

Family Paths' Strategic Plan FY 2020-2021*

*continued through FY2023 due to Covid-19 pandemic.

Core Competencies:

- Embracing Diversity
- Ensuring Accountability
- Fostering Learning and Development
- Nurturing Innovation

1: Upgrade Technology

Goal: Staff is able to efficiently work from anywhere, reach clients in more ways and improve data collection process.

Strategies:

- Improve IT security.
- Upgrade to cloud-based file server and phone system.
- Improve efficient utilization for data collection.
- Determine staff technology training needs and how that will be addressed.

2: Hire, support and retain diverse, adequate staff

Goal: By end of FY 20/21, identify workforce trends, improve job satisfaction, and make improvements on workflow.

Strategies:

- Prioritize increases in salaries to meet/exceed parity.
- Implement project management workflow system.
- Assess workforce trends and create reporting on workforce demographics and job satisfaction.
- Build upon and expand creative ways to support staff and help them to feel connected to the agency and each other while working remotely.
- Implement and hold accountable the use of respectful communication tools and understand and address microaggressions.

3: Diversify Funding

Goal: Focus on higher level grants and other revenue streams to increase revenue to be 20% higher than program expenses.

Strategies:

- Hire a new Development manager with strong experience in grant writing.
- Target larger grant opportunities (\$100k+).
- Engage in development training and create new strategies based on current best practices.
- Conduct a social media fundraising campaign with an external sponsor/high # of followers.
- Explore new contracts with other healthcare providers/Employee Assistance Programs.

4: Stabilize, Evaluate, Innovate Programs

Goal: Stabilization will be a focus for FY 20-21, as we hire, evaluate what is working, and innovate programs that have the capacity to pivot and grow during COVID-19.

Strategies:

- Develop strategies to increase enrollment.
 - portable hot spots to support internet for families for telehealth
- Explore relationships with tech companies for expansion for parent education.
- Innovate Helpline for best outcome with RFP March 2021.
 - Gather data on best practice for 24/7 lines.
 - Track data on peak hours.
 - Increase helpline engagement through parent feedback on what works for them – e.g., scheduled appointments.

5: Visibility

Goal: To increase views in social media platforms (Facebook, Instagram, Tik Tok, Twitter) to promote agency visibility and access to services during COVID-19 and moving forward.

Strategies:

- Each program will have deadlines to submit regular videos and/or content highlighting their program that will be sent to SM Committee.

- Social Media committee will recommend additional tools to boost agency visibility (ex. Blog needed)- announced at manager meetings.
- Update current website.

- Create new tag line and one-liners to improve brand recognition (per HBS marketing and branding project recommendations).

6: Respond to the needs of our diverse communities and address systemic inequalities

Goal: Provide mental health and support services to clients in our diverse community during Covid-19 that meets them where they are at.

Strategies:

- Survey clients and clinicians to better understand what resources they already have and determine what else is needed.
- Identify specific areas that our services don't match the needs of the community (as well as where they do). Identify what we can do to address where there is a mismatch.
- Be flexible in using various forms of treatment (telehealth, phone, in person when needed).
- Increase culturally relevant staff training, including using trainers from non-clinical settings, related to engaging & providing remote services (e.g. social justice, community workers, restorative justice, etc.)
- Explore retention rates among different demographic groups and in particular impact on African American clients. (this is in goal #4 as well).