



## Strategic Plan (2019 – 2022)

*Note: Due to the COVID-19 Pandemic some of the goals and target dates have been revised.*

### I. Mission Statement (revised)

*Key's mission is to assist children and their families in developing positive life skills so that they may pursue productive and rewarding lives.*

### II. Vision for the Future

Key envisions that the children and their families with whom we work develop the necessary life skills to reach their full potential.

To this end, Key will:

- Meet the needs of children and their families by developing innovative program models that are exciting to staff, funders and the public.
- Expand its work to new populations and grow the organization in a sustainable manner.
- Review potential opportunities to further develop, improve and strengthen its program models; particularly using evidence-based treatment models.
- Provide a high level of clinical expertise.
- Expand service models and staff training to increase effectiveness across the organization.
- Improve its use of data and technology to analyze outcomes and develop effective programming for its clients.
- Work closely with funders and other stakeholders in an innovative, effective, and responsive manner to improve upon meeting the specific needs of their clients and families.

### III. Environmental Scan/ SWOT Analysis (*strengths, weaknesses, opportunities, and threats*)

This strategic plan addresses the following strengths, weaknesses, opportunities, and threats which apply to Key currently and in the foreseeable future:

#### Strengths

- Committed and experienced Management Team, clinical, administrative, and supervisory staff.
- Program services are client and family driven.
- Management Team can multi-task.

- Excellent reputation within the communities we serve and with stakeholders.
- Excellent training and on-boarding programs for new staff.
- Excellent team approach developed over many years across all program levels.
- Services provided as needed, 24/7.
- CARF Accredited in all of Rhode Island's programs since 2008.
- Key has expanded its services to latency-aged children in our MA Greenfield STARR and across MA and RI with Triple P®, an evidence-based parenting model.
- Above average starting salaries for entry-level human service workers in comparison to other human service providers.
- Ability to maintain our market niche by providing excellent service and being responsive to the needs of our funders.

#### Weaknesses/Challenges

- Increasingly difficult to hire direct care employees.
- Human service's low wages (in comparison to other industries and for-profit companies) and a challenging client population experiencing more behavioral health issues.
- Number of executive management staff planning to retire within the next 2-5 years.
- Additional markets/opportunities may have to be explored for Agency expansion or to replace some existing programs that are not well funded.
- Lack of in-house technology expertise.

#### Opportunities/Growth

- Continue CARF Accreditation in Rhode Island to maintain quality services and a high level of professional standards.
- Achieve CARF Accreditation in all MA CARING Together Group Home programs in compliance with Families First Federal Regulations.
- Improve use of technology to improve client care and increase efficiency by expanding clinic's medical records system Evolv® in MA and RI in non-clinic program models.
- With succession plans, there is an expectation that new executive leadership will bring new ideas, new energy, and new opportunities for Key to pursue in the near future.
- Key will seek opportunities to expand non-residential, community-based services; i.e., Triple P®, Enhanced Outreach and Court Diversion.
- Continue to explore merging with a similar small to medium sized agency.
- Explore restructuring job descriptions and staff responsibilities for increased efficiency.
- Implement Risking Connection ®, a trauma informed framework, in all service models. By embracing this philosophy, Key is confident that with training and practice our therapeutic framework will allow for improved relationships among staff and clients, a decrease in reliance of physical intervention and an increase in staff retention.

Threats

- Reduction in state funding for juvenile justice services.
- Continued difficulty recruiting and retaining direct care staff in this full employment economy.
- Inability to attract and retain direct care staff.
- Larger agencies with more internal diversified capabilities and service model alternatives.

## STRATEGIC GOALS – IMPLEMENTATION PLAN

**GOAL 1: Maintain a strong financial position and allocate appropriate financial resources that will allow Key to recruit and retain its most valuable resource, its employees. Key recognizes the critical role that qualified personnel play in the success of our organization and the youth and families we serve.**

Objective 1. Maintain financial stability.

- Conduct quarterly reviews of performance for Alternatives for Youth Foundation, Inc. with anticipated returns that match financial benchmarks.
- Conduct quarterly operational budget reviews with an expectation of a 1-3% increase in Key’s fund balance each year.
- Through CARF Accreditation adjust service MA models for compliance with Families First Legislation. *Began in 2019 and in process. MA Intensive Group Homes (IGH) applied for CARF Accreditation expected survey date April/May 2021.*
- Transition new CFO in July 2020. *Completed new CFO hired in June 2020.*
- Show a balanced budget in each fiscal year.

Objective 2. Workforce/Resource Allocation

- Dedicating resources and planning to attract and retain staff. *During COVID-19 Pandemic, Key implemented bonus pay, salary increases, and sign-on bonuses in efforts to attract, retain, and reward staff though this difficult period.*
- The Human Resources Department to work with Management Team to become a “workplace of choice” by surveying employees, analyzing current benefits trends and retention strategies as identified in Goal 4. *Survey completed and analyzed in February 2020 and was reviewed with management team. Planned implementation of a work group comprised of regional and administrative staff was delayed due to COVID-19. Plan to move forward with committee in late fall 2021.*

**GOAL 2: Revamp existing supervision and performance management systems to modernize the process for giving employees more effective and timely feedback, set mutual goals and streamline performance reviews.**

Objective 1. Patricia Fokas, HR Manager to assemble a team of administrative staff by September 2019. *In progress as of January 2019, revised date.*

Objective 2. Make recommendations for new performance appraisal process to the Management Team by revised date October 2020. *Completed. Two of the forms were implemented in November 2020. Additionally, the Management Team and the President’s Performance Appraisal forms were revised and implemented in January 2020.*

- Objective 3. Revise existing supervision documentation to meet CARF standards. *Completed. Employee, Clinical and Team Meeting Supervision Notes were developed and implemented in January 2020. Updated a Twelve- week Orientation Packet for Residential Caseworkers and Enhanced Family Support Workers in January 2020.*
- Objective 4. Carol Malone, Recruitment/Training Manager to work with Recruiter Trainers and HR team to research various supervision models and supervisory training to replace existing system by January 2020. *Revised dates: April 2021, make recommendations to the Management Team by May 2021 and implement for July 1, 2021.*

**GOAL 3: To become a workplace of choice in a challenging environment: Low unemployment, resulting in significant staff shortages throughout our industry; non-competitive entry-level wages; client needs outpacing available workforce; system changes severely impacting clients.**

- Objective 1. Patricia Fokas, HR Manager and Wesley Cotter, Chief Operating Officer to research existing and past staff terminations to understand Key's strengths and weaknesses through an analysis of their exit interviews by September 2020. *Revised date September 2021.*
- Objective 2. Develop a staff survey to determine why current direct care staff choose human services; what benefits are most important to them, and why they choose to leave the field. Survey to be developed by Human Resources Department with Management Team feedback. Project to be overseen by Patricia Fokas, HR Manager and Susan Barry, Benefits/Workers Compensation Supervisor. *Completed February 2020.*
- Objective 3. Patricia Fokas, HR Manger, Sue Barry, Benefits Supervisor and Carol Malone, Recruitment/Training Manager to assemble a cross-disciplinary virtual team to analyze survey data and make recommendations to the management for more effective recruitment and retention strategies by February 2021. *Revised date July 1, 2021.*
- Objective 4. Findings of results in Objectives 1, 2 and 3 will be utilized to structure targeted hiring and retention strategies. Responsibility, Patricia Fokas, HR Manager and Carol Malone, Recruitment/Training Manager. *Complete by June 2021.*
- Objective 5. President to continue to work on MA Provider Council's Workforce Agenda Committee, on-going.

**GOAL 4: To provide the structure, staffing patterns, training, and compensation necessary to recruit and retain qualified staff at all levels of the organization.**

- Objective 1. Maintain annual review of job descriptions to ensure they reflect essential job functions of each position and are aligned with the current organizational structure.
- Objective 2. Use salary surveys, local employment office data, Key administered surveys, national, and local benchmarks, etc., to measure hiring and retention success.
- Objective 3. Maintain a positive work culture and high employee morale.
  - Mentoring program to be developed by Management Team with assistance of Wesley Cotter and Carol Malone, *January 2022.*

- Develop ongoing management training. Management training topics to be determined and implemented by Carol Malone and Wesley Cotter. To be completed by *April 2022*.
- Staff recognition program will continue to be improved upon by Susan Barry, Benefits/Worker's Compensation Supervisor. New proposed plan reviewed and approved by Management Team, *February 2019*. Implementation plan for *July 1, 2019*. *Completed*.

Objective 4. Monitor staff retention and reduce annual turnover by 5% per year over the course of 3 years for a total of 15%. Patricia Fokas, Human Resources Manager to develop measurement tools by *January 1, 2020*. *Revised date July 1, 2021*.

**GOAL 5: Enhance the clinical aspects of our various program models.**

Objective 1. Mike Goodwin, Director of Western Operations to assemble and chair a clinical team that will establish a Clinical Supervision Model for the Agency. Team members are to be identified by each regional office director by June 30, 2019. Not completed *Revised date July 2021*.

- Team will define supervisor and supervisee responsibilities, *Revised date, September 2021*.
- Team will establish ethical and legal guidelines for clinical supervision and professional boundaries in supervisory relationships, *November 2021*.
- Team will develop or improve upon curricula on cultural competence, self-care and secondary trauma for clinical staff, *March 1, 2022*.
- Team will develop documentation guidelines for service delivery and supervision sessions, *May 1, 2022*.

Objective 2. Clinical team to catalog current clinical practice models and research other evidence-based, clinical approaches that would benefit our client population.

- Considerations will be made for enhancing agency-wide effective use of Dialectical Behavior Therapy (DBT), Trauma Focused-Cognitive Behavior Therapy (TF-CBT), Attachment, Self-Regulation and Competency (ARC), and Positive Parenting Program (Triple P). Recommendations to be made by *January 1, 2022*.
- *New Objective as of January 2020*. A decision was to be made by the management team to implement the evidence-based Risking Connections® (RC) and Restorative Approach® (RA) developed by the Traumatic Stress Institute (TSI) of Klingberg Family Centers. This trauma informed framework will inform Key's policies, practice, and staff training. Training to begin in March 2020 *in process*.

Objective 3. Implement new clinical approaches, as appropriate.

- Develop a training plan for all clinicians and set implementation date for new clinical approaches, *July 1, 2021*.
- Utilize the Regional Clinical Directors in a clinical leadership role in each region to ensure fidelity to newly agreed-upon clinical practice profiles, *February 1, 2022*.

## **GOAL 6: Enhance Technology**

- Objective 1. Continue to work with current IT provider to assess current technology infrastructure and to determine ongoing technology needs and solutions, David Burke, new CFO, *ongoing*.
- Objective 2. Develop comprehensive IT plan to achieve strategic goals over 2021-2022.
- Determine short-term technology fixes to implement immediately.
  - Conduct research of other agencies and their use of technology.
  - Compile internal learning from implementation of existing technology projects.
- Objective 3. Develop and implement cybersecurity policy and training in compliance with CARF standards by October 2019. Cynthia Hay, Director of Management and Human Resources. *Revised date: March 2020. Completed*
- Objective 4. Update Continuity of Operations Plan (COOP) to include Business Disaster Recovery Plan. *Revised date: Updated and distributed March 2020. Still to be developed -Recovery Drill and Training May 2021, David Burke, CFO*
- Objective 5. Continue to review and implement electronic records system where appropriate, David Burke, CFO, *ongoing*
- Objective 6. Develop electronic benchmarking tools and dashboards to better manage CARF Performance Improvement Outcome Measures. *Revised Date: Cynthia Hay and Quality Manager, Kara Ludy-Speight to develop benchmarking tools and dashboards by July 1, 2021.*

## **GOAL 7: CARF Accreditation**

- Objective 1. Maintain CARF reaccreditation in Rhode Island. Next survey date January/February 2021.
- *New. Kara Ludy-Speight, former Assistant Regional Director began transitioning into Key's main office in January 2020 as the Agency's Quality Manager. Kara Ludy will work and train with Director of Management/HR to learn all quality management functions and CARF Accreditation/Reaccreditation process in MA and RI.*
  - Cynthia Hay and Kara Ludy-Speight will work with RI regional staff to complete annual mock studies, review all annual standards, and complete all annually required documents and systems in preparation for RI and MA in early 2021.
- Objective 2. Obtain CARF accreditation for MA Intensive Group Homes.
- Cynthia Hay and Kara Ludy-Speight to work with all applicable MA programs to implement all CARF standards. Apply for MA CARF Accreditation Study in September 2020 for 2021 survey visit. Completed. *Survey to be scheduled in late April or May.*
  - Cynthia Hay to develop a plan for the hiring and/or training of an Agency Quality Manager, prior to retirement in June 2021. *Completed in April 2020.*