



2015 - 2017 Strategic Plan

Any Agency planning will be consistent with the values of the Agency. This plan and continued enhancement of the plan will include feedback from Bergen's Promise personnel, youth and families and other stakeholders. These are the core values to which Bergen's Promise is committed:

I. Value Statements:

Children's Safety - We value keeping children and families physically and emotionally safe. We do everything possible to protect the families we serve.

Caring 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 effectively 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 human resources 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.

Performance Improvement Culture - Performance improvement is achieved through objectivity, introspection, and self-discipline, openness to change and focus.

System Partners - We value competent, efficient and effective partners who offer diverse services that meet the various clinical and cultural needs of our children and families. We expect our partners to demonstrate teamwork and collaboration.

II. Mission: Healthy Families, Safe at Home

III. Vision:

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

IV. Organizational Strengths, Weaknesses, Limitations and Opportunities

Organizational Strengths:

- Initial advancements in Human Resources data systems have streamlined employee management information.
- Streamlined hiring process that includes collaboration among all departments.
- Strengthened educational partnerships
- Enhanced collaborative efforts with quality providers.
- Ability to provide topical training in key population areas (substance use and intellectual/developmental disabilities).
- Enhanced database system to begin outcome reporting efforts.
- Staff commitment to high quality standards.
- Leadership support in retention efforts of valued staff.

Organizational Weaknesses:

- Recruitment efforts that keep pace with number of new youth enrolled in Bergen's Promise.
- Published positive stories of our youth and families successes; post graduate outcomes.
- Limited Board diversity
- Need for enhanced outcome data displaying effectiveness of program.

Organizational Limitations:

- Limited ability for development of alternative funding sources.
- Change in funding environment from a contract based system to "fee for service" model.

Organizational Opportunities:

- Enhanced collaborations with community partners create better outcomes for youth and families.
- Key leadership positions within the agency are aligned with paradigm shift of integrated wraparound healthcare.
- Enhanced opportunities for community education and collaboration with primary care and hospitals.

V. Plan

1. Foster leadership in the paradigm shift to an integrated wellness and healthcare model that is consistent with the Wraparound model and values.
 - Continued communication and education on the value of Wraparound and Child Family team process to personnel, youth and families and stakeholders.

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- Clear integrated wellness and outcome metrics are implemented with youth and families enrolled in Bergen's Promise, with the support of child and family team members.
 - Continued enhancement of staffing plan and ongoing training that is aligned with the shift so that it is proactive to our youth and families served.
 - Integrate a trauma informed perspective when working with youth and families.
 - Continue to build our data system that consistently captures success stories and service outcomes aligned with the model, reducing stigma for youth and families.
 - Every youth served by the Agency will have a health/wellness goal.
2. Enhance Community Collaboration and Partnerships
- Informal and community based resources and support information is accessible to stakeholders to meet gaps in services and gaps in underserved communities.
 - Stakeholder providers understand and meet standards for Wraparound model and integrated healthcare.
 - Focused outreach and community partnerships that support gaps in services and gaps in underserved communities.
3. Increase Organizational Stability
- Enhance Board membership and alignment with Integrated Wraparound Healthcare
 - Continued assessment of personnel engagement and active professional development efforts to increase retention of quality care management.
 - Review Agency structure options that support raising/retaining private funding
 - Ensure staffing capacity and process for ongoing recruitment and retention efforts that meet youth and families and Agency needs.