deepening participants capacity to love and to be free from worldly attachments. Instead of demanding that all should believe the same, we will help our participants deepen their spiritual journey.

Imagine Christians coming alongside people of all faiths to help find the **Sacred Center** where all can become whole and where healing abounds for the wounds of their human condition. We can only heal wounds by exposing others to love. We need one another to heal one another.



Love each other as I
have loved you. Greater
love has no one than this: to
lay down one's life for one's
friends.
John 15:12-13

OUR APPROACH: RADICAL HOSPITALITY

Though I am free and belong to no one, I have made myself a slave to everyone, to win as many as possible. To the Jews I became like a Jew, to win the Jews. To those under the law I became like one under the law (though I myself am not under the law), so as to win those under the law. To those not having the law I became like one not having the law (though I am not free from God's law but am under Christ's law), so as to win those not having the law. To the weak I became weak, to win the weak. I have become all things to all people so that by all possible means I might save some. I do this for the sake of the gospel, that I may share in its blessings.

1 Corinthians 9: 19-23

There is only one God and He is God to all; therefore it is important that everyone is seen as equal before God. I've always said we should help a Hindu become a better Hindu, a Muslim become a better Muslim, a Catholic become a better Catholic.

Mother Teresa, A Simple Path, 31

We follow the compassionate example of the spiritual greats, to be what we need to be for our community and our world and to be bearers of radical hospitality.



Hospitality means primarily the creation of a free space where the stranger can enter and become a friend instead of an enemy. Hospitality is not to change people, but to offer them a space where change can take place. It is not to bring men and women over to our side, but to offer freedom not disturbed by dividing lines....It is not a method of making our God and our way into the criteria of happiness, but the opening of an opportunity to others to find their God and their way.

Henry Nouwen, Reaching Out: The Three Movements of the Spiritual Life, 71-72)

In Christian understanding, truth is neither an object "out there" nor a proposition about such objects. Instead, truth is personal, and all truth is known in personal relationships. Jesus is a paradigm, a model of this personal truth. In him, truth, once understood as abstract, principled, propositional, suddenly takes on a human face and a human frame. Jesus calls us to truth, but not in the form of creeds or theologies or world-views. His call to truth is a call to community—with him, with each other, with creation and its Creator. Truth involves a vulnerable, faithful, and risk-filled interpenetration of the knower and the known.

Parker Palmer, To Know As We Are Known, 48-49

Practical, practice-based Christianity has been avoided, denied, minimized, ignored, delayed, and sidelined for too many centuries, by too many Christians who were never told Christianity was anything more than a belonging or belief system. Now we know that there is no Methodist or Catholic way of loving. There is no Orthodox or Presbyterian way of living a simple and nonviolent life. There is no Lutheran or Evangelical way of showing mercy. There is no Baptist or Episcopalian way of visiting the imprisoned. If there is, we are invariably emphasizing the accidentals, which distract us from the very "marrow of the Gospel," as St. Francis called it. We have made this mistake for too long. We cannot keep avoiding what Jesus actually emphasized and mandated. In this most urgent time, "it is the very love of Christ that now urges us" (2 Corinthians 5:14). *Richard Rohr, Emerging Church, Nov 2017*



GOALS AND OBJECTIVES FOR GROWING COMMUNITY IMPACT

GOAL 1:

Grow our service delivery in scope and effectiveness by creating intentional programming that eases access, promotes diversity and meets the community's most pressing needs.

OBJECTIVES:

1. Create group calendar
2. "Pathway" program structure
3. Solidify facilitator base
4. Change Coaching protocol
5. Educational programming
6. Counseling partnerships
7. Additional staff training
8. Internship program

GOAL 2:

Engage in collaborative partnerships to create a robust referral network and an integrative program that meets the needs of the most vulnerable populations and improve mental health equity.

OBJECTIVES:

1. Choose key partnerships focused on integrative health, mental health advocacy, Covid response, recovery and re-entry, suicide prevention.
2. Grow referral network
3. Participate in EAP Programs
4. Partner with wellness management companies

GOAL 3:

Increase opportunities to capture data to show community health impact and prove efficacy of group work.

OBJECTIVES:

1. Organize and analyze data
2. Assessment protocol
3. Group participant survey
4. Research meta-analysis
5. STHS Pilot groups
6. Projects with other research entities

GOAL 4:

Develop a marketing strategy to grow brand recognition, service delivery, partnership and sales.

OBJECTIVES:

1. Content marketing
2. Facebook/Instagram ad testing
3. Community events
4. Sales marketing for books/products
5. Communications calendar

GOAL 5:

Diversify funding sources through qualitative and quantitative data and create a donor plan.

OBJECTIVES:

1. Identify new funding opportunities
2. Identify Restore's fundable initiatives
3. Moves management for current donors
4. Grow Celebration of Hope

GOAL 6:

Streamline our partnership pathway to create less work for staff but maintain program fidelity.

OBJECTIVES:

1. Training resources online
2. Facilitator mentoring program
3. Marketing
4. Accountability measures

GOAL 7:

Develop written content to grow programming and solidify control of intellectual property.

OBJECTIVES:

1. Journey to Wholeness
2. Journey to the Soul of God
3. JTF Revisions
4. Audio book
5. Review distribution channels
6. Find new publishing option

GOAL 8:

Increase diversity and inclusion for leadership and participants to better understand how we can make an impact.

OBJECTIVES:

1. Community surveys to assess needs
2. Increase board diversity
3. Evaluate organization communications
4. Form committee to address diverse community needs.

GOAL 9:

Build culture that attracts and retains a talented team.

OBJECTIVES:

1. Build benefit package
2. Staff development plan

GOAL 10:

Streamline IT programs for best integration and security.

OBJECTIVES:

1. Evaluate current programs and cost
2. Develop data storage to reflect HIPPA and HR standards

WHAT WE ARE DECIDING NOT TO DO

The beauty and the challenge of small group work, particularly Journey to Freedom, is its applicability to so many people, places and circumstances. However, to steward our time and resources well, we must decide both who we are and who we are not. We seek not to exclude anyone from this life-giving process, but to focus our time, effort and resources in the places where we can make the greatest impact and have the greatest return.

There are many effective non-profits in Nashville and in the world doing tremendous work. We need to not replicate those efforts, but to fill the existing gaps in the community need. Those are identified in this plan.

We need to help shore up mental health equity with meaningful, effective, affordable resources. We need to address chronic conditions that keep people from living healthy lives. We need to be a stop gap for those who feel hopelessness and despair. And we need to heal social division through empathy and connection.

With renewed focus and intention, our programming can be even stronger and more transformative.


In the past, we have spent much time, effort and resources working to build the strength of our partners in their group work. But we know this has, at times, come with a price, with significant investment that yielded a small return.

Our efforts and time will now turn to growing our center for transformation and building the collaborations that will serve its impact.

In the next 3 years, we will not:

- Lead groups that only serve to build another organizations programming unless as a paid engagement
- Be an onsite program provider for large organizations like prisons and universities where scale is immense
- Expand curriculum development beyond the current projects including pursuing the youth curriculum, Hispanic curriculum, or additional translations
- Financially support any additional international partnerships

We will work to establish our office as a hub of spiritual, mental and emotional health, do our work there and do it well. We will serve anyone who signs up to be in a Restore group. We will streamline our partnership process to make it more accessible to outside organizations. But we will also limit hands-on mentoring of other organizations locally and nationally, and not attempt to start programming which we cannot sustain.



If everything is important,
then nothing is.

Patrick Lencioni

COMMUNITY OUTCOMES AND IMPACT

In the next 3 years, we hope to impact our community in these ways:

- 1 Alleviate individual and cultural distress, cultivate hope, and improve community well-being through an integrative approach.

MEASURES:

- Improvements in well-being as captured by measurement tools like the Warwick-Edinburgh Mental Well-Being Scale, Self-Compassion Scale, Meaning in Life Questionnaire, TAS-20, etc.
- Personal Testimonies
- Success of targeted group offerings, allowing us to hone our approach
- Growth in scope of care, expanding our resources and offerings
- Follow-up on participant's Plan of Change goals and progress to track progress
- Program retention
- Increased community collaborations

- 2 Improve and normalize access to care for those in need.

MEASURES:

- Increase in referrals from multiple sources: healthcare, mental health care, recovery and re-entry, counseling, churches, YMCAs
- Increased community awareness of the benefits of group work
- Increase in participant diversity including people of color, genders, orientation and beliefs.
- Increased new funding from grants achieved through improved data
- Steady increase in group offerings and participation
- Increase in outside partnerships
- More clarity for participants in accessing care in the community

- 3 Increase data and research for benefits of group work.

MEASURES:

- Larger data sets with consistent assessment throughout group process
- Better follow-up with participants to monitor progress
- Experimental use of measurement tools
- Collaborations with other research institutes
- Tracking ACES data
- Ability to more easily access funding by legitimizing impact

GROWING STAFF CAPACITY

Founder

- Curriculum development
- Content development
- Group leadership
- Change Coaching
- Trainings/Partnership mentorship
- Fundraising
- Community relationships

Executive Director

- Operations/Strategy
- Curriculum development
- Content development
- Grant writing/funder relations
- Research development
- Fundraising
- Group leadership
- Trainings/Partnership mentorship
- Community initiatives/collaborations

Director of Programming

- Group planning and administration
- Facilitator mentorship and growth
- Group marketing/social media
- Participant tracking/follow-up
- Community resources/referrals
- Data management
- Group leadership
- Partnership (outside) administration
- Community events

Director of Development

- Fundraising
- Event planning
- Donor relations
- Communications

We have identified **four major barriers** keeping individuals from improving the behaviors that would produce sustainable, positive transformation for themselves and the community. Our aim is to focus on eliminating these barriers to create an impact. These barriers are:

A **lack of access** to quality care, interventions and resources that cultivate a person's resilience, secure attachments, vulnerability, examination of personal narrative and the paradigm shifts that increase an individual's ability to make beneficial **value-based decisions** (decisions that honor a person's core values/beliefs moderated by functional beliefs about themselves, others and the world, mindfulness/awareness, perspective-taking, experiential acceptance/psychological flexibility and behavioral control).

Pervasive, debilitating, systemic **individual distress:** hopelessness, apathy, depression, anxiety, toxic shame, trauma and stress rooted in and perpetuated by loneliness, isolation, exclusion and marginalization in the lives of individuals the community.

Lack of opportunities for **diverse perspectives** to speak into and shape the mental health community's response for healing through shared human experience.

Community and **institutional resistance** to encourage and normalize integrative care despite the widespread research linking emotional, spiritual and mental health to physical health benefits.

AWAKE¹

CONTEMPLATE²

EMERGE³

THE PATHWAY TO TRANSFORMATION PROGRAM

8-week Journey to Freedom

8-week Journey to a New Beginning After Loss

Change Coaching

Counseling

Educational Sessions:
Understanding Change

Reading Library

Post-group follow-up meetings

8-week Journey to Living with Courage

8-week Journey to a Life of Significance

10-week Voice of the Heart

10-week Boundaries

Change Coaching

Counseling

Contemplative Prayer session

Retreat

12-week 12 Steps to Freedom

12-week Love Is a Choice

8-week Journey to the Soul of God

Counseling

Change Coaching

Facilitator Training

PARTICIPANT ASSESSMENT CONTINUUM

Value identification
Goals and action steps
Experiential avoidance

Well-being
Meaning in life
Personal growth

Self-compassion
Emotional flexibility
Depression and anxiety

Committed action
Feelings identification
ACES



ENTRIES ONTO THE PATHWAY: TARGETED GROUPS



PHYSICAL NEED

Chronic disease
Cancer
Diabetes
Healthy eating



EMOTIONAL NEED

Depression/Anxiety
Rage
Isolation
Co-dependency



SPIRITUAL NEED

Loss of hope
Loss of meaning
Toxic shame
Disconnection

PARTNERSHIPS

INDEPENDENT

An organization that is interested in integrating group work into their culture and programming using their own resources and efforts.

1. Participates in 8-week Journey to Freedom group or a modified experiential version
2. Participates in Coordinator and Facilitator Trainings.
3. Signs a Partnership Agreement and pays a partnership fee.
4. Purchases books from Restore.
5. Submits end of year group data.
6. Agrees to accountability for group quality and fidelity.
7. Recruits own facilitator roster, pays for their training fees.
8. Coordinates their own group schedule independent of Restore.

Example: ABC Program at the YMCA of Middle Tennessee

COLLABORATIVE

An organization that is interested in partnering with Restore toward a shared community impact goal using a combination of their unique services and Restore's group offerings.

1. Decides with Restore what community issue or impact to address together.
2. Plan together the coordination of services and communication to clients about the offerings.
3. Restore responsible for group schedule and coordination.
4. Partner responsible for referrals and other aspects of programming.
5. Track participants together to measure impact.
6. Share data findings.
7. Can be short-term for a single project or long-term relationship.
8. May apply for funding together to support initiatives.

Example: Faith Family Medical Center

REFERRAL

An organization or person that is interested in initial or continued care for their clients or members without having a specific impact or outcome goal in mind.

1. Establish a line of communication between person or organization and Restore.
2. Educate organization/person on Restore's services.
3. Learn whether Restore's clients could benefit from reciprocal referral.
4. Share data findings to support relationship.
5. Consider possible referral incentives if beneficial for all.

Example: Men of Valor

POTENTIAL PARTNERSHIPS

HEALTHCARE



Faith Family Medical Center (Nashville)
Matthew Walker Comprehensive Health Center (Nashville)
Siloam Health (Nashville)
Salvus Center (Gallatin)
Mercy Community Healthcare (Franklin)
Meharry Medical Center (Nashville)
Meharry Vanderbilt Alliance (Nashville)
Charis Health Center (Mt. Juliet)
Interfaith Dental Clinic (Nashville)
Saint Thomas Health (Nashville)
Vanderbilt University Medical Center (Nashville): Osher Center
Metro Public Health Department (Nashville)
Connectus Health (Nashville)
Nashville General Hospital
Neighborhood Health (multiple locations)
The Clinic at Mercury Courts (Nashville)
Tennessee Integrative Health
Nashville VA Clinic

HEALTH CONNECTORS



Project Access Nashville Speciality Care (PAN)
Nashville Academy of Medicine
Nashville Health
Safety Net Consortium of Middle Tennessee
Metro Nashville Health Department
Nashville Nurtures
My Healthcare Home (MyHCH)

MENTAL HEALTH PROVIDERS



Mental Health America of Middle Tennessee
Centerstone
Mental Health Cooperative
Substance Abuse and Mental Health Services Administration (SAMHSA)
Refuge Center
Lipscomb Counseling Center
Agape
Hope Clinic for Women
Catholic Charities
Health Connect America
Lloyd Elam Mental Health at Meharry
E and C Housing
Park Center
Middle Tennessee Mental Health Institute
Nashville Center for Hope and Healing
The Briggs Institute

MENTAL HEALTH CONNECTORS



Mental Health America of Middle Tennessee
Department of Mental Health and Substance Abuse Services
ACES Nashville
Comprehensive Community Health Assessment (every 3 years)
Healthy Nashville Community Health Improvement Plan (CHIP)
Musicares
Tennessee Recovery Foundation
National Alliance on Mental Illness (NAMI)
Recovery Research Institute
The Weave Community

BEHAVIORAL HEALTH PROVIDERS



Volunteer Behavioral Health Care System
Advantage Behavioral Health
Vanderbilt Behavioral Health
Rogers Behavioral Health
TriStar Skyline Madison
Centerstone
Allied Behavioral Health
Integrative Health Centers

RECOVERY



Mending Hearts
Renewal House
Samaritan Recovery
The Next Door
Turning Point Recovery
Tennessee Center for Change
Cumberland Heights
The Ranch
Aphesis House
Restoration House, CrossBridge (re-entry)
E and C Housing
Educare Counseling Center
TruCare Transformation
Welcome Home Ministries
WOW Transition House
Buffalo Valley
Integrative Life Center
BHG Nashville Opioid Treatment Center
Foundations Recovery Network
JourneyPure
Bradford Health Services
Recovery Community Inc
Cedar Recovery

RE-ENTRY

Dismas House
Men of Valor
Doors of Hope
Phoenix Rising
Project Return
The Help Center
Recovery/Drug Courts