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1 ABOUT MENDED HEARTS

Mended Hearts is a national and community-based non-profit organization that has been offering the gift of hope to heart disease patients, their families and caregivers, since 1951.

The organization was started in the early 1950’s with the assistance of Dr. Dwight E. Harken in Boston, Massachusetts. Dr. Harken is widely acclaimed as both the father of heart surgery and the creator of the intensive care unit. In addition to
these two accomplishments, he sparked four of his patients - Keith Otto, Alphonse Santomassimo, Doris Silliman and Elizabeth Wilkinson - to "start a support group" for other heart patients. Through their work, and his assistance, The Mended Hearts, Inc., was chartered.

From its humble beginnings in 1951, Mended Hearts has grown to one of the nation's largest and most respected heart patient support organizations with over 18,000 members operating through 250 community-based chapters and satellites across the country. Recognized for its role in facilitating a positive patient-care experience, Mended Hearts partners with 450 hospitals and cardiac rehab clinics to provide patient-to-patient support through visiting programs, group meetings and educational forums.

The Mended Hearts mission is “Inspiring hope and improving the quality of life for heart patients and their families through ongoing peer-to-peer support.” Trained and accredited Mended Hearts visitors provide more than 200,000 visits annually to heart patients, their families and caregivers primarily in person, but also online or by phone.

2 ABOUT MENDED LITTLE HEARTS

Mended Little Hearts is a non-profit, volunteer-based organization program that works nationally and in communities to empower families affected by congenital heart defects. Mended Little Hearts is a program of the Mended Hearts, Inc. In 2004, Mended Hearts local and national leader, Tita Hutchens, recognized the unique need for children with congenital heart defects and their families. The earnest desire to provide support to the "littles heart patients of all" led to the formation of the first two Mended Little Hearts groups – one in Fresno, California and one in Hollywood, Florida.

By providing families and caregivers of children with heart defects and heart disease a community of support, MLH helps children and their families find strength and understanding. Specifically, MLH acts as an outlet through which they can find answers, education, and resources.

Mended Little Hearts currently offers several programs and services to assist families:

- Local Group Programs
- Accredited Visiting & Parent Matching
- CHD Awareness Initiatives
- Health Education to Communities
- Bravery Bag Program, including the Mended Little HeartGuide
- Advocacy

2.1 MISSION AND VISION

**Official Name:** Mended Little Hearts (MLH). Please note the italicized “Little.”
**Mission:** To empower families affected by congenital heart defects (CHDs).

**Vision:** All families affected by pediatric CHDs are able to share experiences and resources as members of a nationwide peer-to-peer support network.

**Slogan:** “Little hearts hold big hopes.”

**Group:** By design, MLH groups' duties and responsibilities are structured differently from Mended Hearts chapters. However, groups must abide by Mended Hearts policies.

### 2.2 ORGANIZATIONAL STRUCTURE

#### 2.2.1 BOARD OF DIRECTORS

The Mended Hearts Board of Directors oversees the entire organization and sets the mission and vision. It is made up of five officers, President, Executive Vice President, Mended Little Hearts Vice President, Vice President, and Treasurer. Others who comprise the Mended Hearts Board are: Eight Regional Directors, the Past President, a representative of the Past President’s Council, and the Mended Little Hearts Board Director. The Mended Hearts Executive Director also sits on the Mended Hearts Board as a non-voting member.

#### 2.2.2 NATIONAL OFFICE

The National Office is comprised of a nation-wide staff team that provides direction and management of the organization. These leaders are responsible for setting MLH’s program strategy, including setting training initiatives, managing business development goals, and maintaining key relationships. Ultimate accountability for achieving the mission and vision rests with the National Office.

The Office includes:

- Executive Director
- Business Development Team
- Membership/Field Services Support Team
- Operations Team
- Communications Manager

#### 2.2.3 MEDICAL ADVISORY BOARD

Russell Cross, MD  
Department of Cardiology  
Children’s National Medical Center  
Washington, D.C.
2.2.4 NATIONAL STEERING COMMITTEE

This National Steering Committee is comprised of Chairs representing all of the major functions of MLH. This is a working committee that sets the vision and mission for MLH and plans activities to fulfill this vision. Current positions on this committee are: Committee Chair/MLH VP, MLH Board Director, Awareness Chair & Co-Chair, Advocacy Chair, Visiting Chair, Bereavement Chair, Medical Liaison, Fundraising Chair, and Immediate Past Chair. These leaders may or may not have committees that work with them. This National Steering Committee is in charge of strategic planning for the MLH Program.
National Steering Committee includes:

<table>
<thead>
<tr>
<th>Position</th>
<th>Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Director</td>
<td><a href="mailto:michele.packardmilam@mendedhearts.org">michele.packardmilam@mendedhearts.org</a></td>
</tr>
<tr>
<td>Vice President and National Committee Chair</td>
<td><a href="mailto:Andrea.baer@mendedlittlehearts.org">Andrea.baer@mendedlittlehearts.org</a></td>
</tr>
<tr>
<td>National Program Director</td>
<td><a href="mailto:Jodi.lemacks@mendedlittlehearts.org">Jodi.lemacks@mendedlittlehearts.org</a></td>
</tr>
<tr>
<td>MLH Board of Directors</td>
<td><a href="mailto:Megan.setzer@mendedlittlehearts.org">Megan.setzer@mendedlittlehearts.org</a></td>
</tr>
<tr>
<td>New Group Growth &amp; Development Co-chairs</td>
<td><a href="mailto:groupdevelopment@mendedlittlehearts.org">groupdevelopment@mendedlittlehearts.org</a></td>
</tr>
<tr>
<td>Medical Professional Liaison</td>
<td><a href="mailto:medicalprof@mendedlittlehearts.org">medicalprof@mendedlittlehearts.org</a></td>
</tr>
<tr>
<td>National Awareness Chair</td>
<td><a href="mailto:awareness@mendedlittlehearts.org">awareness@mendedlittlehearts.org</a></td>
</tr>
<tr>
<td>National Social Media Chair</td>
<td><a href="mailto:socialmedia@mendedlittlehearts.org">socialmedia@mendedlittlehearts.org</a></td>
</tr>
<tr>
<td>National Marketing Chair</td>
<td><a href="mailto:marketing@mendedlittlehearts.org">marketing@mendedlittlehearts.org</a></td>
</tr>
<tr>
<td>National Advocacy Chair</td>
<td><a href="mailto:advocacy@mendedlittlehearts.org">advocacy@mendedlittlehearts.org</a></td>
</tr>
<tr>
<td>National Bereavement Chair</td>
<td><a href="mailto:bereavement@mendedlittlehearts.org">bereavement@mendedlittlehearts.org</a></td>
</tr>
<tr>
<td>National Visiting Chair</td>
<td><a href="mailto:visiting@mendedlittlehearts.org">visiting@mendedlittlehearts.org</a></td>
</tr>
<tr>
<td>National Fundraising Chair</td>
<td><a href="mailto:fundraising@mendedlittlehearts.org">fundraising@mendedlittlehearts.org</a></td>
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</tbody>
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2.2.5 **ASSISTANT REGIONAL DIRECTORS (ARD)**

The regional team is comprised of nine regional directors called MLH Assistant Regional Directors (MLH ARDs). The regional team is led by the MLH Board Director and the Growth & Development Chair. These leaders are the conduit between national and local groups advocating on behalf of national initiatives and local needs while sharing resources and support. MLH ARDs distribute administrative duties across the organization and provide a clear first point of contact for local group leaders.

**The ARD Team includes:**

<table>
<thead>
<tr>
<th>Position</th>
<th>Contact Information</th>
</tr>
</thead>
</table>
| Field Services Manager    | 469-888-3400  
Mandy.sandkuhler@mendedhearts.org |
| MLH Board Director        | 540-209-2693  
Megan.setzer@mendedlittlehearts.org |
| Growth & Development Chair| groupdevelopment@mendedlittlehearts.org       |
| Southern ARD (Co-chairs)  | SouthernARD@mendedlittlehearts.org            |
| Northeast ARD             | NortheastARD@mendedlittlehearts.org           |
| Western ARD               | WesternARD@mendedlittlehearts.org             |
| Rocky Mountain ARD        | RockymountainARD@mendedlittlehearts.org       |
| Central ARD               | CentralARD@mendedlittlehearts.org             |
| Southwest ARD             | SouthwestARD@mendedlittlehearts.org           |
| Midwest ARD               | MidwestARD@mendedlittlehearts.org             |

2.2.6 **LOCAL GROUPS**

Local groups are led by a group of leaders called coordinators. There are four mandatory coordinator roles: Lead Coordinator, Educational Coordinator, Visiting/Outreach Coordinator & Treasurer. Local groups are comprised of the individual members that provide parent, caregiver and family support programs. Members are families affected by congenital heart defects and heart disease and others who wish to support those families. Among other things, local groups conduct education programs and activities, lead fundraising initiatives, manage the Accredited Visiting program, and host educational activities, awareness and social activities for members. In short, local groups work one-on-one with children and families to fulfill MLH’s mission and vision.
3 WHY START A MENDED LITTLE HEARTS GROUP

Parents with children who have been diagnosed with a congenital heart defect need to know that they are not alone and that there is hope in the midst of their crisis. However, even well-meaning family, friends and compassionate medical staff may not be able to offer them the strength and comfort that they are looking for. Therefore, Mended Little Hearts connects families to others who truly understand because they have/had a child with a heart defect or are living with a heart defect. The goal of MLH is to give families the hope, support and resources they need to care for their child and family.

Families and caregivers of children with heart defects and heart disease often feel very alone. Even when they receive wonderful medical care and have family and friends to support them, they still want to talk to others who truly understand what it is like to have a child who has a heart defect and may need open-heart surgery or other procedures. Medical professionals are highly trained to deal with the medical issues, but they are not typically able to provide the emotional support that these families and caregivers need.

Forming a new group takes a lot of work, and often new group leaders will have many questions. This manual is designed to make it easier for leaders of newly formed groups to have access to the resources and information they need. Please keep in mind that there are Assistant Regional Directors, National Steering Committee members, and staff available to assist you. Don’t hesitate to ask questions or let us know if you need something, and we will provide it, if possible. One of the major benefits of being part of a national organization is that we already have many things leaders need so that they don’t have to “reinvent the wheel.” This manual contains the tools and information MLH has in place to help its leaders.

Why have support programming in the first place?

A well-organized group that offers support programs can often be of greater assistance to its community than individuals can because:

1) It can be more effective to work with doctors and hospitals as a group
2) Groups have better continuity; if a coordinator is no longer able to fill their role, there are others who can take over their duties.
3) Groups can get more accomplished because people are working together with a common cause
4) A group of caring people can reach and support a greater number of families than a single individual
5) Groups can create greater community awareness about heart defects and heart disease

There are many benefits to forming a Mended Little Hearts group. The following are a few highlighted benefits:
• Group leaders don’t have to reinvent the wheel. MLH provides national materials, manuals, and guidance to help interested persons with forming groups and group leaders with running groups. It is not easy to start a support group, but MLH supplies resources to save time and make things simpler. We also continue to work with groups that are already established to help them run as effectively as possible.

• Groups receive national staff and volunteer support from a well-established, recognized organization in the healthcare community.

• Groups are chartered and given confirmation of 501(c)3 status, which allows them to accept donations and raise funds as a nonprofit program.

• MLH files and pays state fees for the Charitable Organization Statement of Registration which can be as high as $350 in some states.

• MLH provides nationwide networking opportunities so group leaders can share experiences, learn leadership skills, and receive helpful organizational strategies.

• MLH works with other national organizations that deal with heart defects and heart disease in an effort to make the lives of those living with CHD better.

• Print materials are provided in the form of posters, brochures, CHD Awareness materials, manuals and other items as needed.

• MLH provides media relations support in the form of Public Service Announcements, media materials, and through work with national heart organizations in order to secure nationwide visibility and local media resources.

• MLH generates human-interest stories to help focus community awareness on congenital heart defect issues. We also cooperate with other organizations that need human-interest stories to promote awareness and to advocate on issues that impact our families and adults with CHD.

• Online training resources are provided for those who wish to become accredited volunteer visitors at local hospitals. This training is based on a proven, successful visiting model developed by Mended Hearts.

• MLH members receive a free subscription to Heartbeat, the Mended Hearts quarterly magazine distributed to members and subscribers throughout the country. Each issue focuses on the topics that matter most to our readers and includes health tips, research updates, success stories, news on new groups, and successful strategies from existing groups.

4 MENDED LITTLE HEARTS GROUP REQUIREMENTS

Goal: Our goal is that all Mended Little Hearts groups run smoothly, give families support as quickly as possible, have the resources they need to run effectively, and have enough leaders to adequately fulfill local CHD family needs.

Rationale: Mended Little Hearts has grown substantially in the past few years, and now has nearly 90 groups in 30 states, Washington DC and Mexico. Policies
governing these groups have been in place, but enforcement has been inconsistent. Due to pressure on hospitals to protect patient privacy and improve patient and family services, some hospital systems are now requiring contracts or Memorandums of Understanding before they will work with a MLH group. Some hospitals have not had positive experiences with other parent support groups and are hesitant to work with them.

As a result, the hospitals that work with MLH and our medical advisory board have suggested that we create very clear policies and guidelines and consistently enforce them. That way, hospitals can count on MLH groups to provide support to their families in a way that enhances the medical care they give and doesn’t violate any of their policies. They also can count on MLH leaders to act professionally at all times.

In addition to complying with these policies, it is possible that your group leaders will need to attend any volunteer training the hospital provides.

These policies are not designed to be punitive in any way, but to help all of our groups work with our hospitals and cardiology practices.

**Mandatory Requirements:** These requirements are mandatory so Mended Hearts can comply with its audit requirements and to protect our groups as well.

Annual reports must be submitted no later than February 28. These reports are necessary for MHI to file its taxes, pay fees, and submit to its annual voluntary audit. The result of failure to submit the annual report is leadership training registration ($180 value) will not be paid by the national organization. If the annual report is not received/postmarked by March 31st, the group will be removed from the national website.

1) The group Annual fee must be postmarked no later than March 31. If groups are unable to pay, they should notify the National organization before March 31. This fee helps national (but does not cover the cost) pay fees for doing business in each state where we have a group. Otherwise, each group would have to incorporate, file its own taxes, and pay state fees. Consequences of failure to pay the annual fee are same as above for annual reports.

2) Each group MUST have 2 *unrelated* signatories who do not live in the same home on the group bank account, one being the Treasurer.

3) If a group has over $5,000, those listed on the bank account must be bonded.

4) To ensure a cohesive and strong national organization, all groups must promote national organization events, such as Rock Your Scar, Roar ‘N Run, and Remember Our Hearts through announcements at educational meetings/social events, group’s social media sites, and any other forms of communication the group has established to communicate with members.
5) At least one coordinator from each group must attend mandatory webinars. These webinars are to help groups keep informed of important programs, issues and group leadership information and tools. Mandatory webinars are recorded and can be viewed at a later time.

6) Groups must have four coordinators within their leadership team—lead coordinator, education coordinator, outreach/visiting coordinator and treasurer. Groups may have more than these four, but should at least have these four. Each of these coordinators should have voting rights. Groups that do not have all four leadership positions filled must be actively seeking to fill them. Please note that not all of them have to be CHD parents, but at least two of them must.

7) All coordinators in a group must sign a Volunteer Service Agreement form (Appendix B). Please email the signed forms to your region’s Assistant Regional Director.

4.1 PROCEDURES FOR GROUPS NEEDING ASSISTANCE

**Groups Needing Assistance**: Group leaders who need assistance with any of the above requirements should contact their ARD. The ARDs, national volunteers, and national staff will work with your group to help you.

**Groups Not Responding After Multiple Requests**: Groups who do not respond to ARDs after multiple attempts to be reached will be given a warning and a timeline for responsiveness. If the timelines passes, and there is still no response from the group leadership, the group will be asked to attend a mandatory conference call with the ARD and MLH Leadership. The group will then be placed on a three-month probationary period. Failure to comply with any of these requirements and continued non-responsiveness will begin the group disbandment process.

4.2 DISBANDING GROUPS

Mended Little Hearts has no desire to disband groups; however, on occasion, this may be necessary to ensure that families needing support get that support. The following is the disbanding process:

1) Removal from national website.
2) Removal of leaders’ access to the Coordinators Login.
3) Removal of leaders from the MLH National Coordinators FB group and coordinator emails.
4) Group’s funds will be held in escrow by National for a period of two-years. In the event a group would like to get re-established in that area and meets group requirements, the funds will be returned to the group. If a new group forms, funds will be provided to that new group. If no new group forms after a two-year time period, National will retain those funds for the national MLH program.
5) Members of the disbanded group will be notified of the disbandment via email. The formal notification to the group members will include ARD contact info should another member of this group be interested in taking over.

6) Social media sites (Twitter, FB (pages and groups), Instagram, Pinterest, etc.) carrying MLH branding will need to be taken down/deactivated by the site owner.

5  STARTING A MENDED LITTLE HEARTS GROUP

5.1 Getting Started

Once a group of key individuals is established and willing to work together to actively operate a MLH group, it is time to formally set up the group. This can be done at an organizational meeting.

5.1.1 Different Types of Groups – Urban

If you live in a large metropolitan area and are starting the first MLH group, or starting a new group close to or within an existing MLH group, here are some guidelines that will help all groups maintain a strong MLH presence in your area.

- MLH groups that partner together will make a bigger impact and cause less confusion when asking for donations and Bravery Bag items. For example: If 2-3 groups are sending a local Walmart letters for donations, Walmart will be confused as to which group they are helping. Also, stores/organizations want to reach as many people as they can with their donation. It's better to ask for supplies for 100 Bravery Bags at one time than 30+30+30 Bravery Bag several times.

- If you have multiple groups working to support one hospital with a Bravery Bag program, one coordinator from each group should be involved with bag deliveries.

- There should be one coordinator at each hospital location to run the support meetings held there. We also suggest that a back-up meeting coordinator be available in case of emergencies. It is helpful to have that same coordinator in charge of Bravery Bag deliveries for that hospital.

- Frequent communication is necessary when multiple groups are working together. All major group decisions should be made by the entire committee board. It is important to meet with candidates before assigning them their position to ensure that everyone is comfortable in their roles. In addition to meeting three or four times a year, it is useful to have monthly or bi-monthly group conference calls to plan upcoming events. These opportunities are a great way to keep everyone on the same page.
5.1.2 Different Types of Groups – Rural

The needs and demands of a rural group can be different from groups in urban areas. Here are some guidelines that will help groups support their members if they live in a less populated area or cover a large, geographic area.

Often groups that are located in rural areas do not have a pediatric cardiac hospital that is close enough for them to support. This should not prevent groups from setting up a Bravery Bag program.

- Groups can give Bravery Bags to families before they leave for the hospital in another city or do a one-on-one visit with them once they come home.
- Groups can partner with another group that does have a hospital visiting program. Rural groups can still collect Bravery Bag items through drives and fundraisers, and then donate items and funds to other groups. Urban groups that support major cardiac hospitals bear the burden of supporting hundreds (sometimes thousands) of heart patients a year that come from outside of their community. All of our groups are responsible for helping support those families.

Members of rural groups can live a great distance from each other; this means that groups may need to modify their meetings and leadership roles to meet issues that arise because of distance.

- If members live far from one another, it may be difficult to schedule traditional, monthly meetings. Groups may choose to meet less often. For example, they might want to schedule educational programs quarterly and have social events that are in different places throughout the region, instead of in one place.
- Groups that are spread out may want to have co-lead coordinators that are responsible for different parts of the region.

5.2 Identify Members and Build Relationships in the Medical Community

Mended Little Hearts has materials to help you find members and build relationships with doctors and hospital personnel. You can request these when you are in the process of forming your group and they will be provided to you. Please ask the ARD you are working with to have National send these materials to you. The available materials are:

1) A customized flyer emailed to you in PDF format with your contact information. You can print this flyer and distribute it to doctors’ offices, hospital waiting rooms, and other places prospective members might see it. Please contact Mandy Sandkuhler at Mandy.Sandkuhler@mendedhearts.org for this customizable flyer.
2) **MLH brochures** can be ordered in packets of 50 when you are actively forming a group. Please send an email to fulfillment@mendedhearts.org to have some sent to you. Brochures have a space at the bottom where group contact information can be attached.

3) It is highly recommended that you set up a meeting with appropriate medical professionals in your area. We have created a folder of materials for these professionals called a **MLH Leave-Behind Folder**. To request a folder, please reach out to national staff at Mandy.sandkuhler@mendedhearts.org. If needed or desired, the MLH Program Director can be available for that meeting via teleconference.

4) A letter to medical professionals about MLH is available. (Appendix A) If you simply want to send a letter rather than provide him or her with a folder (described above), you can use this letter.

5) A sample of a letter to the editor is available in the coordinators area for you to customize. This letter can be sent to local newspapers to alert them of your forming group so that families can find you.

6) PSA’s (Public Service Announcements), or short scripts for radio announcements, are also available to you on the coordinator login site in the Marketing section.

### 5.2.1 Pre-Charter Meeting Steps

1) Potential coordinators should arrange a date, time and place for a meeting that is most convenient to the majority of your key group members. For most, this is going to be during the week in the evening hours. Suggestions for a meeting location include, but are not limited to: hospital conference/meeting rooms, Ronald McDonald House, Starbucks with meeting rooms, a local library, etc.

2) Reach out to local children’s hospitals and doctor’s offices such as: pediatric cardiology offices, pediatricians, OBGYN offices, fetal maternal specialists, etc... Provide them with information about MLH and the details of the meeting. Encourage your healthcare professionals to attend and share this information with families.

3) Notify the Assistant Regional Director and National Program Director that the group is prepared to hold its charter meeting. Inquire into the possibility of having a local Mended Hearts representative present at the meeting.

4) Send notice of meeting to local television, radio, newsprint, hospital public relations, and other media.

5) Place flyers in strategic locations (i.e. doctor’s offices, hospital waiting rooms, etc.).

6) Utilize social media (Facebook, Twitter and Instagram) to get the word out.

7) Copy Charter Petition (Appendix D) and Charter Application Form (Appendix C) to bring to the meeting.
5.2.2 Content for Charter Meeting

While there is some flexibility in how a charter meeting is organized (Appendix E is a sample agenda), there are a few topics that must be addressed. They are:

1) An overview of Mended Hearts and the Mended Little Hearts program (the MHI Fact Sheet and the MLH Fact Sheet are recommended, along with MLH brochures.)
2) Review how a local group might be structured and who will serve as group lead coordinator, treasurer, education coordinator and visitor training or outreach coordinator (use this Manual as reference).
3) Vote on chartering a local group.
4) Complete charter application (Appendix C).
5) Sign charter petition (Appendix D)

There must be at least 10 people on the Charter Petition, of which, at least seven must be the parent(s)/caregiver(s) of a child with a congenital heart defect or an adult with a congenital heart defect. The remaining members, and any additional members, may be anyone willing to commit to forming and supporting the potential MLH group. Parents of a child do not count as separate members for Charter Petition purposes unless they live separately. Both parents of a child may sign the petition, but they will not count as two people unless they are not living together.

5.2.3 Post Meeting

The lead coordinator should submit the following (making a copy of everything for local files) to the Mended Hearts National Office:

1) Signed charter petition (Appendix D)
2) Membership applications should be filled out online
3) Charter application (Appendix C)

5.2.4 Next Steps

1) The above items will be received by the Mended Hearts National Office and the group charter will be processed.
2) New members will receive their membership pin and cards.
3) Appropriate paperwork will be filed with the Internal Revenue Service to secure the group its necessary proof of 501(c) 3 status to start accepting donations. This process is not a Mended Hearts process, but is instead a federal government process. This could take up to two weeks.
4) A supply of MLH material (brochures, posters, etc.) will be sent to the lead coordinator to use in promoting the group. These materials are available through the national office.
5) The group’s contact information will be posted on the “Find MLH Groups” section at the top of the MLH website.
6) Once the charter application materials are processed through the national office, an official charter certificate will be sent to the new group.

5.3 Group Structure

5.3.1 Background

Mended Little Hearts groups do not have official boards like Mended Hearts chapters; however, they are required to have a team of leaders, led by the lead coordinator, which operates like a board. Each MLH group is required to have certain leadership positions, but beyond that, groups can create a structure that is best suited to meet its needs. As such, the individual group structure of each MLH group will vary depending on the community and the unique needs of that community. Volunteers holding leadership positions can either be appointed or elected by members of the local group.

5.3.2 Coordinators

For each group, MLH requires that there be at least four leadership positions, all with a voice in decision-making.

The three key leadership positions that each MLH group must have are:

- Group Lead Coordinator
- Education Coordinator
- Visitor/Outreach Coordinator
- Treasurer (can be added after group formation)

Start your group off on the right track and have CLEAR roles of what is expected and who is managing what tasks. Good communication is essential to forming a strong group. As soon as possible groups need to designate a treasurer; initially this might be the lead coordinator, the education coordinator or the visitor training or outreach coordinator.

Groups may have other leadership positions in addition to the three required positions. Adding more board members with different talents in these areas will help your group grow. Have clear guidelines of the jobs you are assigning. Some suggestions are:

- Fundraising Coordinator
- Welcoming Coordinator
- Social Media/Newsletter/web Editor
- Communications Coordinator
- Mended Hearts Liaison
- Secretary
Program tasks should be divided up to distribute responsibilities so no one person has to take on too much of the work. This could include creating a structure of committees that are designed to handle specific aspects of the group’s activities. Not all additional positions need to be voting positions, but they can be a good way to get people involved who would like to volunteer.

5.3.3 Required Position Descriptions

Group Lead Coordinator

Description

The lead coordinator reports to their MLH ARD. The lead coordinator will oversee all local program activities and represent the group at the national level. They will oversee treasury duties and duties of other group leaders and delegate appropriate tasks among the leadership. They will also create a decision-making process for the group leadership.
Time Commitment

It is vital that there is consistent leadership in the group in order to offer continuity and uniformity for the heart families and caregivers who are served. The minimal length of commitment recommended is one-two years. Group leadership should change or rotate every 2-5 years. The lead coordinator should serve no longer than 5 consecutive years in this position. If they believe they have trouble finding a replacement, they should contact their ARD a year in advance to assist in this process. The time that a coordinator spends working with his or her group will vary according to each location, but is estimated to be from 10-20 hours a month initially. However, the time committed is contingent upon desired activity level.

Recommended Responsibilities

- Designate leaders for required leadership positions of the group
- Organize leadership meetings for group planning and strategy throughout the year (have a meeting back up in case of a family emergency so meetings aren’t canceled last minute)
- Develop relationship with individuals and organizations in your community that support or enhance the MLH mission
- Together with outreach coordinator or visitor training coordinator, establish relationships with healthcare entities/hospitals to help establish the MLH program at their location, as well as to recruit healthcare professionals to serve as liaison to healthcare facility when appropriate
- Recruit new members and market the group by promoting services and benefits
- Work with educational coordinator to plan group meetings and educational programs
- Act as official spokesperson for MLH by providing accurate information about the program’s mission and goals to parents/families, the health community, the media and other organizations
- Work with the educational coordinator or CHD awareness coordinator to ensure that National Awareness campaigns are carried out on the local level
- Work with visitor training coordinator to identify and recruit potential parent/caregiver visitors and to plan training for these visitors
- Secure funds as desired to meet the local program needs or designate and work with a fundraising coordinator to do so
- Oversee treasury responsibilities and ensure treasurer complies with requirements in the MLH Treasurer’s Manual
- Assist in encouraging parents to complete needs assessment surveys for the program and for Mended Hearts when needed
- Ensure regular and effective communication with local Mended Hearts chapter whenever feasible
- Conduct training for accredited visitors
Outreach Coordinator/Visitor Training Coordinator (required position that could also be termed a co-coordinator)

Description

The group will need either an outreach coordinator or a visitor training coordinator. An outreach coordinator is appropriate where there is no local hospital that performs catheterizations or surgeries on children with CHD. The visitor training coordinator is required when there is a local hospital that performs catheterizations or surgeries on children with CHD. Both positions will be responsible to the local group lead coordinator and are part of the leadership team. The visitor training coordinator will oversee all aspects of the group’s visiting program. This includes: working with hospitals and other medical facilities, recruiting and managing volunteers for this program, annually training potential visitors, etc. The outreach coordinator will be the person who works with the cardiologists and other medical professionals in the area and trains visitors to visit over email, telephone or when the family gets home from the hospital. The outreach coordinator or the visitor training coordinator is responsible for the implementation and delivery of Bravery Bags or Bravery Chest items to either the surgical hospital or the cardiology practice in their area.

Time Commitment

Term length for this commitment is recommended to be a minimum of two years. It is highly recommended that at two years the visitor training coordinator or outreach coordinator determines whether he or she would like to continue or transition out of the position to avoid volunteer burn-out. Time involved will vary according to the number of hospitals and accredited visitors within the MLH program. However, it is estimated to be between 5-10 hours per month.

Recommended Responsibilities

- All coordinators MUST become trained as MLH accredited visitors. Training is for everyone offering support to group members, not just visiting coordinators. Coordinators will work with the National Visiting Chair on how to receive accredited training.
- Screen and select accredited visitors (for the outreach coordinator, this will be for telephone and internet visiting)
- Conduct training for accredited visitors
- If necessary, assist in arrangements for hospital volunteer training (visitor training coordinator only)
- Complete evaluations of individual class sessions and the overall Accredited Visiting course and program (visitor training coordinator only)
- Arrange regular updates and continuing education for accredited visitors (at minimum annually)
• Arrange a recognition system/event to show appreciation for the volunteer accredited visitors
• Assist leadership team to resolve any accredited visitor issues
• Assist leadership team as needed to accomplish groups’ goals/needs

Education Coordinator (required position)

Description

The educational coordinator is responsible to the lead coordinator and is part of the leadership team. The educational coordinator will oversee all educational aspects of the MLH program. This includes continuing education to both internal members and the community at large. If there is a CHD awareness coordinator, some of community education programs will be planned in conjunction with that position.

Time Commitment

Term length for this commitment is recommended to be two years, with a one-year minimum term. At two years the educational coordinator should evaluate whether he or she would like to continue or transition out of the position to avoid volunteer burn-out. Time involved will vary according to the number of events and activities planned for the Mended Little Hearts program. However, it is estimated to be between 5-10 hours per month.

Recommended Responsibilities

• Plan/coordinate a minimum of four educational programs/workshops and/or speakers annually
• Plan/coordinate social events
• Work with leadership team to determine needs and areas of interest to internal members
• Maintain educational events calendar/meeting schedules
• Type/distribute agendas/related materials as appropriate in the absence of a secretary
• Coordinate communications for members in the absence of a newsletter/web editor/social media coordinator
• Assist in the review of needs assessment surveys in order to provide feedback for implementing improvement of the program/services offered
Treasurer (required shortly after group is formed)

Description

The treasurer is part of the leadership team, oversees all group finances and has duties set out in the Treasurer’s Manual. The treasurer maintains the group’s bank account, helps to create budgets, gives financial reports to the leadership team, creates a system for reimbursing expenses and for giving receipts to donors, and manages other financial issues with the group.

Time Commitment

Term length for this commitment is recommended to be two years, with a one-year minimum term. At two years, the treasurer can determine whether he or she is able to continue in that position. Time involved will vary according to the fundraising activities of the group and the group’s budgetary goals. However, it is estimated to be between 5-10 hours per month.

Recommended Duties (full description in Treasurer’s Manual)

- Open and maintain bank account (at least one other person who is not related or in the same household must be on the account—can be another group leader.)
- Provide bank statements and financial reports to leadership team monthly
- Help leadership team in creating a budget for the group
- Help leadership team in determining fundraising goals
- Ensure receipts are provided to each person who makes a donation to the group
- Manage reimbursing group members for appropriate group expenses

Additional Volunteer Job Descriptions

This manual contains the descriptions for the four main volunteer positions within any MLH group (those being lead coordinator, visitor training or outreach coordinator, educational coordinator and treasurer). In addition to these four volunteer positions, MLH offers the following descriptions for other key positions that could be included:

- Fundraising Coordinator
- Communications Coordinator
- Membership Coordinator
- Welcoming Coordinator
- Mended Hearts Liaison
- CHD Awareness Coordinator
- Newsletter/web Editor
- Secretary
- Bravery Bag Coordinator
• Mended Little Angels Coordinator
• Dads With Heart Coordinator
• Teen Coordinator

Fundraising Coordinator

The fundraising coordinator will work with the leadership team to determine the group’s fundraising needs. This position is responsible for the design, planning, set-up and evaluation of fundraising activities for the group. This might include local grant solicitation, obtaining the donation of operational supplies, and coordination of special events.

Communications Coordinator

This position is responsible for all media relationships on behalf of the group. Upon request, the national office will provide template media tools (e.g. news releases) to assist with this important activity. This position might also be responsible for internal communications to members in coordination with the lead coordinator.

Membership Coordinator

The Membership Coordinator’s primary focus is on recruitment of new members and maintaining a membership database. It may also include keeping a record of members at each meeting or event.

Mended Little Angels Coordinator

Often groups want to provide support to families who have lost children to congenital heart defects. A Mended Little Angels coordinator must be a parent who has lost a child to CHD and who would like to lead a Mended Little Angels of MLH. Mended Little Angels can meet separately from MLH groups (many meet directly before the MLH meeting) and should have speakers who benefit parents who have lost children. Mended Little Angels parents are always welcome to be part of the larger MLH group as well. Contact the MLH National Bereavement Chair on how to best help this group get started in your area. Mended Little Angels coordinators may also maintain a group on Facebook and/or create and deliver angel boxes and cards on appropriate dates. They are to implement National Remembrance events on a local level.

Welcoming Coordinator

The welcoming coordinator determines ways of making new members feel welcome within the group. This might include paring a new member with a buddy for the first few meetings. New members should be introduced to the group in some form as well (email is often appropriate).
Mended Hearts Liaison

For groups in which an official relationship will exist between a Mended Hearts chapter and a Mended Little Hearts group (which is encouraged), the Mended Hearts liaison, in coordination with the lead coordinator, will work to ensure the Mended Hearts chapter is kept abreast of the group’s activity. Additionally, this position will ensure any and all items of interest by the chapter are shared with the MLH group.

CHD Awareness Coordinator

The primary focus of the CHD awareness coordinator is planning and overseeing CHD awareness activities, particularly for CHD Awareness Week, February 7-14. The awareness coordinator implements national awareness events on a local level.

Dads with Heart Coordinator

Sometimes dads need a different kind of support than moms and other relatives. It can be beneficial to have a coordinator that focuses on fathers and who plans activities just for them. Groups who do this tend to plan casual activities where the dads can meet in a social environment. Sports bars and food (no alcohol can be purchased by MLH) often are good enticements to attract fathers to events.

Bravery Bag Coordinator

This person oversees the group’s Bravery Bag program. The braver bag coordinator will work closely the visiting coordinator to maintain consistency in the delivery and make-up of the bags to the hospital so that supplies never run out. They are responsible for determining what items are in the Bravery Bags, obtaining donations for Bravery Bag items, hosting Bravery Bag item collection drives, ordering MLH merchandise to be included in Bravery Bags, and finding a location to store Bravery Bags. Some groups have Bravery Bag parties where they fill bags together. This position would oversee those events along with other coordinators. Please note, there is a Bravery Bag webinar that can be viewed; this webinar explains the program and how it works.

Secretary

The Secretary is responsible for all correspondence received and sent by the group and documentation of activities as appropriate.

Newsletter/Web Editor/Social Media

The newsletter/web site/social media (Facebook, Twitter, Instagram, etc.) coordinator provides information and distributes communications to members and the community-at-large. The newsletter or web editor is responsible for the
content, layout, design and distribution of communications, websites or social media sites maintained by the group.

**Adult/Teen “Surviving CHD” Coordinator**

If your group has several teens or adults with CHD, it might be beneficial for them to have their own activities. Teens with CHD often start to feel “different” than other children and it is good for them to know they are not alone. A parent of a teen with CHD or an adult with a CHD would be a good leader.

### 5.4 Visiting

Hospital visiting is an essential piece to MLH’s mission of providing peer-to-peer support. Approaching your hospital about their visiting requirements and guidelines is the first step to establishing your group’s visiting program. After completing hospital requirements, ensuring that your visitors receive training is the next step. Please contact the National Visiting Chair for information on how to obtain MLH accredited visitor training. It is important to remember that visiting isn’t right for everyone; it can bring back memories of your child’s CHD journey and be too much for some. Know that if this isn’t right for you, there are many other volunteer opportunities available within your group.

#### 5.4.1 Mended Little HeartGuide (MLHG)

The MLHG is a digital resource guide for families, caregivers and hospitals. Along with the Bravery Bag, the MLHG is the primary way that MLH markets itself to new members and medical staff. Postcards advertising the MLHG can be put inside Bravery Bags, hospitals, rehabilitation clinics or cardiology offices. The postcards can be ordered from national through the coordinators portal on the MLH website. The MLHG can be found at [www.Mendedlittleheartguide.org](http://www.Mendedlittleheartguide.org).

#### 5.4.2 Bravery Bags

The Bravery Bag is the signature program of the Mended Little Hearts National Organization. It is currently the number one recruitment method for new members and the primary way that prospective members learn about who we are and what we do. MLH National provides the empty Bravery Bag, a wristband and a pen to groups for them to then fill with items that they have collected. The bags, pens and wristbands are provided free-of-charge; groups only have to pay for the shipping. These items can be ordered on the coordinators portal.

Groups are responsible for holding fundraisers to pay for additional bravery bag items or for holding bravery bag drives to collect donated items. These items vary depending on the needs of the community the group serves. We do request that if all possible, groups add our custom MLH Bravery Bag lion ($4 each) and a courageous token ($2 each) to each Bravery Bag. These items are
ordered online in the coordinators portal. Please note, the lions can take up to six months to ship, so planning ahead is recommended.

If possible, schedule quarterly Bravery Bag assemblies at your warehouse, library, hospital or a member’s home; this is a great way to get to know your members. Many families that have received Bravery Bags love to participate in Bravery Bag assemblies as a way to give back.

Below is a list of suggested Bravery Bag items that groups can add in addition to the lion and the courageous token:

- Pocket-sized tissue packets
- Crayons - 8 count
- Coloring books
- Crossword or Sudoku puzzle books
- Children’s books
- Blank journals (approx. 5” x 7”)
- Lip balm
- Travel-sized hand sanitizer
- Travel-sized toiletries
- Individually packaged snacks
- Water bottles

Here are some other important things to know about Bravery bag items.

- On branded Bravery Bag items such as water bottles and journals, only the MLH National or local MLH group logos are acceptable.
- If your group obtains a local sponsorship for branded items, the logo of the sponsoring company is also allowed to go on the item.
- If a hospital is willing to pay for a group’s bags in order to have their hospital logo on one side of the bag, they may do so, but they have to follow these rules:
  - The bag must also include either the MLH National or local MLH group logo on one side of the bag.
  - The bag must have the same dimensions and coloring as the national Bravery Bags. Here are those dimensions:
    - Description: MLH Bravery Boat Bag
    - Manufactures Item: Saratoga
    - Bag Color: Natural / Deep Red
    - Bag Size: 18"w x 7" x 12"h
    - Imprint: 2 colors - SS-40 Red & SS-19 Brown
    - Imprint Size: 4.3 x 6
    - 80 GSM premium non-woven polypropylene natural-color tote with contrasting 25" handles and bottom panel, front pocket, side pockets, and interior accessory loop
    - 20% recycled post-industrial polypropylene, reusable, 100% recyclable
If you are interested in purchasing wristbands, water bottles, pens or mini Bravery Bags in bulk, we already have these items branded for you. You can purchase these items directly from Frank Varljenfrank. His contact information is below.

Frank Varljenfrank@greentruckmarketing.com
804-897-3898 / 804-399-8657  www.greentruckmarketing.com

5.4.3 **Gas Cards**

Some of our groups are very far from the cardiac hospitals that their patients travel to. In some cases, these groups raise money to provide gas cards and cash to assist families with travel costs to the hospital. MLH’s policy regarding these items is that they are allowed to go in the care packages and bags that groups sometimes give out to families, but they are NOT allowed to go in the official Bravery Bags. If your group is going to provide gas cards or cash for travel, they must abide by the following guidelines.

- Groups can only add these items if they do it for ALL families. There must be continuity in what they give out.
- Please inform National that you are giving these items out to families.

5.4.4 **Light Bravery Bags**

Light Bravery Bags are ideal for non-surgical heart patients, cauterization patients and teenage patients; they are ideal for groups trying to reach out to more than just heart surgery patients. These light bags allow groups to reach more heart patients for less investment and cost. They should include, at the minimum, the following:

- MLH information
- Wristband
- Comfort item for child and something for the parent.

The cost of an empty mini Bravery Bag is $2.50. These bags do NOT replace the full-sized Bravery Bag for any group. If your hospital requests these drawstring bags ONLY, it should be approved by National first.

5.4.5 **Bravery Chest**

Another way to provide additional support to families in the hospital and to recruit new MLH members is with a Bravery Chest. Bravery Chests are ideal for hospitals without a Bravery Bag program or for groups who want to connect with heart families at the local cardiology office. Your group and hospital can decide what items your Bravery Chest will hold. Toys, crafts and heart pillows are a few ideas.
Bravery Chests themselves must be wooden, white or clear. The Bravery Chest must have the designated Bravery Chest logo; it can be found in the coordinators portal of the MLH website. You can also add your group’s MLH logo and website address. Please remember Bravery Chests need to be kept filled, so we recommend designating a particular person with that task.

5.5 LOGOS

As part of our ongoing effort to market and brand our groups as part of a united, national organization, groups must use approved logos for shirts and other merchandise. All approved logos can be found in the coordinators portal of the MLH website. These approved logos can be modified in the following ways.

- The national logo can be replaced with the approved group logo.
- Color changes for logos can be made in accordance with the MLH style guide (found in the coordinators portal on the MLH website)

If a group would like a new logo approved, they need to receive permission from the national office.

6 General Tips and Helpful Hints

6.1.1 Hospitals

- Hospitals want to be sure that MLH members are not referring their patients to other hospitals. If your group visits at multiple hospitals, remind staff that we support ALL hospitals and ALL staff. We only offer support; no medical or legal advice is ever given to heart families.
- Following hospital protocol, maintaining a good relationship with hospital staff and being consistent with meetings, Bravery Bag deliveries and support are vital to maintaining MLH’s reputation.

6.1.2 Membership

- Always welcome new families to join a committee. They will get the experience of working with the leadership and the group can use the extra help. Welcoming new members with fresh ideas will help your group to grow, evolve and appear welcoming.
- If you have a heart family that lives close to another MLH group in your area, refer that family with confidence and provide the lead coordinator’s name and information.
7 Treasurer’s Manual

7.1 Financial Facts

7.1.1 Corporate Status

The Mended Hearts, Inc. (National) was incorporated in 1955 in the Commonwealth of Massachusetts, and therefore operates under the corporate laws of that state. The President, Executive Vice President and the Corporate Secretary constitute the Administrative Board for the purpose of any corporate functions with any local, state or national government agency. The President, with approval of the Board of Directors, shall appoint one of the Board members to serve as Corporate Secretary. Mended Hearts' chapters and Mended Little Hearts groups are not to incorporate at any time, as they are considered units of the national organization.

7.1.2 Tax Status

Exemption

The Mended Hearts, Inc. is exempt from federal income tax as described in Section 501(c)(3) of the Internal Revenue Code, as it was shown that The Mended Hearts, Inc. was organized and operates exclusively for educational and charitable purposes. This exemption was established by determination letters from the Office of the Commissioner of Internal Revenue dated April 11, 1956, October 20, 1970 and most recently, January 2006. A copy of the letter can be obtained as needed from the National Office. Mended Little Hearts, as a program of Mended Hearts, also has the same tax status.

Groups that do not comply with the Group Exemption requirements listed below may jeopardize the tax-exempt status of the entire organization and will therefore be subject to charter revocation for non-compliance.

Contributions

Contributions made to Mended Hearts and its subordinates (chapters and MLH groups) qualify as a deduction by the donors when computing their taxable income. It is often very helpful to give donors a receipt. There is a sample in the appendices.

Expenses

Specific expenses incurred by members when serving the organization and attending meetings, workshops or annual meetings (conference), etc. that are not reimbursed may qualify as a tax deduction. (Members should consult their tax consultant or accountant.) If you were reimbursed by your group, the expense cannot qualify as a tax deduction. Also, the meeting, workshop, etc.
attended MUST be for the benefit of your group or to help you lead the group and not for personal reasons.

**Gross Income Over $25,000**

The Treasurer is required to file IRS form 990, Return of Organization Exempt from Income Tax, if gross income has reached $25,000 or more in each of the past two fiscal years.

**State Income Tax Exemption**

Most State Tax Departments honor the Federal IRS Income Tax Exemptions, and allow State Income Tax exemption. However, some form of annual reporting is required by particular states under certain conditions. The National Office completes these reports and submits to appropriate governmental offices with payment.

### 7.1.3 Sales Tax Exemption

MLH groups should obtain sales tax exemption from their local or state tax commission. Applications for this exemption must be accompanied by copies of IRS letters, national Bylaws, and specific material that is requested by the particular agency. The IRS determination letters are not to be used for nonpayment of sales tax on items purchased, but are to be used only to document a group’s application for state or local tax exemption. You will need appropriate state or local documentation to be exempt from state or local taxes.

In some states, you can obtain sales tax exemption store-by-store. You can ask to see what kind of documentation the store requires and then apply for the exemption. Some stores also give non-profits a discount.

### 7.1.4 Non-profit Organization Bulk Mailing Permit

Groups that have group exemption status under IRS are eligible for third class bulk mailing rates under the provisions of the U.S. Postal Service (623.DMM) and upon mailings are required to certify that: (1) The mailing does not violate section 623.5DMM; (2) Only the mailers’ matter is being mailed; (3) It is not a cooperative mailing with other persons or organizations that are not entitled to special bulk mailing privileges; and (4) The mailing has not been undertaken by the mailer on behalf of or produced for another person or organization that is not entitled to special bulk mailing privileges.

Groups with monthly mailings of at least 200 pieces can apply for the permit at their local post office.
Copies of the IRS determination letters, National BYLAWS, and additional specific material, if requested by the U.S. Post Office, must accompany application for this permit.

7.2 General Information for Treasurers

It is very easy for group finances to fall under scrutiny by group members and by those outside of the group. For this reason, we have created policies for managing a group treasury that groups should adhere to for their own benefit as well as the benefit of the MLH organization.

7.2.1 Bank Accounts

Groups should open a bank account as soon as possible after obtaining their Employers Identification Number from the national office. Some banks will provide accounts free of charge to non-profits.

Most of the time, you will need the EIN letter and a copy of the bylaws when opening an account. You may also need the minutes of your organizational meeting or of a meeting you had where officers are listed. Most banks require a president and treasurer listed on the minutes.

The group’s checking account should include the name of the group with authorized signatories of the treasurer and at least one additional coordinator who is not related to the treasurer.

All donations should be deposited into the account as soon as possible and a receipt of the deposit should be kept by the treasurer. If possible write onto the receipt where the donation came from or what it was for.

It is HIGHLY recommended that any expenditure over $100 be approved by the group leadership of at least three people. This will ensure that the group is on the same page in terms of spending. For example, if the group wants to purchase an item costing over $100, the group coordinator, educational coordinator, and visiting/outreach coordinator should all approve that expense. Approval might be required from additional team leaders as well depending on the group’s leadership team.

7.2.2 Keeping Records

The group treasurer must keep careful records of group finances including:

- Obtain copies (or print them) of all bank statements. Bank statements should be shared with group leadership (all group coordinators) each month. They can be shared at business meetings or by email. Bank statements should be kept in a file accessible to the lead coordinator and at least one other coordinator upon request.
• Keep receipts for all MLH purchases (and have other MLH leaders do so as well). It is a good idea to keep all receipts in one folder or have one folder for each month.
• When reimbursements are given, document them carefully. Keep a copy of the documentation.
• MLH does not allow the use of an ATM card for withdrawing cash from the MLH account; however, debit cards may be used to make purchases (similar to a credit card). Again, receipts should be kept for all purchases.

7.2.3 Creating a budget

As soon as possible after the group is formed, you will want to create a budget for the group. First, it will be necessary for the group leadership to determine what the group would like to accomplish; it’s mission and related priorities. Next, the leadership will want to determine the cost for each priority. Of course, the first year your group is in existence, it will be hard to determine many of these numbers (how much things cost), but you can ask other groups (through the coordinators Facebook page or our yahoo group) about costs associated with many things.

Group Meetings
Speaker (volunteer speaker, but speaker gift given) $ 10.00
Refreshments (will get donated, if possible) $ 25.00
Printing flyers/meeting information $ 10.00
Room (donated) $ 0.00
$ 45.00

CHD Awareness
Printing CHD Awareness brochures $ 150.00
Hosting CHD Awareness celebration $ 1,000.00
Advertising in local publication $ 150.00
Creating Display $ 200.00
Purchasing bracelets and other merchandise $ 200.00
$ 1,700.00

Bravery Bags (These cost about $35 each unless items donated.) $ 35.00
Operations Postage $ 25.00

Educational
Web site development (talk to local high school or tech school about pro-bono work) Brochures (provided by national office)

Posters (provided by national office)
Sending additional coordinator to leadership training at MH Convention $ 800.00
Social Events
Summer Picnic $ 200.00
Holiday Social $ 200.00
$ 400.00
Total $ 2,970.00

Your group’s leadership should approve the budget in a formal leadership meeting. Once you create a budget, you can determine your fundraising Needs.

7.2.4 Fundraising

Your group will want to do some kind of fundraising so that you have money to do events and to support others. Initially, this may consist of talking to different groups about MLH will often result in some donations to your group.

Groups may engage in fundraising activities that are designed to raise funds in the amounts needed for normal group operating and educational expenses, including expenses to send members to annual meetings (leadership training conference), regional workshops, and for heart-related purposes. Groups may also raise funds for worthwhile mission-related community projects and heart research. Any projects intended to generate amounts in excess of $15,000 must have the approval of the Mended Hearts Board of Directors. Fundraising ideas can be found on pages 37-43.

Please follow the general fundraising guidelines:

- When creating print materials for fundraising, be sure to get approval from the National Committee Chair and/or the National Program Director before printing.
- All donations need to be acknowledged in writing. For donations of significant amounts ($5,000 or more) consideration should be given to giving part of the proceeds to support National Mended Hearts/Mended Little Hearts, particularly to help with our national leadership training conference.
- Donated funds can be restricted” or “non-restricted”. “Restricted” funds may only be used for the purpose intended by the donor (for example, if you get a donation for Bravery Bags, it must be used for that purpose only). “Unrestricted” funds are donations made to your group for no specified purpose; they may be used for general operations or for a purpose determined by the group.
- Donated funds can be used for any purpose that is mission-related. The MLH mission is “Mended Little Hearts provides hope and support to
children, families, and caregivers impacted by congenital heart defects in order to extend and improve quality of life."

- **Fundraising cannot be done to specifically benefit a particular patient or family.** For example, your group cannot have a fundraiser for the Jones family. MLH members could attend or help with a fundraiser for a family, but the fundraiser cannot be sponsored or hosted by the group. As the need for financial assistance is so great, and the ability to identify the person(s) most in need is so difficult, groups are discouraged from providing any direct financial assistance to families. If asked, you can be clear that we are glad to give emotional support, but we don’t have the resources to provide financial support to all families in need.

- Decisions regarding any proceeds from fundraising activities will be made by the group coordinators.

- Groups shall not use The Mended Hearts, Inc. IRS non-profit exemption (GEN) or The Mended Hearts, Inc. national or Chapter's Employer's Identification Number (EIN) to conduct any form of public participation gambling that is regulated by a government agency or requiring registration of the GEN or EIN. Donations and prize drawings commonly used by charitable organizations are acceptable.

### 7.2.5 Donations from MLH Groups to Others

Often MLH groups use funds to donate to other organizations in a way that will benefit CHD families. For example, groups often donate to CHD research. When donating, ask questions to be certain that the funds are going where you think they are going. Some organizations, for example, claim to give to CHD research, but unless this is specified on the check, the majority of the donation will NOT go to CHD research.

Some suggestions for donations that help families with children who have CHD are: The MLH National organization (particularly towards leadership training and CHD Awareness), your local children’s hospital, the Children’s Heart Foundation, the Ronald McDonald House, the Adult Congenital Heart Association, Saving Little Hearts, Tiny Hearts Superheroes, organizations that help children with Down’s Syndrome (about 50% have CHD), camps for kids with CHD, and local early intervention programs, to name a few.

### 7.2.6 Bonding

Groups with funds in excess of an ending balance of five thousand dollars ($5,000) must bond the treasurer and all signatories on checking and savings accounts and submit a copy of such bond to the MHI National Office, 8150 N. Central Expressway M2248, Dallas, TX 75206. This is required per National Bylaws Article VIII Section 7. Bonding is most often handled through a local insurance agent. If you have questions, please contact the national office.
7.2.7 Annual Review of Chapter Finances

Good business practice includes an annual review/audit of financial records; therefore, it is recommended, if possible, that the group coordinator seeks to have the group’s financial records reviewed/audited annually. The review/audit can usually be accomplished at no charge to the group if a group member with accounting experience completes the review/audit or if group leaders know someone with an accounting background.

7.2.8 Reporting

Your group will be required to fill out an annual report each year and send a copy to the national office (See Section III below). There are pages for reporting group finances. Please review the copy of the report in the appendices so you know what kinds of records should be kept for the national office. This information will also be helpful for your group’s own fundraising efforts.

7.3 Annual Reports

At the end of each fiscal year (December 31) group treasurers are required to provide financial data to the national office as part of the annual report. Forms are sent to each group lead coordinator to be completed. A copy of this report is on the national Web site in the coordinators’ section.

7.3.1 Annual Financial Report

The Annual Financial Report form (part of the group’s annual report) will be given to the treasurer each year by the lead coordinator. IRS REQUIRES ALL GROUPS TO SUBMIT AN ANNUAL REPORT TO THE PARENT ORGANIZATION.

7.3.2 Preparation of Reports

- It is very important to include the name of the financial institution, account number and signatories on the report.
- Expenses are categorized as educational expenses or operational expenses and specific purposes for disbursements for each category notated.
- Disbursements for educational purposes might include:
  1. Printing and mailing of group newsletter/Web site costs
  2. Printing of educational and visiting material
  3. Support/care packages
  4. Providing funding for group leaders to attend our national leadership training,
  5. Costs for members to attend workshops and/or national conference, etc.
- Disbursements for operational purposes might include:
  1. Office supplies
2. Paper for printing
3. Stationery
4. Cost of providing meeting space and refreshments, etc.

Monies that are in savings accounts and investments must be shown as assets and the purposes of such funds notated. Furthermore, the entire balance on hand must be itemized and earmarked under assets as to purpose intended for use. An amount equal to the normal operating expenses of the group for a year may be earmarked for that purpose.

NOTE: The Mended Hearts, Inc. is responsible for the actions of all its chapters and MLH groups; therefore, strict compliance with the above is required.

7.4 Membership/Annual Charter Fee

The group treasurer will need to work with the other coordinators to keep records of the number of families who are members of the group.

7.4.1 Annual Charter Fee

It is the responsibility of each group to pay an annual charter fee. The fee is due the January following your group’s original chartering and annually in January thereafter. The charter fee is sent to the national office and is assessed based on group size as follows:

- Up to 20 members $100
- 20 - 50 members $200
- Over 50 members $300

7.5 Fundraising

Fundraising is rewarding and instrumental work. It takes communication, organization, skill and most of all passion. The work that we do in MLH is crucial to the success of our families, and we need the funds to do this work. Monies are needed for tangible things like Bravery Bag items, social events (food, paper products), print flyers, print nametags, print coordinator business cards, cover babysitting costs for educational meetings.

Monies are also needed for things that don’t seem as tangible, but are JUST AS IMPORTANT! No one would argue that education isn’t important. We hold the education of our own children as one of the top priorities in their lives. So why would we not value the education of ourselves in the same regard? Our families expect us to be a knowledgeable, practiced support group that is trained in what we do and how we do it. Our hospitals expect us to be professional and to uphold our solid reputation as they open their doors to us. Therefore, our own training and education is critical to our work. These are
things like travel costs for education conferences, educational conferences fees, and even travel and hotel stays for advocacy. After all, the advocacy work is free! But we can't be as effective unless we are physically present and that takes money!

The biggest way to succeed in fundraising is sharing your own story. Craft a brief yet impactful synopsis of your child’s story that you can share anywhere, in an elevator, coffee shop, gas station, etc. It should consist of just a few sentences of your child’s medical experience and prognosis for the future, and a fact about CHD (number one birth defect). If the conversation continues, also include a call to action. It may be as simple as asking the person to share your story, share the message with another family who may be experiencing something similar, ways to get involved like help with Bravery Bags or a location to host a meeting an event. Or, it may even close the option to help fund a project!

While we need to be prepared to get “no’s,” keep in mind that a “no” doesn’t mean MLH is not worthy or important, or even that “no” might be a “not right now but at a later time.”

This document has ideas groups can use for fundraising that have been used by our groups around the nation. Note: If you are submitting a grant request to the national headquarters of an organization in your area, please check with the national office to make sure we haven’t already submitted a grant request. Likewise, if you have a national headquarters in your area and would like to submit a joint local and national grant, let us know so we can help.

7.5.1 Ideas to Get You Started

- People give to people. Funders want to fund something that clearly makes a difference in the community. The objective is to match the donors’ goals and dreams to the needs of MLH. Ask your potential donor what interests them. Here are some examples.
  - Donor interested in medical research and education? Ask them to help fund educational meetings or fund advocacy for your group. (this includes the travel to get to D.C. to do the work of advocacy)
  - Donor interested in taking care of families in the hospital? Ask them to provide funding for Bravery Bags
  - Donor interested in creating fun-times for families? Ask them to fund a social!
  - Donor interested in MLH maintaining its solid reputation in the community? Ask them to fund education for its leaders. Coordinator education is CRUCIAL to continuing and developing our strong reputation among our families and our hospitals.
- Special projects that your group is working on are often very fundable. Be clear about your budget before asking for funds.
You are far more likely to get donations from individuals than you are from grants. This doesn’t mean don’t apply for grants, but know that they are a lot of work and you will get more “no’s” than “yeses.”

Decide how much money your group needs to operate effectively or for the project you need funded. This includes in-kind donations, like items for Bravery Bags. That will help you determine what type of fundraising you will want to do. You should develop a budget before fundraising.

Determine ahead of time how much time and energy you have for fundraising. Different fundraising ideas require different time and energy (and even sometimes resources). You want to choose fundraising options where you get the most funds possible for the least amount of time and energy.

Susan Vanderpool of our Tulsa group suggests that parents take their heart children with them when asking for donations so people get a feel of who they are donating for. “I say something like, ‘I am Susan, a coordinator for MLH of Tulsa, a support group for parents who have children born with heart defects and this is my mended little heart, Max.’ (It also helps that Max loves showing off his belly.” Susan suggests that you ask for specific donations (for something specific), and that you make it is clear that the donation is to help kids.

Other CHD parents might have a hard time finding the time to seek donations or are unable to give to the group themselves, but grandparents and other relatives can often help get donations, and they sometimes like to donate to help the group.

Determine ahead of time how you are going to communicate to your members (and to the local community, if appropriate, about your fundraiser) and what materials/resources will you need to do a fundraiser? Remember to blind copy all participants to protect your MLH email list members!

If you need help and advice, please post on our coordinator Facebook group. There are probably others who have done similar fundraisers.

7.5.2 Fundraising Ideas

There are many different ways of raising funds for MLH groups. Below are some examples and things to take into consideration. Bear in mind, this list is in no way exclusive. It has been organized in order of least intensive fundraising ideas to most intensive that will require the most amount of work. The first step is to ask your members or your contact list for people that can help. Do they work for a business that could assist? As you try other ideas, please let us know so we can update this document.

Beginner Ideas

Join a fundraiser that ALREADY exists

- It can be very helpful to work with other organizations that support CHD goals when fundraising. Partnering with others can make your fundraising
bigger and ultimately result in more funds for everyone. Be sure your partners are valid 501(c)3 organizations that truly have a good purpose—do your research. Some good partners for MLH are:

- Read your local newspaper or check out radio station web sites. There are groups that are already fundraising. See what’s going on and contact these organizations to see if MLH can get involved.
- Many of your own members have created their own foundations. Work with them toward a common goal and fundraise for a joint project.
- Other organizations that may be good partners are:
  - Ronald McDonald Houses
  - Local hospital that does CHD research or CHD procedures
  - Starlight
  - Make A Wish
  - Children’s Heart Foundation (CHD research)
  - Partnering with Restaurants
  - Superhero Heart Run

There are many restaurants that will give MLH a percentage of their profits for all sales for a period of time. For example, there are restaurants that will have a night where a certain percentage of sales, no lower than 10% for that night, go to the MLH group. The MLH group is responsible for getting the word out and bringing people in so they can get as much money as possible.

Some examples of partnerships are:

- Chick Fil A
- Beef O'Brady’s
- Pizza Hut
- Bruster’s Ice Cream
- Max &Erma’s
- Rib Crib
- Culvers
- Applebees
- Chili’s
- Noodles & Company

Partnering with Businesses

- Grocery stores, like Kroger, have programs where shoppers get a card and non - profits can earn money based on a percentage of sales from those shoppers. These are often called Customer Appreciation Cards.
- Mortgage Companies (some will give a percentage of the loans)
- Local schools and PTA’s will often do fundraisers for non - profits
- Church groups might also help raise money and do fundraisers
- Boy Scout, Cub Scout and Girl Scout troops often need to do fundraisers and may do one for MLH

Partnering with Local Foundations
It can be very helpful to work with other organizations that support CHD goals when fundraising. Partnering with others can make your fundraising bigger and ultimately result in more funds for everyone. Be sure your partners are valid 501(c)3 organizations that truly have a good purpose—do your research. Some good partners for MLH are:

- Other local foundations that are founded by heart families (possibly some of your own local member families.)

T-Shirt Sales

MLH National has pre-designed T-shirts to sell. Groups can use Booster.com to manage the entire sale and payments or groups can sell them on their own. If groups choose to design their own shirt, there is a list of approved shirt designs in the coordinators portal of the MLH website. If you have any questions about your shirt design, please contact MLH national.

Paper Heart Sales

Use the template of a paper heart and sell in $1, $5, $10 and $20 increments to your business partners. They will then display the hearts at the business!

Gift Cards or in-kind Donations

It can often be easier to get companies to donate gift cards or merchandise to your group than money. These items can be used in raffles, auctions, or even in Bravery Bags. When you are eating out or spending money at a location, ask for a gift card or a donation for your event. Again, if you can bring your heart child, that can be helpful so they can see how adorable our CHD kids are.

Intermediate Ideas

- Selling Products—Product sales can be a good source of income for groups. When figuring out what products to sell, you may want to determine:
  - What is likely to sell? Talk to other group leaders about what worked for them. Also, if people in your area are asking for a product (T-shirts, calendars, etc.), it might be a good one for your group members to sell.
  - What profit margin will you receive. You want to make sure that you will get a profit margin that is worth the effort you are making to sell the product. Make sure it is a reasonable percentage (over 10%).
  - What you can get donated. Sometimes people will donate services (like printing or embroidery) and that will allow you to make much more profit on the product. See if your group members have any connections.
  - Some common items that groups sell are:
    - Calendars
    - Holiday cards
    - Yankee Candles
    - Cookbooks
Magnets
License plate holders
Pampered Chef
Children’s Art projects
Teddy Bears
Wristbands

- Some events—Events range from small and simple, like a bake sale, to large and complex, like a golf tournament. Be careful to pick something that your group is ready to handle. New groups may want to start small and increase in size as their membership and resources grow.

Advanced Ideas

These are more complex events which will take more time. It is highly recommended to have an event committee and delegate tasks. Encourage friends to help: grandparents, aunts and uncles, high school students looking for service hours and local university student groups.

- Poker Run (motorcycle drive)—this can be a larger, more involved event. The Jacksonville group, Central Virginia group and Sturgis, SD group have all done one if you need thoughts and ideas.
- Golf tournament—there is a lot involved in having one. Talk to a group (like Central Virginia or San Antonio) who has done at least one of these. There are many considerations when having an event of this size.
- Gala or other social gathering—this is another larger and more involved event. The St. Petersburg group has done this for several years, and they would be good to ask. Also, be sure not to conflict with the AHA Heart Gala if there is one in your area.
- Garden Tour
- Auction—you will need to get a lot of worthwhile items donated to have a successful auction. You also may want to have another event (dinner or gala) associated with your auction to draw people to it. Try to find someone who typically runs auctions to donate his or her time to help you. The Rochester, MN group just did an art auction and would be good to contact.
- Raffle—you can do this in conjunction with another event. You will need to get donated items to raffle. Non-profits don’t need a license to do this, but in some states there may be issues with gambling so you will need to be sure to check. Mended Hearts does a raffle at the national convention, and they may have ideas to help you.

Apply for local grants and/or donations- Some companies and organizations have formal grant processes where non-profits can apply for local grants. Bear in mind that grants are a lot of work, and you often have to have a contact at the organization to get “in the door.” It is a good idea to ask your group members if they have any contact at local organizations. Then, go and speak to that person if at all possible. In person or phone contact is best initially to develop a relationship.
The national office can give you thoughts and guidance on wording for these grants. It is often helpful to include quotes from docs and group members in your grant request. We have a national testimonials page, but you might create a local page. Photographs can also be very helpful. Be sure to check with the national office first so that we don't overlap grant applications.

If you receive the grant, be sure to follow up with a sincere thank-you (include a picture or the event or the group, if possible). Even if you are denied, write a thank-you note to the company.

You also want to tell the organization what their donation accomplished. They might even use the information for some good press about MLH. A few examples of possible grant sources are:

- Walmart
- Sam's Club
- Build-a-Bear
- Best Buy
- Dick's Sporting Goods
- Pharmacies
- Pharmaceutical Companies
- Medical Device Companies
- Baby Products Companies
- Kohl's
- Children's Stores or Children's Product Companion
Dear Health Care Professional,

We are excited to let you know about Mended Little Hearts, a nationwide program with a local community group in your area. Mended Little Hearts works to provide hope, help and healing to families and caregivers of children with heart defects through peer-to-peer support and educational programs. Mended Little Hearts is a program of the Mended Hearts, Inc., a non-profit organization that has been providing support to heart patients and their families since 1951.

As medical professionals, you are providing an invaluable service to many families whose children have been diagnosed with heart defects. However, despite receiving wonderful medical treatment, families often feel lost and alone when facing the devastation and difficult emotions involved in finding out their child has a heart defect. Mended Little Hearts groups enhance the medical care these families receive by providing that emotional support through peer-to-peer interaction, educational programs, awareness activities, advocacy and hospital visiting. In fact, many health care facilities already see the benefits of having a Mended Little Hearts group working with them to help families. Dr. John Kupferschmid of San Antonio states, “MLH is vitally important to my practice. I see my patient as the extended family and not just the child. To care adequately for the child, you must meet the needs of the parents also. This is sometimes only possible with great families who have gone through similar experiences in their lives and who can and will share this journey with the parents of a child facing surgery.”

Mended Little Hearts is a professional organization that works in conjunction with hospitals, doctors and medical facilities. We would like your support in working with this important group. Enclosed please find some information about Mended Little Hearts and a listing of the types of programs our groups conduct at monthly meetings. If you would like more information or have any questions, please feel free to contact me at jodi.lemacks@mendedlittlehearts.org. You can also visit our national website, www.mendedlittlehearts.org.

Best regards,

Jodi Lemacks
Mended Little Hearts, National Director
(214) 224-0817
jodi.lemacks@mendedlittlehearts.org
Introduction:

Each person serving on the Board of Directors, as a group coordinator, or serving on a committee of an association, has legal and ethical responsibilities. Fiduciary duties are designed to provide trustworthy and effective stewardship of the association’s mission and resources.

Having been selected by my peers to serve as a leader for Mended Little Hearts, I understand and accept these responsibilities:

Duty of Care:

I will act with honesty, good faith and in the best interests of the association. However I vote, I will publicly support all final board decisions as if they were made unanimously.

Duty of Loyalty:

I will place the interests of the association above any personal, professional, or other outside interests when making decisions that affect the organization. I will disclose all conflicts of interest, whether actual, potential, or perceived. I will support open and transparent board operations, while staying mindful that some issues must be kept confidential, as they could damage individuals or the association.
**Duty of Obedience:**
I will follow all applicable state and federal laws and will read, understand and act in accordance with the association’s articles of incorporation, bylaws and other governing documents. I will refrain from any acts that could be construed as harassment or inappropriate conduct of any kind, including comments of a sexual, insulting or culturally insensitive kind.

**Commitment:**
I will honor my role as a volunteer leader by setting a good example. I will behave respectfully toward my colleagues, use mine and others’ time efficiently, support honest and direct communications and encourage a wide range of opinions and perspectives. I will devote the time necessary to stay engaged, enthusiastic and accountable.

**External Communications:**
I will honor external communications by providing a positive image of Mended Little Hearts. When serving as a national leader my loyalty is to the organization and the positive image that is portrayed. I will not falsely represent the organization and will speak on behalf of the organization only with express consent of the Vice President or National Board Director.

**Acknowledgement:**
I acknowledge that I have received and read this Board Volunteer Service Agreement and I will champion the principles it conveys.
Charter Application

Group Information

Proposed Group Name: ________________________________________________________________

- The required naming method is “Mended Little Hearts of (city or town).” If there is more than one group in a city, an additional identifier may be added, such as the hospital served.
- Groups may also create their own unique nickname for local use.
- City/Locality, State: ______________________________________________________________
- This should be city where the group will either meet or perform most of its activity.

(NOTE: The following information will be posted on the Mended Little Hearts Web Site.)

1) Number of charter members:

   _______ People with CHD   _______ Families   _______ Medical Professionals   _______Other

   Total ______________

2) Where will monthly meetings be held? ______________________________________________

Coordinator Information

Each group must have at least three coordinators in place at the time they charter. The coordinators are the leaders of the Mended Little Hearts group.

A. Lead Coordinator

   Name: ________________________________________________________________

   Phone: ________________________________________________________________

   Address: _____________________________________________________________

   City, State, Zip: _____________________________________________________

   E-mail: ______________________________________________________________

Groups may also have an Education Coordinator, who coordinates speakers and programs for the meetings.

B. Educational Coordinator
Finally, if your group is going to visit patients in the hospital, or do phone or email visiting, you need to have an Outreach or Visiting Coordinator who is in charge of training hospital visitors.

C. Visiting Coordinator

Name: ________________________________________________
Phone: ________________________________________________
Address: ________________________________________________
City, State, Zip: __________________________________________
E-mail: ________________________________________________

Other Information

3) Medical facilities performing pediatric heart procedures or offering pediatric heart related care:

<table>
<thead>
<tr>
<th>Name of Facility</th>
<th>City, State</th>
<th>Type of Care</th>
<th>Group</th>
<th>Working with</th>
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<tbody>
<tr>
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4) The hospital has agreed to provide the following support services (*check all that apply)*:

- [ ] Meeting Space
- [ ] Telephone
- [ ] Desk/Office
- [ ] Courtesy Parking
- [ ] Patient Locator Services
- [ ] ID Badges
- [ ] Discounts

5) Written or verbal agreement for visiting privileges received from:

- Cardiovascular Surgeons  Y  N
- Volunteer Department  Y  N
Cardiologists  Y  N
Other __________________________  Y  N

6) Will the proposed group be affiliated with an existing Mended Hearts chapter? Y  N
If so, what chapter:
Name: ______________________________________________________________
Number: ______
What does the affiliation include *(list any financial contributions, office space, volunteer support, etc.)*? __

7) American Heart Association will provide the following support services *(check all that apply)*:
- [ ] Meeting Space
- [ ] Desk/Office Space
- [ ] Telephone
- [ ] Funding
- [ ] Newsletter Assistance
- [ ] Printed Material
Other: ______________________________________________________________

8) Date of charter meeting: ____________________________________________

Local Coordinators Signatures:
Date: ____________________________________________

Lead Coordinator: ____________________________________________

Education Coordinator: ____________________________________________

Visiting Training Coordinator ________________________________________
The undersigned, being* members in good standing of Mended Little Hearts, and desiring to institute an accredited group thereof, hereby petition for a Group Charter. Please print name and contact information. Signature goes below each name.

Name of Group ________________________________
County ________________________________

This petition shall also commit this chapter to abide by and to uphold the provisions as outlined in the Bylaws of The Mended Hearts, Inc.

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<th>Address</th>
<th>City</th>
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1. Name and address of acting coordinator:

Name
Street
City
Phone

*signature
Sample Charter Meeting Agenda

Mended Little Hearts

The following agenda is presented as a sample only. Local organizing groups can and should create an agenda that best suits its needs and addresses the information that is needed. Ensure that local organizers have: pre-printed Mended Little Hearts information, Charter Application, Charter Membership Form and a list of volunteer opportunities available at the meeting.

Thanks and Introductions

1) Thank attendees for coming
2) Introduce group organizer(s) and any special guest(s) in attendance (for example: Mended Hearts representatives, Mended Little Hearts representative, key hospital staff, doctors, etc.)

Mended Hearts Information

3) Provide basic history of MHI (can be done by a Mended Hearts representative)

Mended Little Hearts Information

Provide history of program (can be done by a Mended Hearts or Mended Little Hearts representative or one of the group organizers)

4) Explain the goals of the forming group (should be done by a local group organizer)

Hospital Comments (If working with a particular hospital. If group is working with more than one hospital, each should be given equal time.)

5) What is the hospital(s) goals and desires for the new group

Local Group Essentials

6) Determine how local group will be structured and who will be Group Coordinator.
7) Questions and Answers
8) Allow audience to pose questions about Mended Hearts, Mended Little Hearts, goals of the group, cooperation between group and hospital, etc.

Call to Action
9) Request participants to sign Charter Membership Form

10) Encourage participants to:
    • Sign up for volunteer opportunities
    • Spread the word about Mended Little Hearts through their own contacts

11) Accept donations if offered (Mended Hearts does not suggest asking for donations at this point, however.)

12) Set next meeting date, time, location and agenda.
SAMPLE DONATION THANK-YOU LETTER
Please customize this letter and place on MLH Letterhead (found on the coordinators’ site).

Month Day, 2011

Address:

Dear ________:

Thank you for your contribution of $___ to Mended Little Hearts (of put group name here). We greatly appreciate your generosity.

As congenital heart defects are the number one birth defect in the United States, many families and caregivers are faced with the difficult emotions and feelings of helplessness involved in caring for a child with a heart defect or heart disease. While the medical advances associated with the treatment of heart-related illnesses continue to improve, the emotional aspects associated with heart defects and heart disease often linger with families longer than one anticipates.

Thanks to your support, Mended Little Hearts will offer valuable health information and family- to-family hope and encouragement to “the littlest heart patients of all.” Please retain this letter as proof of your contribution for federal income tax purposes.

Sincerely, (Name)
Group Coordinator
(Group Name)

Contribution to: Mended Little Hearts, a program of The Mended Hearts, Inc. Employer Federal ID # (put group EIN number here)
A receipt system for received income should be established. Receipts should be provided for cash from any source:

**Receipt Example:**

<table>
<thead>
<tr>
<th>ACCOUNT</th>
<th>HOW PAID</th>
</tr>
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<tbody>
<tr>
<td>Amt of ACCT.</td>
<td>CASH</td>
</tr>
<tr>
<td>Amt. Paid</td>
<td>CHECK</td>
</tr>
<tr>
<td>Balance Due</td>
<td>Money Order</td>
</tr>
</tbody>
</table>

By ___