

FLYING HORSE FARMS
2022-2025 STRATEGIC PLAN

A BLUEPRINT FOR HOLISTIC HEALING FOR CHILDREN WITH SERIOUS ILLNESSES

and Greater Resiliency for All



flying horse farms

a seriousfun camp

DRAMA CLUB
Paddler
Roof
18 and 19

Our Mission

Flying Horse Farms makes it possible for children with serious illnesses to heal, grow, and thrive.

Our Vision

Flying Horse Farms is a regional asset in holistic healing for children with serious illnesses and those who support them. We are a leader in collaborating with mission-aligned partners for the sake of resiliency for all.



Expand,
STRENGTHEN,
LEAD

Flying Horse Farms makes it possible for children with serious illnesses to heal, grow, and thrive. Leading with an equity-driven program design, FHF focuses on outcomes to increase feelings of inclusion, reduce stress, strengthen family interactions, and develop an improved sense of self. These outcomes highlight the positive impact camp has on a child's sense of belonging, independence, and confidence. All which counterbalance the compounding effects of social determinants of health, trauma induced by a serious illness diagnosis, and the growing epidemic of mental health.

Our mission delivery approach allows children to take the focus off their illness, safely expand into who they are, and understand

themselves as young people first – not their diagnosis. With this approach delivered in a medically safe and psychosocially supported environment, program participation at camp builds positive self-identity, leadership and communication skills, teamwork, self-reflection opportunities, and personal growth.

Whether they come to camp one summer or from elementary school all the way through college, the lasting effects are profound.

We are building on this successful approach to serve more children with serious illnesses and to engage a wider audience. After thoughtful examination and extensive conversations with internal and external stakeholders including partners in higher education,

Our Guiding Principles

"I have no idea where I'd be without camp. Camp has taught me I have courage... and a powerful voice. Thank you for lighting a fire in me that cannot be dimmed."

*— Zoe Tanner,
Camper*

PRIORITIZE SAFETY

We prioritize physical and emotional health of all who come to Flying Horse Farms, encouraging advocacy for oneself and others while staying vigilant to high standards of service and compliance

BE COLLABORATIVE

We broaden camp's reach through high impact partnerships, actively listening to understand and build greater ideas, and valuing unique contributions by all

MAKE IT POSSIBLE

We actualize dreams into reality by staying curious, embracing the journey, and leading fearlessly

CREATE ACCESSIBILITY

We recognize the effects of social determinants of health and face these barriers with innovation and optimism to deliver equity through camp programming

NURTURE COMMUNITY

We create a sense of belonging by prioritizing the growth and well-being of each other, approaching interactions with kindness and empathy

HAVE FUN!

We foster a spirit of adventure that delivers joy and memories filled with laughter and silliness

healthcare, and government, we are propelled toward an evolved mission and vision guided by a strategic plan that expands and strengthens our programs and impact.

To do this work, we will lead with a trauma informed care approach and further leverage Flying Horse Farms' assets. In doing so, our industry-leading staff will grow a network of partners to accomplish shared goals that support increased access and equity. We will enhance our restorative property and specialized facilities to be available year-round and expand programming with a multi-prong approach to allow more to participate and have their own opportunity for a transformational experience at camp.

All of which will be possible, as we continue to be sound stewards of the resources entrusted to us to unfold this plan from a wish on a camp "wish stick" to a reality for all at Flying Horse Farms.

The Flying Horse Farms strategic plan focuses on four pillars to realize lasting effects for campers and families:

- 1. Expand and enhance the delivery of our mission**
- 2. Enrich the educational and volunteer experience**
- 3. Lead the conversation in our industry**
- 4. Strengthen financial health and organizational excellence**

"You offer an extraordinary service that heals a part of our hearts that have been hardened in dealing with health issues. I can't tell you how central you have been to our family's health and wellness over the years."

— Camper Family

PILLAR 1

EXPAND AND ENHANCE THE DELIVERY OF OUR MISSION

Flying Horse Farms will make it possible for more children with serious illnesses to heal, grow, and thrive through camp experiences by distilling the best practices and learnings from over a decade of impact and offering these experiences to more campers year-round.

KEY OUTCOME

Provide transformative experiences to as many children with serious illnesses as possible – and expand the benefits of camp to be even more powerful.

HOW WE'LL GET THERE:

- Increase the number of camper experiences from 1,200 to 2,500 and days of programming from 58 to 180 by 2025
- Reinforce equity within every camp activity by defining specific purpose and outcomes for each one
- Increase our focus on psychosocial health services and train 100% of staff in trauma-informed care
- Advance medical care and safety by adding clinical care offerings for two additional medical diagnoses



KEN MANGAN

Ken came to camp as a 10-year-old and discovered a place like no other. As a child in need of a heart transplant and living with autism, he found his first friends at Flying Horse Farms and a place to call "home."

WE WILL MAKE MORE EXPERIENCES LIKE KEN'S POSSIBLE.



PILLAR 2

ENRICH THE EDUCATIONAL AND VOLUNTEER EXPERIENCE

Spending time at camp benefits campers and richly rewards volunteers as well. Medical practitioners see patients from a new perspective in a non-traditional environment, learn best practices in holistic healing, and alleviate symptoms of burnout. Corporate groups enhance leadership and team dynamics while creating camp magic. Experienced campers evolve into servant leaders who create opportunities to give back to camp.

KEY OUTCOME

Expand the impact of camp beyond campers through mutually beneficial partnerships.

HOW WE'LL GET THERE:

- Serve as a clinical placement site for higher education institutions with a well-defined value proposition for internships, practicums, and service learning
- Provide corporate training experiences based on FHF's holistic healing principles
- Strengthen FHF service leadership programs through increased partnerships and collaboration

"Joy! That is what I see with kids just being themselves and not defined by their diagnosis. As a physician, it feels good to be silly and less serious, to be with campers in the sunshine, and part of a bigger community creating the camp experience."

— Dr. Patty Raimer, Pediatric Intensivist, Akron Children's Hospital



PILLAR 3

LEAD THE CONVERSATION IN OUR INDUSTRY

We will share the impact of camp with more people – at camp and throughout the region – and actively advocate for children and families who call camp “home.”



KEY OUTCOME

Amplify the impact of our work by raising awareness, positioning FHF as an industry thought leader, and establishing an advocacy program.

HOW WE’LL GET THERE:

- Promote our work as a regional asset for holistic healing through increased collaboration, partnering, and access
- Establish an advocacy platform and actively support the needs of children with serious illnesses and their families
- Facilitate and host opportunities for transformational experiences
- Build greater brand awareness throughout the region and beyond

As Flying Horse Farms leads the way in holistic healing of children with serious illnesses, FHF staff speak at industry conferences and trainings including events hosted by the American Camp Association, Ohio Department of Health, and SeriousFun Children's Network.

We will build upon this momentum and share our expertise with a wider audience for the betterment of more children and families.



PILLAR 4

STRENGTHEN FINANCIAL HEALTH AND ORGANIZATIONAL EXCELLENCE

A strong financial, strategic, and administrative foundation supports the overall and ongoing health of an organization, ensuring continued and future mission delivery.



KEY OUTCOME

Establish operational strength to exponentially increase the number of campers and families we can support.

HOW WE'LL GET THERE:

- Engage philanthropic contributors through stewardship
- Elevate annual Campfire event experience
- Strengthen diversified funding through alternative opportunities and maximizing partnerships
- Invest in the Endowment Fund to further ensure long term financial sustainability
- Develop a comprehensive master plan for capital and property enhancement that maximizes safety and camp growth
- Fully integrate diversity, equity, and inclusion policies throughout FHF operations, governance, policies, and practices

The future of Flying Horse Farms includes expanding the footprint of transformational opportunities via additional cabins, experiences, and facilities that serve both children with serious illnesses and their families, as well as the public. More to share on this blueprint soon!



“ THE RESILIENCE OF
the human spirit
IS NEVER MORE EVIDENT THAN IN
watching these kids
AT CAMP. ”

*–Dr. Jerry Boyle, Medical Director, Pediatric
Transplant and Heart Failure Program,
Cleveland Clinic Children’s Hospital*

Learn more about how Flying Horse Farms
is turning this plan into action and how you
can help make it happen.

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