

2022 Three Year Strategic Plan of Bergen's Promise, Inc.

Executive Summary:

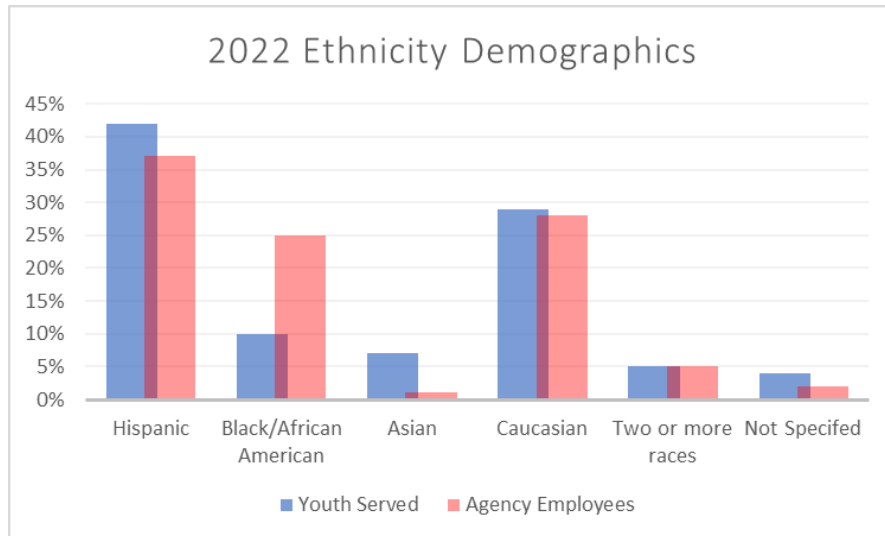
Beginning in November 2021 through May 2022, Bergen's Promise engaged in a process to update its strategic plan spanning the period of 2022-2025. The goal was to understand recent youth and family integrated health and wellbeing needs taking in high consideration of the ongoing crisis due to the pandemic; identify the Agency's strengths and opportunities; and build consensus on a set of goals and strategies for inclusion in the new plan.

The COVID-19 pandemic unquestionably exacerbated the need for increased social, emotional, psychological, and behavioral supports for youth. The 2021/2022 Youth Needs/Planning Survey of the Bergen County Children's Interagency Coordinating Council (CIACC, of which Bergen's Promise senior leadership are members) was distributed to CIACC membership in June 2021. The results summarized needs to consider for planning as: eating disorders, navigating the system, anxiety, and parenting engagement, respectively. The Children's System of Care partners are very active throughout the county facilitating presentations with school staff and parent groups, as well as hosting the annual CIACC World of Resources training for Education Liaisons to raise awareness of the Children's System of Care and how to navigate the system. Bergen's Promise participates in this annual activity with local systems partners.

The 2020 Bergen County Needs Assessment identified four (4) targeted needs: Behavioral/Mental Health Services for Children, Behavioral/Mental Health Services for Adults, Housing, and Healthcare. The barriers to services varied across the different needs/services identified, but mainly consisted of lack of awareness, transportation, and/or cultural barriers. Regarding the housing need, a centralized website was an idea discussed during a focus group to provide resource and referral information, details for each housing provider/assistance program, hours of operation, and services available, and ultimately improve awareness of all housing resources.

BergenResourceNet.org (Bergen's Promise is the administrator of this website) helps to meet this awareness need in addition to the number of community education events that we participate in throughout the county. Behavioral/Mental Health Services for Adults was deemed to be outside of Bergen's Promise primary sphere of influence, however our Wraparound Model of care coordination allows us to leverage the resources and partnerships we do have to share with parents and caregivers of the youth enrolled in Bergen's Promise. As we continuously address cultural barriers our families may experience, we strive to ensure that our workforce aligns with the ethnic

demographics of our population served and that our collaborative partners maintain a diverse pool of service providers that align with the families' beliefs, values, and culture.



The strategic plan is set upon three pillars: “Business”, “Program”, and “People” intended to advance the Agency’s vision to build the confidence and competence in families to manage what’s going on in their lives with appropriate intervention and fulfill our Mission of “**Healthy Families, Safe at Home**”.

Values:

Bergen's Promise is committed to **Professionalism**; fostering a culture of shared ownership, accountability, integrity, and continuous quality improvement so that our staff are prepared to provide youth, families, and other key stakeholders the highest quality services.

Bergen's Promise promotes **Talent Engagement & Development** by cultivating a team of professionals who align with our mission. To best serve our community and create opportunities for staff success, we promote an environment of trust, continuous learning, and professional growth.

Bergen's Promise fosters **Healthy and Safe** environments for youth, families, staff, and other stakeholders through a coordinated and comprehensive set of health promotion, wellness and protection strategies.

Through **Collaboration**, we develop innovative partnerships and system improvements to achieve sustainable outcomes for youth, families, staff, and other key stakeholders.

Bergen's Promise is committed to promoting and demonstrating an understanding of **Cultural Diversity**, respecting the values, preferences, beliefs, practices and identity of our youth, families, staff, and other stakeholders.

Organizational Strengths, Weaknesses, Opportunities and Threats

Organizational Strengths:

- We assist our families to enroll in NJ FamilyCare; the federal and state-funded health insurance program created to help qualified New Jersey residents of any age access affordable health insurance.
- Agency commitment to business and ethical compliance and quality accreditation standards.
- We have highly qualified, culturally diverse staff who are provided opportunities for professional development and promotional advancement (*6 internal promotions in 2021*).
- Strong business continuity procedures and information technology (IT) infrastructure, including but not limited to each staff member issued agency cell phones and laptops allows the agency to continue essential care management coordination offsite if required.
- Engaged in new partnerships with community-based providers to address food insecurities among our youth and families.
- There is a continued need for our services as the agency experienced a 50% growth in level of service during the last strategic planning period (2019-2021).



Organizational Weaknesses:

- The exponential growth of the agency requires review and rightsizing of potential gaps in systems processes.
- Continued organizational paradigm shift to implement integrated (physical and emotional) health care management.
- Consistent use of data to inform practice.
- Lack of structured forum for family voice in Agency planning.
- Financial and resource barriers impede creative planning for needs of youth with intellectual/developmental disabilities.

External Opportunities

- Continued opportunities for stakeholder collaboration with higher education & school system partners (including early intervention), primary care providers and hospitals.
- Generating and demonstrating the return on investment of Bergen's Promise services to all stakeholders and state leadership.
- Expanding our use of technology to service our youth and families.

External Threats

- Restrictive source of revenue creates instability in business model.
- Uncertain political and economic climate threatens reimbursement rate.
- Lack of collaboration between Department of Health and Department of Human Services will impede progress toward integrated care.
- Statewide stakeholder feedback that CSoc cannot adequately meet the service capacity needs of youth with intellectual/developmental disabilities.
- Competition for Care Management employees with private and governmental sectors.
- Lack of universal substance use screening upon referral to the system of care impedes level of service and promulgates under identified population.

Three-Year Plan

Program – Using Wraparound, we provide a comprehensive, holistic, youth and family-driven way of responding when children or youth experience serious mental health challenges.

- Goal 1. Implement an enhanced data strategy plan to collect, store, manage, share and use our data to communicate our agency impact and experienced successes in the lives of youth and families.
- Goal 2. Implement an improved data driven wraparound practice to support and sustain progress in meeting youth and family's integrated health needs.
- Goal 3. Identify opportunities for enhanced collaborations with external partners.

People - Regardless of their position, everyone plays a part in our program impact.

- Goal 1. In seeking to provide quality services to our youth and families served, we will enhance human resources strategic leadership and partnership within the agency in workforce planning, workforce stabilization, and workforce development.

Business – In order to achieve the greatest program impact, we must invest in our organization effectively and efficiently.

- Goal 1. Due to recent rapid agency growth, we will identify opportunities and resources to strengthen and maximize our compliance systems.

- Goal 2. Ensure our Board of Directors are representative of the communities Bergen's Promise serves, using their strengths to meet the needs to the agency.

- Goal 3. Explore alternate funding/revenue sources to allow for greater flexibility in program development.

The work was guided by the Agency's Senior Leadership and Board of Directors, the Bergen's Promise staff, and supported by consultants Shelly Wimpfheimer; The Tucker Advisory Group, Inc. and Br8k Free Strategies, LLC. The process collected existing data from surveys and new feedback from the Agency's stakeholders and consultants. One-on-one interviews and workgroups were conducted with a sample of staff members at all levels within the agency.

Reviewed and adopted by Bergen's Promise Board of Directors,
May 21, 2022