



RS
EDEN

RS EDEN RE-IMAGINING

RE-DEFINING OURSELVES
RE-SHAPING OUR IMPACT
RE-THINKING OUR FUTURE

RE-IMAGINING RS EDEN

When we introduced our new mission—creating thriving, just communities where healing occurs and new beginnings are possible—in 2021, it was a new beginning for our organization, too.

The change was part of a new way of looking at our work, one that responds to the complex and evolving needs of our community—and to its strength.

Over the past several months, drawing on our commitment to that community, our team has set out to boldly reimagine RS EDEN by:

RE-DEFINING OURSELVES
RE-SHAPING OUR IMPACT
RE-THINKING OUR FUTURE

Historically, RS EDEN has been seen as an organization reaching the most difficult to serve. But as you will read throughout this document, RS EDEN is more than a service provider—we are an innovative organization building new beginnings at the individual, family, community, and system level.

To get there, we do not deliver services to clients; we walk alongside the people who walk through our doors. RS EDEN is an organization privileged to partner with the most resilient individuals and families in our community - those impacted by criminal justice, substance use and/or housing systems - by creating new pathways and opportunities where established systems fall short.

As we reimagine RS EDEN, we look to our “Four Cs” to guide us as we offer **Comprehensive, Consistent, Culturally Responsive** and **Cross-Sector** supports that help people build new beginnings and spark systems change that paves the way for thriving communities over time. We hope you will join this journey by reimaging RS EDEN with us.



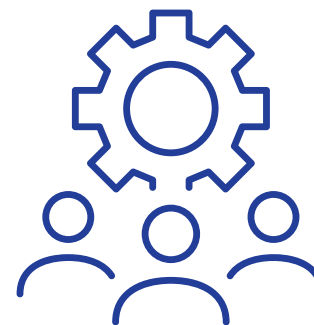
FOR OVER 50 YEARS RS Eden has supported vulnerable members of the Twin Cities community. **When other organizations turned people away, our doors stayed open.** During these five decades, we remained committed to responding to an unmet community need: a gap in the systems of criminal justice, substance use, and housing that failed so many people, who bounced among these systems without ever accessing the care they needed.

Today's environment is rapidly shifting. The criminal justice, substance use, and housing systems we work within are more challenged by labor shortages and pressures to solve increasingly severe community-wide problems, and the people within our continuum of care experience deeper and more complex forms of mental illness and trauma. Overdoses are at record highs, as are the members of our community living unhoused; mental health crises are impacting more of us, community violence has also increased, and despite many committed people and parties working toward solutions, the problems are growing more severe.

Drawing on our long-standing commitment to community and amid this tumultuous environment, RS EDEN is **intentionally and boldly reimagining our identity, our community impact, and our future.** In doing so, we retain our core values, our mission, and our commitment to community well-being, while actively inviting new perspectives, new opportunities to advance our purpose, and new ways to drive impact.

Our mission to create thriving, just communities where healing occurs and new beginnings are possible is needed now. But in order to actualize this mission, we must reimagine RS EDEN.

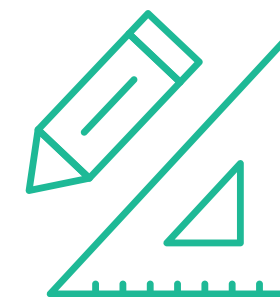
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RE-DEFINING OURSELVES:

Redefining ourselves means shifting the way we think about RS EDEN as an organization—and the people we support. Using a strength-based approach, we see RS EDEN participants as resilient partners in the work—not as “clients we serve.”

In that same spirit, we see RS EDEN the organization as an essential partner bridging gaps across Twin Cities systems—not as simply a service provider.

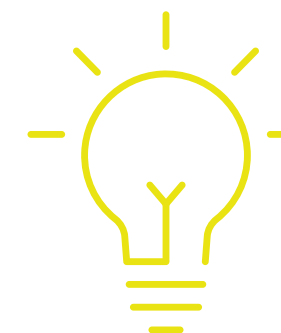


RE-SHAPING OUR IMPACT:

As we redefine ourselves, we are also reshaping how we measure and communicate our impact. This shift centers on the Four Cs:

Comprehensive, Consistent, Culturally Responsive, and Cross-Sector supports.

Refocusing our impact across the Four Cs reflects RS EDEN's responsiveness to participants' unique needs and lived experiences, and ensures we assess our impact in both quantitative and qualitative ways.



RE-THINKING OUR FUTURE:

As we redefine and reshape how we work in the community, RS EDEN must evolve internally to support that journey.

This evolution involves rethinking our organizational structure, operations, communication, and more so that RS EDEN has the nimble and collaborative environment needed to provide strength-based, person-centered programs in partnership with our participants.

RS EDEN works to disrupt systemic forces that create inequities by providing supportive, cross-sector services that help individuals, their families, and the community build new beginnings.

RS EDEN'S ROLE

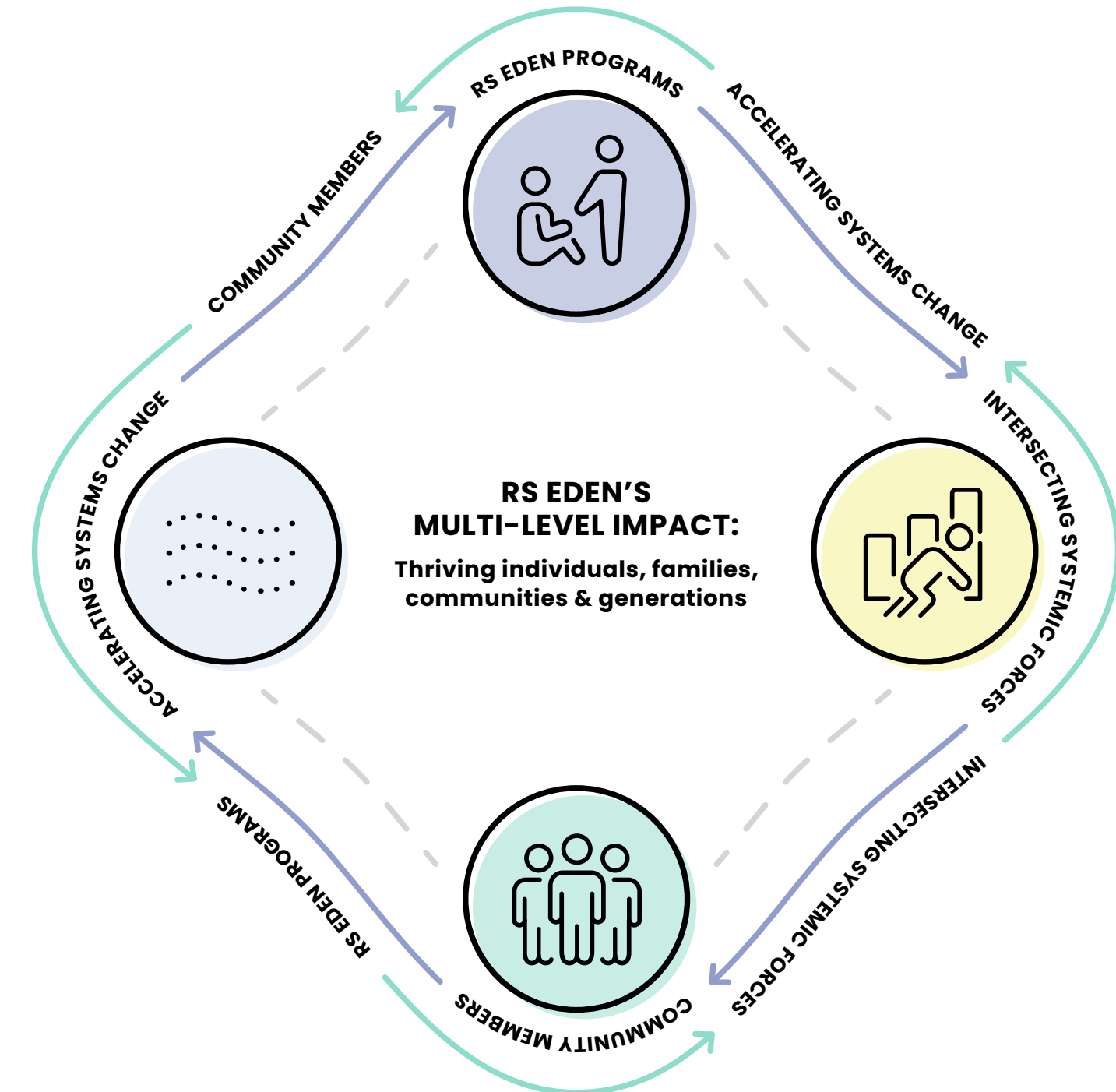
- Provide supportive services
- Disrupt harmful systemic cycles
- Accelerate positive systems change
- Encourage participants to create new paths

WHO WE REACH

- Individuals
- Families
- Communities
- Generations

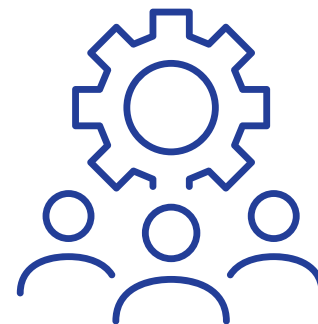
INTERSECTING SYSTEMIC FORCES

- Poverty
- Criminal Justice
- Racism
- Generational Trauma
- Unstable Housing
- Substance Use Disorder and Mental Illness



RE-DEFINING OURSELVES

RS EDEN PARTICIPANTS & IDENTITY



RS EDEN PARTICIPANTS:

Historically, RS EDEN has been identified as an organization serving the most difficult to serve in our community. As we enter into a reimagined future, we aim to shift this mindset in the following ways:

“Service” implies a one-sided, hierarchical relationship. Moving forward, we will define RS EDEN as a partner in the journeys of those who walk through our doors.

“The Most Difficult to Serve” represents a person who struggles, who is defined by their dysfunction. Moving forward, RS Eden will lift up the people we are privileged to partner with as resilient - overcoming acute and chronic challenges with strength and perseverance.

RS EDEN is an organization privileged to partner with the most resilient individuals and families in our community - those impacted by criminal justice, substance use and/or housing systems - by creating new pathways and opportunities where established systems fall short.

As a partner, RS EDEN is actively engaged in a reciprocal relationship with participants, staff, Board, community organizations, systems, and sectors. Each party gives and receives, and both are fundamentally changed for the better through the relationship. The partnerships are empowering and grounded in shared goals.

We partner with more than 1,600 individuals annually through “high-touch” high-quality services. We work with people through intensive 24/7, 365-day programming and housing. Our staff provide support for recovery, wellness, and stability. We are committed to participant and community wellbeing, flexible in approach - steadfast to outcome.

We are committed to partnering with participants, employees and community stakeholders to create a thriving community for generations.

Our daily actions promote values of inclusivity, belonging, adapting to meet evolving needs of community, actively seeking to screen participants “in,” and never turning away a person in need. We have grit, creativity, and compassion. We progress through difficulty - building bridges, reducing barriers, and opening access for care.

RS EDEN IDENTITY:

RS EDEN is more than a service provider - RS EDEN is an innovative organization. RS EDEN works with complex, high-needs populations through a comprehensive, evolving, low-barrier continuum of programs. RS EDEN is also a mission-led real estate developer & asset manager critically evaluating the affordable and supportive housing landscape and designing and implementing solutions in response. RS EDEN is a critical component of the Twin Cities infrastructure, without which, people would not receive the essential care they need to remain out of jail, out of the hospital, or out of a shelter.

RS EDEN is an organization creating new pathways and opportunities where established systems fall short, providing Comprehensive, Consistent, Culturally Responsive and Cross-Sector supports.

It is from this evolved, strength-based identity that we define the elements that make our impact significant and enduring.

RE-SHAPING OUR IMPACT

THE FOUR Cs



RS EDEN impact will continue to account for established industry-standardized metrics such as utilization targets, successfully housed people, progress toward goals... And we will assess and hold ourselves accountable for the Comprehensive, Consistent, Culturally Responsive, and Cross-Sector supports that make RS EDEN unique.

To further evolve our impact, our goals cannot simply be the reduction of a person's individual symptoms or the reduction of negative community-impact. Our goal is to enhance individual, family, community, and generational wellbeing and stability. RS EDEN's work must support the behaviors that promote resilience and perseverance.

RS EDEN's work should result in testimonies from individuals not just "staying out of jail," but living full, prosperous lives. This is what we all seek for ourselves and our children; RS EDEN is no different.

Our impact will not stop at the individual level. Our impact will reshape the very sectors and systems that confuse and entrench the people in them. RS EDEN, as a connector of sectors, will partner with them, enhancing from within.

Accounting for the 4 Cs both quantitatively and qualitatively will guide RS EDEN's program decisions, our story of success, and our future decision-making.

COMPREHENSIVE

- Number of complementary services one individual accesses within RS EDEN.
- Linkage to and efficacy of external partnerships, collaboratives, and provider relationships.

CONSISTENT

- Participant Service delivery - dosage, sequence, and duration of services over time.
- Organizational Identity – the degree to which staff, Board and external stakeholders can articulate who RS EDEN is, what RS EDEN does, and the expertise of RS EDEN.

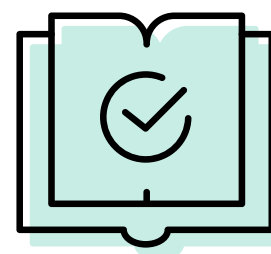
CULTURALLY RESPONSIVE

- Employee population, including Board of Directors, closely reflects the population we partner with.
- Design and Implementation of novel programs to respond to emerging community needs.

CROSS-SECTOR

- The degree to which RS EDEN engages with and brings together distinct systems to create shared solutions.
- The development of innovative pilots, demonstration projects, or programs that specifically fill a gap amid systems.

THE FOUR CS



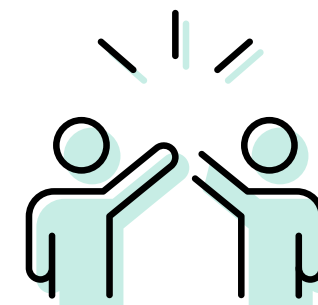
COMPREHENSIVE

RS EDEN meets the complex needs of each participant by responding with an effective continuum of supports. We provide a robust array of internal programs and external partnerships to meet needs and enhance strengths.



CONSISTENT

RS EDEN provides high quality care, delivered 24/7, 365 days, with an intensity and dosage tailored to each person and family's unique strengths and challenges.



CULTURALLY RESPONSIVE

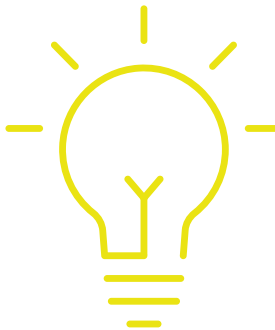
RS EDEN delivers programs designed to meet the specific needs of the populations served. The programs are trauma-informed and delivered by team members who reflect those we partner with, in a manner that intentionally evolves in response to community need.



CROSS-SECTOR

RS EDEN connects systems. We fill gaps and prevent future ones, both internally and community-wide, bringing together diverse voices and perspectives to create effective solutions.

RE-THINKING OUR FUTURE ORGANIZATIONAL PRIORITIES



RS EDEN, the organization, must evolve just as it seeks to evolve its programs by making investments in behaviors today that drive results for tomorrow. Not only are we reimagining our identity and impact, we are realigning organizational practices to achieve our desired outcomes.

External Relationships. A focus on increasing the depth and breadth of external partnerships will strengthen RS EDEN's expertise and that of others. Partnerships with peer and model organizations, local and national, will broaden RS EDEN's horizon. New and unconventional relationships will expand RS EDEN's perspectives, opening pathways otherwise not seen. Partnerships with philanthropy, individual donors, corporations, insurance payers, and government entities are all essential to support the financial resources critical to driving future impact.

Advocacy. Advocacy at a system-level is needed from an organization that lives at the intersection of so many. Our unique position as a connector of sectors obligates us to participate in complex and difficult conversations. We must initiate proactive and reactive approaches to advocacy. Establishing a proactive policy platform, partnering to achieve success, while being responsive to immediate and emerging needs, has the potential to drive dynamic change.

Internal Human Capital. Board and staff capacity are crucial. Without effective people in place, within a brave environment with the necessary resources, the tough work of individual, family, community, and system progress cannot occur. A diverse group of committed change-agents are needed to spur future reimagining. An organizational culture of curiosity, courage, and commitment to quality, embodied by all staff, Board, and volunteers alike, will assure success. All members of the organization must align in the desired goals with a shared understanding of each position's unique deliverables required to achieve those goals.

Structures and Practices. Internal policies, practices, teams, and communications must support the commitment to person-centered, strength-based partnerships:

- **Horizontal and vertical communication.** Multidisciplinary team approaches to outreach, engagement, support, well-ness planning, and care coordination are required to achieve participant success. Teams must collaborate and communicate. Staff on the "front lines" must partner with staff in the "C-suite" for person-centered decisions to take hold. A variety of communication methods must be utilized to give and receive information, to inform and be informed. A commitment to frequent and regular communication across the organization will support open dialogue and reduce uncertainty.
- **Organizational structure.** Hierarchical structures that reinforce siloed knowledge and skill prevent shared learning and employee professional advancement. Creating teams, committees, and collaboratives will enhance skill and spread knowledge, while preventing individual programmatic areas from being too rigid. Roles and structures must support the current and future organizational needs, and must be both clear and nimble.
- **Systems for engaging people in our care.** Participant intake and care-delivery systems built from a deficit-orientation that passively receive inquiries assume one's ability to seek help. Though true for some, others' needs are too great. A strength-based, affirming, proactive participant engagement process will meet people where they're at, literally and figuratively, propelling RS EDEN's mission forward.



WE EXIST IN A TIME OF SIGNIFICANT COMMUNITY CHANGE.

Illustrations of a Re-Imagined RS Eden. This is the beginning of a process by which we fully reconceptualize the role RS EDEN plays in our community and within our larger systems of care. The following are some of the ways RS EDEN has already begun its Reimagining.

Advancing these and other initiatives of a reimagined RS EDEN will require innovative thinking and iterative creativity, curiosity, openness to change, and perseverance in the face of obstacles and challenges. The future requires sophisticated discernment and rigor, built upon experience and expertise to know when to stay the course and when to pivot, when to dig more deeply and when to move on.

CALL TO ACTION

In 1971, RS EDEN was founded in response to an unmet community need. People with opiate use disorders were rejected and no organization would open their doors to them. RS EDEN was built to not only increase access, but create access where there was none, to create pathways and opportunities where established systems fell short. 50 years later, we exist at another critical juncture in history. In 1971, it was the war in Vietnam and social unrest, in 2023 it is the generational impacts of the Covid-19 pandemic and the racial reckoning of 2020 - both significant historical markers for our community and country - and points when RS EDEN faced crises and responded with innovation.

We call upon our employees, our Board, and our community partners to seek enduring individual and population-level change through a Reimagined lens. This is a call to be bold, brave, creative, flexible, and use an impassioned strategic mind to create tactical, practical change. This Reimagined RS EDEN will be ongoing, embracing the evolving changes of systems and communities, while maintaining unwavering clarity on our mission, vision, and desire to usher forward long-lasting community impact.

Here are some ways RS EDEN is creating new pathways and opportunities where established systems fall short – through Comprehensive, Consistent, Culturally Responsive and Cross-Sector supports.



FAMILY RECOVERY PROJECT

VALUE: All RS EDEN programs are driven by participant and community need and are effective in responding to crises – specifically for caregivers in need of treatment.

PROBLEM: Caregivers in immediate need of substance use disorder treatment have very few options that allow them to continue to care for their children. One of two scenarios often occurs:

- 1) Separation of the family unit, or...
- 2) Treatment services are not accessed because caregivers do not want to leave their children.

GOAL: Keep families together and provide access to immediate, life-saving recovery treatment services.

ACTION: Adapt organizational structure to be fully participant-driven, not program-driven; RS EDEN sites become access points for immediate care; connecting internal systems and staff; train staff in new approach; engage community partners.



EXPANSION OF WOMEN & CHILDREN'S RECOVERY HOUSING TO INCLUDE FAMILIES IN ALL FORMS

VALUE: All families, no matter their form, have access to supportive and inclusive substance use disorder treatment while living as a family unit.

PROBLEM: Mothers are not the only parents who seek to maintain custody of their children while receiving substance use disorder treatment, but there are very few options for others - fathers, LGBTQ families, two-caregiver families, and more.

GOAL: Create a program for all families, no matter their form, to access substance use disorder treatment and remain together.

ACTION: Amend admissions criteria to include all families.



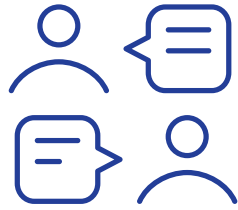
CONVERSION TO HOUSING ASHLAND AVENUE

VALUE: All RS EDEN community sites are set up to maximize community impact.

PROBLEM: Individuals exiting incarceration are more likely to be released directly into community, skipping the "half-way" point. There are safe, open beds available within a supported program, while the homeless population rises.

GOAL: Better utilize infrastructure to support mission and reduce the homeless population.

ACTION: Update site license and use permit; rehabilitate site; engage neighborhood around positive transition to permanent housing; recruit staff; welcome individuals to their new home.



LOW-BARRIER MENTAL HEALTH SERVICES

VALUE: Participants in all RS EDEN programs have access to mental health services.

PROBLEM: Participants are experiencing complex mental health crises at unprecedented rates, resulting in increased substance use, behavioral challenges, and overall higher needs; requiring enhanced approaches to care.

GOAL: Implement integrated, seamless access to mental health treatment for all participants in any RS EDEN program.

ACTION: Embed clinicians within multi-disciplinary teams; license all sites for mental health capability; implement a comprehensive admissions process; offer individual and group programs to meet the needs of a diverse population.



MENTAL HEALTH/SUBSTANCE USE SERVICES IN A PUBLIC COFFEE SHOP

VALUE: All people have access to non-stigmatizing, low-barrier mental health and recovery services.

PROBLEM: The stigma of mental illness and substance use disorder prevent people from accessing care. The former Fresh Grounds Café in St. Paul has been closed since March, 2020 and should be reactivated.

GOAL: Create open access, welcoming point for care that is non-stigmatizing and better utilizes RS EDEN resources.

ACTION: Partner with Wildflyer Coffee - mission-based coffee shop with focus on serving formerly homeless youth through supportive employment pathways – by offering walk-in, low-barrier access to non-clinical substance use and mental health supports in a community environment.



CLINICALLY MONITORED WITHDRAWAL (DETOX) PROGRAM

VALUE: Individuals with complex medical needs have access to high-quality, low-barrier substance use disorder treatment.

PROBLEM: Overdoses are reaching record highs while there is a growing gap in the continuum of care between detox and residential treatment.

These medically complex individuals have no place to receive treatment, resulting in return to use, overdose, and death.

GOAL: Eliminate gap within continuum of care and make treatment easily accessible for all - reducing overdoses and increasing long-term recovery.

ACTION: Update state license, city zoning, policies and procedures, staff training and schedules, admissions processes, and program-delivery model.



RSI LABS: DRUG TESTING AS A TOOL FOR RECOVERY, NOT PUNISHMENT

VALUE: People with substance use disorders and/or criminal justice involvement are treated with dignity at every stage of their recovery journey.

PROBLEM: Many drug testing processes are humiliating, with results used as punitive mechanisms within a person's supervision plan.

GOAL: Embed person-centered and gender-affirming focus within lab; partner with organizations to offer their participants dignified testing; use results as data to support recovery and reduce recidivism.

ACTION: Credential lab with insurance; connect with organizations about lab offerings; begin testing at Minneapolis location in addition to St. Paul; provide expedient, supportive results.



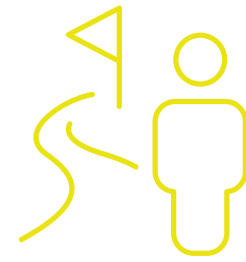
INTERNAL ORGANIZATIONAL STRUCTURE

VALUE: RS EDEN's structure and practices reflect its current and future organizational priorities and values.

PROBLEM: Many of the structures of RS EDEN - reporting lines, program names, cost centers, teams - represent an outdated organization.

GOAL: Update structure and operations to reflect current organization's state as well as its future goals; intentionally creating a structure reflective of an evolving, solution-focused organization.

ACTION: Update leadership team; redefine cost centers; rename roles and positions; redefine "divisions" that no longer represent the work; implement internal collaborations; commit to regular, frequent, and diverse forms of organizational communication.



INTERNSHIPS AND EMPLOYEE PATHWAYS

VALUE: All people, particularly those from BIPOC communities, are supported by their employer to increase their education and advance their career.

PROBLEM: Need for increased credentialed and experienced staff to deliver care across the RS EDEN continuum; need for more growth opportunities for direct care staff.

GOAL: Build pathways from internship to employment to support current staff and create pathways to employment where they did not exist.

ACTION: Establish multiple internship opportunities across organizations, supporting a range of degree-seeking students to employees advancing licensure and degrees; provide individual and group supervision; seek to retain successful students upon completion.