



**Invest. Transform. Care**

# Epworth Children's Home Strategic Plan

**2023-2027**

Adopted on August 18, 2022

## Table of Contents

Executive Summary	2
Mission	3
Vision	3
Purpose	3
Our History	4
Timeline of the Institute for Child and Family Wellbeing	5
Continuum of Care	6
Strategic Planning Process	7
Strategic Initiatives, Goals and Focuses	8
Operating Budget 2021	9
Signature Sheet	10





## Executive Summary



Beth Williams  
President

Since its inception, Epworth Children's Home has carried out the mission of serving children and families in their time of need. Now over 100 years after Epworth's beginnings, the ministry has grown, changed, and evolved to meet the expanding, emerging needs of children and families in our state. Epworth has never wavered in this commitment. The ministry remains undeterred in our mission to serve children and families through innovative approaches that enhance the well-being of our clients and support their journey to a meaningful life. John Quincy Adams once said, "If your actions inspire others to dream more, learn more, do more, and become more, you are a leader." Using this definition, Epworth aspires to continue to be a leader in providing service and enrichment to children and families across South Carolina.

Epworth is building upon the legacy and foundation that has served the Columbia area for over a hundred years. We have grown and transformed over the past four years and continue to seek new opportunities to better serve our communities statewide. In addition to our Columbia campuses, we have established hubs of programming and service in the Upstate, the Low Country, the Pee Dee region, and the Rock Hill area. Over the past 12 months, the leadership of Epworth has evaluated all areas of the growing ministry and solicited feedback from stakeholders, including families, Board members, volunteers, donors, clients, foster parents and staff. The data collected framed this "2023 - 2027 Epworth Strategic Plan". As Epworth enters its second 100 years of service, we strive to help children and families address and meet the challenges that the 21<sup>st</sup> century brings. This strategic plan will help us to accomplish this.

*"The ministry remains undeterred in our mission to serve  
children and families"*

**-Beth Williams, President and CEO**

## **Mission**

The Mission of Epworth Children's Home is to serve children, youth and families through a caring, accepting and safe Christian community, where hurts are healed; hope is nurtured, and faith in God, self and others is developed.

## **Vision**

The vision of Epworth Children's Home is to provide superior services for the greatest number of individuals through competent, caring adults who are trained in the most effective, research based methods of child and family care.

## **Purpose**

The purpose of Epworth Children's Home is to break the destructive cycle of abuse, neglect and shame and to replace it with an opportunity for each individual to live a life of self-respect, responsibility and productivity.



*"Epworth put me in a place and state of mind to help me find my real self, and to work on the hard times and the good times, and to understand other people better. Epworth helped me understand about real life and how you can work to help yourself be a good person and a success. Epworth was and is my family."*  
*Independent Living Resident*

## Our History

Established in 1895 by the South Carolina Annual Conference of what is now The United Methodist Church, Epworth Children's Home was originally named Epworth Orphanage. In 1951, it was clear the majority of the children residing in Epworth's care were not orphans in the sense that their parents had died, but rather they were being removed from their homes due to allegations of abuse and/or neglect. The home, like many others around the country, made the shift from serving "orphans with an emphasis on training and self-support, to a children's home with attention to the emotional and social needs of the children." On February 7, 1951, the name was legally changed to Epworth Children's Home. Still, on a space of the original piece of land, Epworth is situated in the heart of the state. It is noteworthy that 85% of the original cost of the land was given to Epworth by the citizens and by the City Council of Columbia, along with the promise of a streetcar line and telephone service. Today the Home is located on 32 peaceful acres in downtown Columbia, South Carolina.



*“Epworth is the place I learned I had spiritual worth.”*

**Rev. Kenneth L. Nelson**

Epworth Alumnus currently serving the  
South Carolina Conference of The United Methodist Church as Orangeburg District  
Superintendent and also is the South Carolina Episcopal Candidate elected in June 2022.

## Institute Timeline

### EPWORTH'S TIMELINE OF THE INSTITUTE FOR CHILD AND FAMILY WELLBEING

#### 2017

The Institute for Child and Family Wellbeing, Epworth's initiative to expand statewide with Centers of Excellence in order to meet the immediate needs of children and families across the state of South Carolina, was established.

The Center for Family Engagement established their first office in Columbia, SC on the Trenholm Campus.

#### 2019

The Center for Family Engagement established the second Foster Care office, an outpost in Summerville and Charleston, SC serving the Lowcountry

The Center for Family Engagement added Therapeutic Foster Care as a service provided

The Center for Counseling was established on the Trenholm Campus in Columbia, SC.

#### 2020

The Center for Family Empowerment established the Circle of Parents programs in both the Upstate and Midlands.

The Center for Family Engagement launched their third foster care outpost in the upstate with offices in Spartanburg, SC and Greenville, SC.

#### 2021

The Center for Family Empowerment launched the HOMEBUILDERS program and established offices in the Upstate, Midlands, and Lowcountry

The Center for Counseling established a second counselor location in the Pee Dee region.

The Center for Family Engagement launched two more locations, with an outpost in Florence, SC serving the Pee Dee and a secondary Midlands office in Rock Hill, SC

#### 2022

The Center for Family Engagement launched a new office in the Lowcountry Outpost with the establishment of the Beaufort County office.

The Center for Family Empowerment established a fourth HOMEBUILDERS location in the Pee Dee and expanded Circle of Parents.

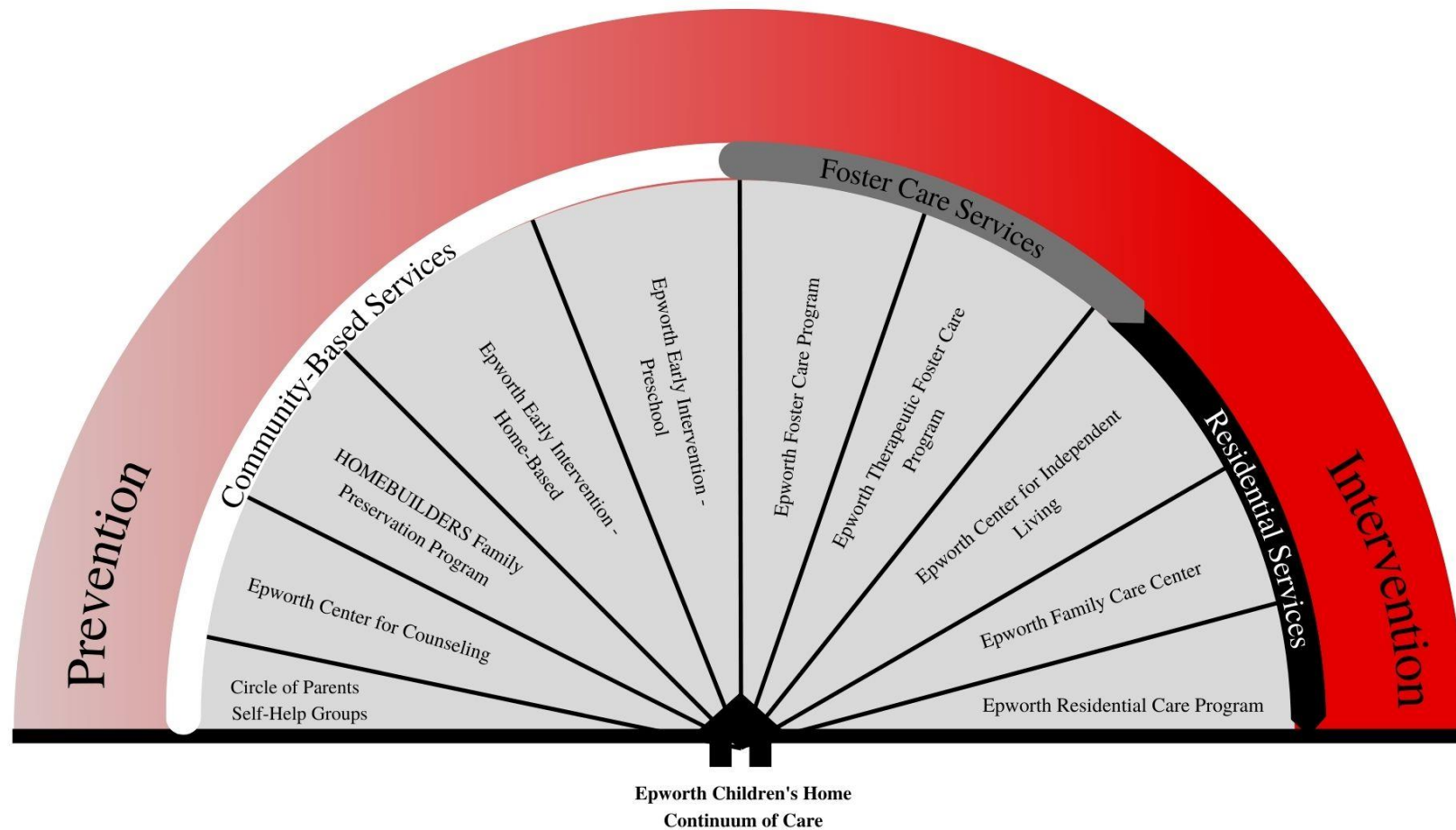
#### What is the Institute for Child and Family Wellbeing?

In response to South Carolina's growing need to assist children and families who have been underserved, Epworth established The Institute for Child and Family Wellbeing, a comprehensive set of programs and services focused on the evolving needs of children and families in our state. The Institute is comprised of "Centers of Excellence" that target specific, immediate needs in the state and together provide comprehensive care for the children and families who need some assistance. The Institute is proactive and evidence-based in its approach to successfully address trauma, family dynamics and long-term life enhancement by the means of prevention and remediation. The Institute encompasses Epworth's current and expanding array of services and educational initiatives for children and families. The focus areas include: foster care, mental health counseling, early intervention, independent living, family care for mothers with addictions, and family preservation centers.



## Continuum of Care

Epworth Children's Home offers a continuum of trauma-informed, strengths-based, family-focused, and child-centered services to support family stability, improved physical and mental health, safety, and enhanced emotional and economic well-being. Epworth's continuum-of-care serves to reduce access-to-care barriers, promote individualized services, foster cross-program collaboration, and facilitate smooth transitions to differing levels of care. Children and families can enter services at their point of need, whether it be through agency involvement (e.g., DSS, DJJ, DAODAS), community, church, or self-referral which ensures that there is "no wrong door" to accessing the right services.



## Strategic Planning Process

In 2015, the Epworth Children's Home Board of Trustees, in conjunction with the President/CEO and Epworth Leadership a commitment was made to develop a strategic planning process that would guide the agency toward the strategic initiatives needed to provide desired outcomes. The Epworth Strategic Plan is the result of an ongoing process that is formally updated on a four-year cycle and drives the development of Epworth's Performance and Quality Improvement Plan.

Epworth's Strategic Plan provides a guide for the Annual Leadership Work Plan which is discussed and updated monthly during a planned Leadership Meeting. The Leadership Work Plan provides action steps to ensure strategic goals are met.

The Strategic Plan is developed through the following ongoing evaluation of the organization's operations.

- **Annual Organization-Wide SWOT Analyze** - *during the early months of each new calendar year Epworth engages in an organization-wide evaluation of Strengths, Weaknesses, Opportunities and Threats.*
- **Annual Staff Engagement and Satisfaction Survey** – *during the second quarter of each calendar year eligible are given the opportunity to participate in an engagement and satisfaction survey. Following survey completion and data processing, the President/CEO conducts small group open forums to provide staff with the opportunity to share any additional feedback not gathered from the survey.*
- **Stakeholder Surveys** – *are conducted on an ongoing basis throughout each calendar year. Feedback gathered from the surveys is used to inform service delivery. The frequency of stakeholder surveys is unique to individual programs.*
- **Client Survey** – *are conducted on an ongoing basis throughout each calendar year. Feedback gathered from the surveys is used to inform service delivery. The frequency of client surveys is unique to individual programs.*
- **Community Service Needs** – *Epworth conducts informal assessments of community needs to ensure equitable access to care and assist in program development to address community needs.*





### **Missional Impact**

*To establish and strengthen existing and new partnerships that expand the missional footprint through a comprehensive array of services.*

- Continue the Expansion of The Institute for Child and Family Well-being
- Provide Superior Quality of Services Through a Continuum of Care
  - Mobilization of UMC Congregations

### **Financial Sustainability**

*To identify and secure financial opportunities that will sustain and grow programs allowing for continued services to children, youth, and families.*

- Financial Stabilization for all Programs
- Grants and Diversification of Funding Streams
- Engage and Connect with External Stakeholders

### **Diversity, Equity, Inclusion**

*To create a mission-focused organization where diversity is valued, inclusion is embraced, and equity is embedded in all practices.*

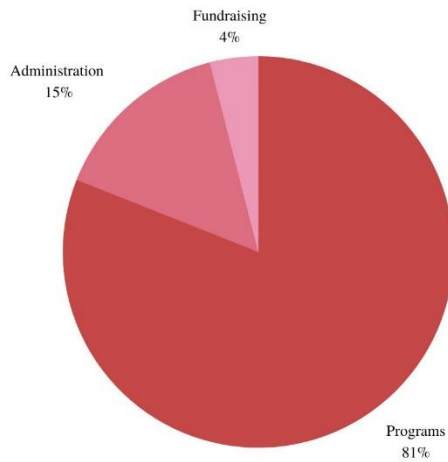
- Employee Recruitment and Retention
  - Training and Equipping Staff
  - Equitable Access to Care

## 2021 Operating Budget

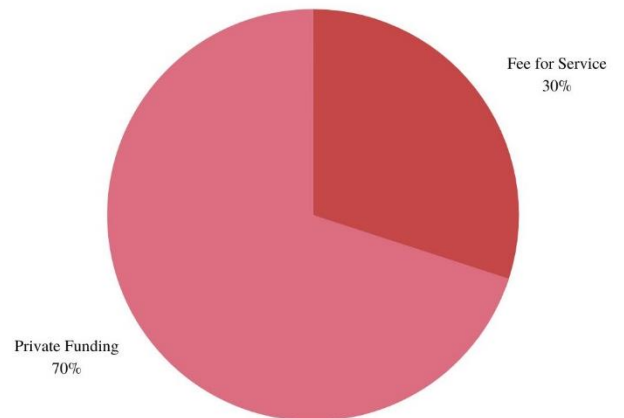
**The total operating budget for 2021 was \$9,863,123.**

*In 2021, 80% of every dollar was spent on serving children and families.*

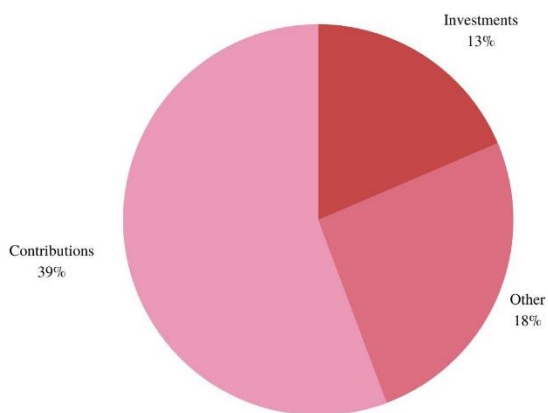
### 2021 Expenditures



### Revenue



### Private Funding

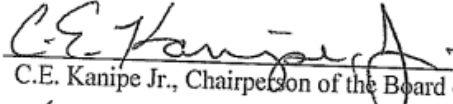


**The total operating budget for 2022 - \$12,126,246**

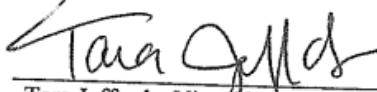
## Strategic Plan Signature Sheet

### 2023-2027 Strategic Plan

Your signature designates your approval and full support of the 2023-2027 Epworth Children's Home Strategic Plan, adopted on August 18, 2022.

  
C.E. Kanipe Jr., Chairperson of the Board of Trustees

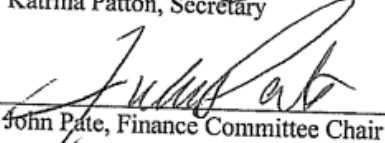
8/18/22  
Date

  
Tara Jeffords, Vice Chair

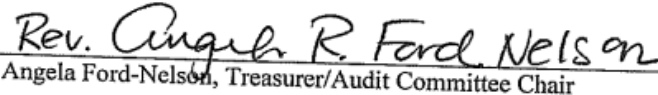
8/18/22  
Date

  
Katrina Patton, Secretary

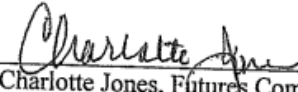
8/18/2022  
Date

  
John Pate, Finance Committee Chair


8/18/2022  
Date

  
Angela Ford-Nelson, Treasurer/Audit Committee Chair

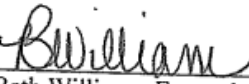
Aug. 18, 2022  
Date

  
Charlotte Jones, Futures Committee Chair

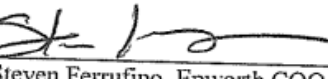
Aug. 18, 2022  
Date

  
Paul Mashburn, Building and Grounds Committee Chair

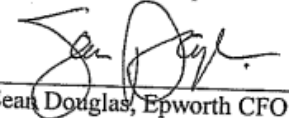
8/29/2022  
Date

  
Beth Williams, Epworth President/CEO

8/18/2022  
Date

  
Steven Ferrufino, Epworth COO

8/18/2022  
Date

  
Sean Douglas, Epworth CFO

8/18/22  
Date