

2019 Three Year Strategic Plan of Bergen's Promise, Inc.

Executive Summary

The strategic plan has been developed through a comprehensive internal and external assessment process which supports our ability to achieve, sustain, and advance the Agency's purpose and Mission of "**Healthy Families, Safe at Home**". This plan was created with and will continue to include feedback from internal and external stakeholders including but not limited to; the youth and families we serve, our employees, the Board of Directors, and our system partners.

I. Values

Wraparound – Adherence to the Wraparound Model.

Youth and Family Safety – Keeping children and families physically and emotionally safe.

Strength-based Services – Our services are built on the family's strengths and lead to solutions that are based on the family's unique needs.

Accountability – We use our resources efficiently to maximize the benefit to our children and families. Accountability is best achieved through a shared sense of ownership and an individual sense of initiative.

Human Resources – Our staff are the central asset in keeping healthy families safe at home. We are committed to selective recruiting; professional development and training; goal-oriented supervision; and high staff morale and retention through the recognition of exemplary performance.

Culture of Excellence – Performance improvement is achieved through objectivity, introspection, and self-discipline; openness to change and progress.

Partnerships – We value competent, efficient and effective clinical and community partners who offer diverse services that meet the needs of our children and families. We expect our partners to demonstrate teamwork and collaboration.

II. Vision

- Exceptional Services
- Strong and Coordinated Community Networks
- Strength Through Accountability
- Integrated Care

III. Organizational Strengths, Weaknesses, Opportunities and Threats

Organizational Strengths

- Enhanced collaborative efforts with quality providers and community stakeholders.
- Our service delivery model is a best practice model and is at no cost to our population served.
- Our robust Website and ResourceNet is designed through stakeholder feedback.
- Enhanced database system allows us to analyze trends and gaps.
- Leadership commitment to Wraparound.
- Children's System of Care recognition of our efforts to promote wellness among all stakeholders through integrated care.
- Agency commitment to continuous accreditation/high-quality assurance standards.
- Retention of Management staff supports continuity of Agency Mission.
- Leadership support in recruitment and retention efforts of staff indicative of county demographics.
- Strong health and safety (disaster preparedness) procedures allows the agency to continue essential care management coordination to youth and families.
- Valued cultural competence and healing centered practices for all of our stakeholders

Organizational Weaknesses

- Continued organizational paradigm shift to integrated wraparound care
- Lack of published positive stories and post graduate outcomes.
- Lack of structured forum for family voice in Agency planning.
- Limited Board diversity reflective of our service population.
- Lack of diversified funding.
- Financial and resource barriers impede creative planning for needs of youth with intellectual/developmental disabilities.

External Opportunities

- Identification and implementation of outcomes-based measurement tools.
- Continued opportunities for community education and collaboration with higher education and 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.

III. Organizational Strengths, Weaknesses, Opportunities and Threats...cont'd...

External Threats

- Restrictive source of revenue creates instability in Care Management Organization (CMO) business model.
- Uncertain political and economic climate threatens reimbursement rate.
- CMO's do not fully engage as a "unified" coalition, which may lessen our voice within legislative priorities.
- Lack of collaboration between Department of Health and Department of Human Services will impede progress toward integrated care.
- Statewide stakeholder feedback that Children's System of Care cannot adequately meet the needs of youth with intellectual/developmental disabilities within Wraparound.
- Low average length of employment of early career professionals creates disjointed care coordination.
- Lack of universal substance use screening upon referral to the system of care impedes level of service and promulgates under identified population.

IV. Three-Year Plan

GOAL: Refine and implement creative and cohesive financial solvency planning by

- Developing the Board of Directors that are representative of the communities that Bergen's Promise serves and uses strengths of individuals to meet the needs to the agency.
- Exploring alternate funding/revenue sources.
- Ongoing Medicaid eligibility and billing oversight practices.
- Demonstration of return on investment in effort to gain external advocacy/stakeholder support.

GOAL: Continue to support an organizational culture which supports recruitment and retention by

- Enhanced support of employee wellness; which includes trauma informed/healing centered practices.
- Continued implementation of Nurtured Heart Approach ® practices which supports strengthening relationships in a purposeful effort to promote, restore, maintain, and enhance the well-being of individuals, families, the organization, and our community.

GOAL: Continue and enhance Wraparound practice by

- Enhancing staff literacy of all wraparound domains to effectively address youth and family needs.
- Implementation of standardized fidelity tools to measure stakeholder feedback and youth and family outcomes.
- Creative use of flexible funding to meet the individual needs of youth and families.