

Family Services, Inc.
Strategic Plan 2014-2016

1. FSI will identify recognized standards of excellence for each service, and strive to achieve or exceed those standards.

Strategies include:

- a. Develop a comprehensive Quality Assurance Program for all departments
 - i. Standardizing the expectation of Accreditation across all Behavioral Health Programs
 - ii. Seek external accreditation and similar standards for all programs where such are available.
 - iii. Create a FSI report card using common outcomes across programs
 - iv. Develop data systems to track indicators and outcomes to objectively measure program performance against the identified standards
 - v. Identify training needs to support the above and provide, purchase training as needed
- b. Adopt Best Practices in the field based on research and proven outcomes
 - i. Enhance the use of the Recovery Model in all rehab programs (Mo. St., Indep., TRACKS/TAY) to support each client's potential for recovery through additional staff training, mentoring and partnerships
 - ii. Meet or exceed CARF standards for all Behavioral Health Programs
 - iii. Continue Evidenced Based Practices in Supported Employment
 - iv. Meet MSDE standards for Accreditation at Watch Me Grow
 - v. Meet or exceed Head Start Performance Standards and Prevent Child Abuse America accreditation standards for Early Childhood Programs
 - vi. Initiate the Trauma Informed Care Model across applicable programs
- c. Enhance training, technology, infrastructure, administrative and other internal processes
 - i. Continue to implement and refine Electronic Medical Records to maximize operational and clinical functions and services
 - ii. Implement Disaster Recovery Plan
 - iii. Provide technology training for new equipment and software
 - iv. Implement strategic IT Initiative including network remediation and integration plans; enhanced network management plans; and as possible implement a plan for ongoing server, workstation, and software upgrade and replacement. Also, increase connectivity so that programs have equal access to shared resources.

2. FSI will develop programs and foster partnerships to promote comprehensive and integrative services that meet the needs of a culturally diverse community.

Strategies include:

- a. Develop Early Childhood Services
 - i. Expand high quality early childhood education programs and services at the Discovery Station Center through partnerships and the use of available classroom space

- ii. Expand fee based early childhood services such as training, mental health consultation and technical assistance
 - iii. Build partnerships to expand availability of parent education classes and coaching in the community
- b. Develop Integrated and Behavioral Health Services
 - i. Continue to partner with CCI to ensure that FSI mental health clients have access to primary care.
 - ii. Expand partnership with CCI by providing bilingual LCSW-Cs to provide behavioral health services in CCI primary care clinics.
 - iii. Explore partnership with Howard University Sickle Cell Disease Clinic to provide services in Maryland.
 - iv. Expand collaboration with additional hospitals including Holy Cross Hospital and Adventist Behavioral Health to provide CareLink Services.
 - v. Develop partnerships with hospitals and criminal justice system to implement an Assertive Community Treatment team.
 - vi. Expand the number of employers who hire SEP participants by marketing SEP successes.
 - vii. Explore collaborations with the county and state government to develop a medical RRP.
 - viii. Expand the number of participants to be served by The Support Center by expanding specialty services to include clients with serious and persistent mental illness and elders from the Chinese community.
 - ix. Explore feasibility of expanding Transitional Age Youth PRP to serve adolescents aged 14-17 years.
 - x. Develop supported employment counseling for young adults receiving services in Step Ahead Program.
 - xi. Develop substance abuse and mental health services for Veterans and their families.
 - xii. Explore partnerships with MCPS and PGPS to expand child mental health school based programming.
 - xiii. Continue to work with Sheppard Affiliates to design and implement a Provider Services Network.
 - xiv. Develop partnerships with the Welcome Back Center and the Ana G. Mendez University to expand the availability of bi-lingual LCSW-Cs.
- c. Develop Domestic Violence Services
 - i. Evaluate and implement opportunities to provide DV training and services to DV offenders
 - ii. Continue implementation of the Trauma Informed Care Model
 - iii. Explore transitional housing and other affordable community living opportunities for victims of DV
- d. Develop Community and Support Services
 - i. Expand Financial Wellness Services

- ii. Initiate ESOL Classes
- e. Support Evolving Cultural Diversity
 - i. Expand opportunities for staff training in cultural diversity
 - ii. Expand number of staff who are certified as community interpreters
 - iii. Seek additional leadership and Board members that reflect the increasing diversity of the communities being served
 - iv. Ensure services are culturally sensitive and welcoming
- f. Explore Additional Expansion Opportunities
 - i. Explore Fee for Service (Priorities may include- Commercial Kitchen, training in CARF, Seniors, Veterans and LTC)
 - ii. Explore Prince George's County for replication of Human Service Programs (DV, EC, CSS, DP)
 - iii. Evaluate and consider the development in Prince George's County of a nonprofit services village modeled after the Non-profits at Girard complex in Gaithersburg
 - iv. Explore and consider expanding services and facilities to the eastern part of Montgomery County
 - v. Explore targeted cultural services

3. FSI will promote a supportive environment in which peoples' contributions are recognized and valued

Strategies include:

- a. Enhance internal communication from top management & across programs
 - i. Enhance the Employee Services Committee's connection to frontline staff
 - ii. Leadership Team will develop new ways to communicate across the organization
 - iii. Whenever possible try to provide a sense of inclusion and integration for all parts of the FSI organization by ensuring that promotional activities, company events, and the like are inclusive and accessible geographically when appropriate.
 - iv. Creating an internal intranet and/or message board to centralize and help disseminate information.
 - v. Consolidating all FSI forms and tools
- b. Seek- "Best Places to Work" and Employee Recognition
- c. Enhance staff development and professional training overall (include CEU trainings)
- d. Develop new ways to recognize performance
- e. Establish a plan and enhance commitment to recruit, hire and re-train qualified, skilled staff

4. FSI will promote a culture that recognizes and employs every staff and Board member as an Ambassador from the organization to the community.

Strategies include:

- a. Train all Board of Directors and FSI staff to be effective ambassadors utilizing networking and communication skills

- b. Develop and implement a new messaging approach in literature, website, press relations, etc. and provide materials in different languages, as appropriate.
 - i. Optimize Social Media as a means to promote the organization
 - ii. Provide opportunities for Clients to be the Face of FSI
 - iii. Undertake outreach in media serving various cultures
 - iv. Continually update the website
- c. Enhance networking and visibility through a systematic approach by Leadership Team members to meet with members of the community and participate in community meetings and advisory group
- d. Creating an environment of Customer and Consumer Care and Satisfaction

5. FSI will enhance employee awareness of FSI Programs and ensure coordinated and comprehensive care within our organization.

Strategies include:

- a. Creating an internal referral and outreach system
- b. Implementing and internal training for FSI 101
- c. Implementing brown bag lunch sessions for training and education
- d. Enhance staff orientation

6. FSI will ensure and protect the fiscal health of the organization.

Strategies include:

- a. Maintain a 0-2% margin on total operations of the agency
- b. Creating cash reserves, working towards 60 days
- c. Self-monitor billing and documentation accuracy through Corporate Compliance
- d. Reinitiate a “Go Green” plan across the organization that reduces costs and is socially responsible
- e. Develop a culture of philanthropy in the Board of Directors
- f. Expand the current level of philanthropy for FSI
 - i. Create a donor recognition program
 - ii. Identify and build a stronger individual donor base
 - iii. Seek stronger corporate support
 - iv. Create an endowment
- g. Develop a culture of philanthropy in the Leadership Team
 - i. Seek foundation support to initiate new, innovative programs within areas of expertise
- h. Ensure sustainability of programs and continually evaluate for current and future operations.