

Strategic Plan FY19 & FY20



Mission:

Improve the lives of those we serve through hope & empowerment

Vision:

A belief in potential

A right to dream

An opportunity to achieve

Values:

We will improve the lives of people challenged with severe emotional, behavioral, co-occurring, &/or intellectual/developmental disability through person-centered planning in a trauma-informed environment with the following core values:

- ~Individual Choice & Self-Determination
- ~Empowerment
- ~Individual Rights
- ~Health & Wellness
- ~Integrity, Trust, & Respect
- ~Open Communication & Active listening
- ~Accountability & Responsiveness
- ~Teamwork & Collaboration
- ~Professionalism
- ~Consistency
- ~Community Inclusion
- ~Anti-Stigma

High Level Objectives
Improve services and integrated care through collaboration with community partners
Improve staff engagement through effective communication, training, recruitment/retention, & by improving staff satisfaction
Adopt a trauma-informed culture with emphasis on our values
Achieve fiscal responsibility in the funding entrusted to us



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Objective:	
Improve services and integrated care through collaboration with community partners	
Goal FY19: Demonstrate collaboration with community partners in FY19 as evidenced by the monthly CEO reports and a CEO year-end summary report	
Integrated Care	Participate and/or host one community health event in each county in FY19
	Implement at least one integrated care service in each county by the end of FY19 with a summary on service outcomes
Community Partners	Host a Community Huddle in each county every quarter
	Begin school-based services in at least one school district per county by the start of the new school year; Team to determine metrics to measure improvements in services/outcomes
	Meet with at least one community partner every month
	Develop a survey with the Leadership Team and Board of Directors and send to the community partners to assist in identifying opportunities for improvement in collaboration by the end of FY19
	Review and action plan the results from the community partner survey by the end of FY19
Technology	Utilize technology to provide increased access to care and expand services across three counties by the end of FY19
Goals FY20: Demonstrate improvement in collaboration with community partners by the end of FY20 as evidenced by survey results	
Integrated Care	Host at least two community health events in each county in FY20
	Implement at least two integrated care services in each county by the end of FY20
Community Partners	Host a Community Huddle in each county every quarter with increased participation from FY19
	Provide school-based services in at least two school districts in each county by the end of FY20; Team to measure/report on metrics of services/outcomes
	Meet with at least one community partner in each county every month
	Send an annual survey to community partners to identify recognized improvements and any additional opportunities for better collaboration by the end of FY20
	Review and action plan results from community partner survey by the end of FY20



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Objective:	
Improve staff engagement through effective communication, training, recruitment/retention, & by improving staff satisfaction	
Goal FY19: Determine staff engagement baseline metrics in FY19 as evidenced by survey results	
Staff Engagement	Select staff engagement survey tool by June, 2019
	Administer engagement survey by the end of July 2019
	Following survey results: Identify baseline staff engagement metrics by August, 2019
	Following survey results: Identify a targeted increase in engagement metrics by September 2019; collaboration with the Board
	Following survey results: Identify an action plan to improve areas of opportunity related to staff engagement survey with workgroups by September 2019
Training	Implement a new employee onboarding process; finalize content after 6 months of new employee feedback; September 2019
	Provide education sessions to all employees every month
	Provider leadership training to all supervisors every quarter
Recruitment	Develop a Recruitment Team by June 2019
	Recruitment Team to evaluate current processes of recruitment and develop an action plan to improve outreach to potential employees by July 2019
	Recruitment Team to review all electronic job postings; evaluate effectiveness and improve appearance of postings by July 2019
	Recruitment Team will provide updates to agency on recruitment efforts and will be included in the CEO Report
Goal FY20: Demonstrate an increase in staff engagement by the end of FY20 (unable to determine metrics until survey is done) as evidenced by survey results	
Staff Engagement	Provide updates to action plan across the agency monthly
	Administer 6 month “check- up” survey
	Following check- up survey results: Provide updates on results to agency
	Following check- up survey results: Review and revise action plans for areas of opportunity within 30 days of results
	Administer annual survey by July 2020
	Following survey results: Identify areas that reached target goals and areas that did not reach target goals with transparency of results by September 2020
Training	Provide onboarding education to all employees during FY20
	Provider leadership training to all supervisors every quarter
Recruitment	Recruitment Team will continue to improve recruitment efforts with comparison of hiring and vacancy metrics



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Objective:	
Adopt a trauma-informed culture with emphasis on our values	
Goal FY19: Demonstrate 100% of employees have acknowledged receiving education and provided affirmation to the understanding of the mission, vision, values, and Strategic Plan in FY19 as evidenced by staff acknowledgement reporting	
Values	Establish a defined set of values important to the culture of the agency by May 2019
	Provide agency-wide education on the mission, vision, values, and Strategic Plan by June 2019
	Implement education related to one or more of the values every quarter for all employees utilizing various methods
Goal FY20: Demonstrate the introduction of a trauma-informed culture by the end of FY20 as evidenced by staff acknowledgement reporting	
Values	Annual review of the mission, vision, values, and Strategic Plan in July 2020
Culture	Develop a Culture Team that will identify/develop education related to being trauma-informed by December 2019
	Provide education to employees on trauma-informed culture and expectations of his/her role in culture by April 2020



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Objective:	
Achieve fiscal responsibility in the funding entrusted to us	
Goal FY19: Demonstrate employee awareness of Northpointe funding and financial status and a decrease in General Fund expenditures from the previous fiscal year as evidenced by staff acknowledgement reporting and the year-end financial statement	
Education	Provide education on funding sources for all employees by July 2019
	Provide staff with financial updates every quarter
Leadership	Review Financial Statements and Funding Buckets with Leadership Team every quarter
Budget	Review Budget with Leadership Team upon completion and Board approval
	Develop a Budget Team to work on the next budget by the end of FY19
General Fund	Utilization Management Team to review General Fund expenditures with action planning every month; include in CEO Report
Expenses	Review of contract providers to determine utilization of services and expenses throughout FY19
	Implement at least one cost-saving measure with report of savings by the end of FY19
Goal FY20: Demonstrate an implemented plan to control General Fund expenditures and decrease expenditures from previous fiscal year by the end of FY20 as evidenced by a year-end CEO report and the year-end financial statement	
Education	Provide staff with education and financial updates every quarter
Leadership	Review Financial Statements and Funding Buckets with Leadership Team every quarter
Budget	Budget Team to develop preliminary budget after year-end, with adjustments made upon final closing, with Board approval
General Fund	Utilization Management Team to review General Fund expenditures with action planning every month; include in CEO Report
Expenses	Continue to review contract providers to determine utilization of services and expenses throughout FY20
	Implement at least one cost-saving measure with reporting of savings by the end of FY20

Board Approved 5/9/19