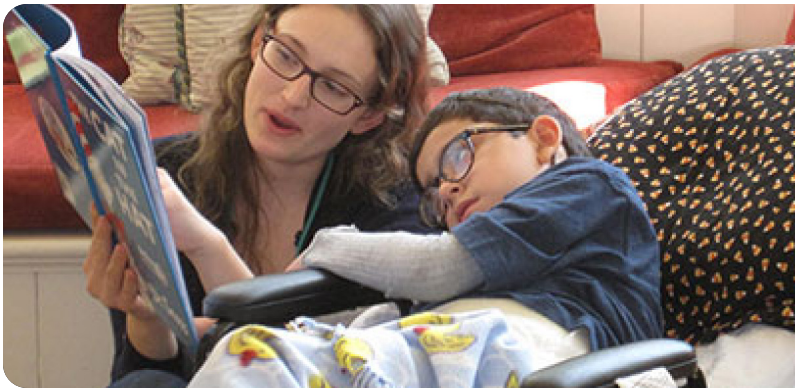
Strategic Plan Summary

2024–2027

Mission

George Mark Children's House provides compassionate care to enhance quality of life for children with serious medical conditions and their families.



Vision

All children with serious medical conditions, and their families, live with comfort, meaning, and joy.

WHO WE SERVE

George Mark Children's House serves children and young adults ages 0-25* diagnosed with a potentially life-limiting condition, and their families.

Common medical diagnoses for our patients:

- •Cerebral palsy; Seizure disorders
- •Genetic syndromes
- •Hypoxic-Ischemic Encephalopathy ("HIE")
- •Cancer (various)
- •Chronic Lung Disease
- •Failure to Thrive
- •Short Bowel Syndrome
- •Microcephaly, hydrocephaly
- •Other congenital anomalies/disorders
- •Other children with complex medical needs

*we serve children and young adults from birth until the day before their 25th birthday

Strategic Priorities & Goals

To make progress toward our vision and provide excellent care to our clients, George Mark Children's House commits to the following strategic priorities and goals.

Access and Outreach

Create programs and partnerships to expand our bereavement, sibling, patient, and parent/caregiver support services, and reach all eligible children with complex life-limiting medical conditions and their families.

Goal 1: Our programs are known by pediatric care and community partners and all qualified families are referred to us.

Goal 2: Our programs are known and accessible to all families of children with serious medical conditions. culture in alignment with our mission.

Programs and Partnerships

Increase outreach and raise visibility so families and our referral partners understand and access our services.

Goal 3: Enhance current programs and expand bereavement, sibling, patient, and/or parent/caregiver support services to reach more children and families.

Goal 4: Contribute to building the Bay Area pediatric palliative care coalition as a partner.

People and Culture

Create a unique culture and work environment that is inclusive, diverse, and fosters learning and growth.

Goal 5: We attract, retain, develop, and invest in exceptional people.

Goal 6: We understand, define, celebrate and evolve the George Mark culture in alignment with our mission.

Grow and Diversify Support

Grow and diversify our base of support, building a vibrant and active community with more advocates and partners joining our cause.

Goal 7: Our fundraising has diversified and increased from our existing and new donors, corporations, grants, and reimbursement channels.

Operational Excellence

In pursuit of excellence, strengthen our core operations and clinical programs, expanding our capacity to serve.

Goal 8: Our operations are safe, efficient, and sustainable, fueling our programs and services.

Acknowledgments

As we embark on the next chapter for our organization, we gratefully acknowledge the George Mark Children's House board members, staff, clients, supporters, and partners who contributed their time and insights to developing this strategic plan.

Strategic Planning Committee Members:

Kyle Amsler
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MD, MA, Medical Director & Pediatric Palliative Care Doctor, UCSF

Antoinette Mincey
RN, BSN, Assistant Director of Nursing / Interim Director of Nursing

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Marketing, Communication, & Events Coordinator

Jenny Rhodes
RN, CNS, Nursing Recruiter and Educator

Maddie Weuelfing Rich
Finance and Operations Strategist

Strategic Planning Consultants:

BELINDA LYONS-NEWMAN & ERICA HARRELL
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Key Informant Interviewees

Jonathan Cottor, Chief Executive Officer & Founder, National Center for Pediatric Palliative Care Homes

Alyssa Erikson, Associate Professor and Chair of the Department of Nursing, CSU Monterey Bay

Mary Ford, Pediatric Programs Manager, By the Bay Health

Lisa Kleinbub, Executive Director, Regional Center of the East Bay

Katie Leonard, Director of Pediatrics, Anchor Health

Dr. David Mauser, Clinical Assistant Professor, Pediatrics, Stanford

Dr. Ben Meisel, Medical Director, California Children's Services for the City and County of San Francisco

Dr. Christy Torklidson, Director, Children's Hospice and Palliative Care Coalition of California

Dr. Joan Fisher, Clinical Professor, Stanford University School of Medicine; Former Medical Director, GMCH

Kelly Gallardo-Puou, Associate Chief Nursing Officer, CHO; Former GMCH staff

Kendall Glynn, GMCH Board President

Dr. Kathy Hull, Founder, GMCH

Lauren Ragan, Music Therapist, CHO; Former GMCH Music Therapist

Katie Roberts, Therapist; Former Children's Health Guild (CHG) Board Member; GMCH Sibshops facilitator

Barry Slivinsky, CFO and Board member, GMCH

Ken Sommer, Director of Advancement, GMCH

Dr. David Steinhorn, Medical Director, Capital Caring Health;

Medical Director, PANDA Palliative Care Program, Children's National Medical Center Health; Former Medical Director, GMCH

Nicole Cardoza, family member

Amanda Del Balso Cantwell, family member

Kausha King, family member

Jen McKay-Weber, family member

Kathy and Joe Cleberg, family member

Xóchitl Armenta, family member

For more information about George Mark Children's House's 2024–2027 Strategic Plan

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