



The

# C E N T E R S

for Families and Children

**Our Mission**

To improve the lives of those we serve through integrated behavioral health, primary care, early learning, and workforce services.

**Our Vision**

Through innovation and leadership we strengthen the community by providing individuals and families with life-changing solutions to lead healthier and more successful lives.

**Our Values**

- Excellence
- Inclusion
- Collaboration
- Trust
- Innovation
- Accountability
- Stewardship
- Empathy

# The Centers for Families and Children Strategic Plan 2017-2019 Executive Summary

The Centers for Families and Children's Strategic Plan is built around eight broad-based goals supported by strategic initiatives with defined action steps and measures of success. A high level overview of the goals and related strategic initiatives appears below:

## ● **Goal 1: Growth & Integrated Services: The Centers is more client centered, providing increased access to coordinated services that improve outcomes.**

- 1.1 **Integration of services** to develop life-changing solutions.
- 1.2 **Collective impact** on individuals AND families (approach & measurement of outcomes).
- 1.3 Expand access to **primary care** for entire Centers population served.
- 1.4 Prioritize **nutrition** education and access to nutritious food for entire Centers population served.

## ● **Goal 2: Integrated Health Care Model: Access is expanded for existing and new clients to a more fully developed integrated model of care that includes behavioral health, primary care, pharmacy, substance abuse/addiction services and wellness.**

- 2.1 Scale **integrated model of care** and invest in a solution that enables an integrated medical record.
- 2.2 Adapt to behavioral health **redesign and managed care** - move to new service model.
- 2.3 Grow and diversify **hospital partnerships** to scale integrated model and expand client base.
- 2.4 Establish needed **addiction and substance abuse** services within integrated model of care.

## ● **Goal 3: Early Learning & Family Support: Children and families make the most of the critical first 2000 days of life to be healthy, kindergarten-ready and prepared to succeed in school and life.**

- 3.1 **Expand program options** to position program for long-term growth and sustainability.
- 3.2 Continue to strengthen our position as a recognized leader with a **strengths based approach** to preparing families for success.
- 3.3 Expand **social emotional** development supports for underserved children and families.
- 3.4 Support community-wide efforts to impact **infant mortality** during prenatal to three timeframe.

## ● **Goal 4: Workforce & Workplace Development: Unemployed or underemployed individuals are prepared for and placed on promising career paths, and employers build and retain a productive and stable workforce.**

- 4.1 Position El Barrio as a **leader** within the regional workforce continuum.
- 4.2 Pursue growth through internal and external **partnerships**.
- 4.3 Evolve corporate partnerships to **investor relationships** toward long-term sustainability.
- 4.4 ease@work captures **market share** to maximize contribution as a social enterprise.

## ● **Goal 5: Staff Talent & Board Leadership: The Centers is the employer of choice for diverse professionals in all of our service areas, and has an inclusive, high-performing board.**

- 5.1 Become an **Employer of Choice**.
- 5.2 Fully integrate the **Centered on You** initiative into The Centers operating model.
- 5.3 Support **diversity and inclusion** at all levels of the organization.
- 5.4 Develop a robust training and **professional development** program.
- 5.5 Advance Board **engagement and governance** practices to support execution of strategic plan.
- 5.6 Intentional **recruitment** supports diverse Board composition.

## ● **Goal 6: Infrastructure: Facilities and Technology: Our facilities and use of technology advance the standards of quality, innovation, and customer service we deliver.**

- 6.1 Develop three year **capital plan** to secure and optimize existing assets to support growth.
- 6.2 Comprehensive **safety and security** planning and enhancements for all facilities.
- 6.3 Strengthen **IT infrastructure** and invest in key technology systems and solutions.
- 6.4 Implement technology tools to support increased **mobility and telehealth** services.
- 6.5 Continue to enhance **IT security** and ensure an appropriate emergency plan is in place.
- 6.6 **Implement and optimize tools** to improve communication and connect teams.

## ● **Goal 7: Financial Health & Sustainability: The Centers has the financial resources necessary to invest long-term in best serving our clients and the community.**

- 7.1 Improve **contribution margins** through continued revenue diversification and cost controls.
- 7.2 Continue to pursue an active **collaboration strategy** towards growth, including mergers.
- 7.3 Implement donor-focused, **diversified development** strategies to increase overall contributions.
- 7.4 Develop and implement an annual **advocacy agenda** to advance The Centers mission.

## ● **Goal 8: Brand and Influence: The Centers is recognized as an anchor institution within the region and beyond.**

- 8.1 **Refresh our brand** to reflect and support defined strategic priorities, goals and initiatives.
- 8.2 Invest in **business intelligence** to better tell our story through outcomes.
- 8.3 Serve as a **community partner** by activating existing assets as part of community strategies.



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