

The Centers Strategic Plan

2021-2023



MISSION

The Centers fights for equity by healing, teaching, and inspiring individuals and families to reach their full potential.

VISION

Communities are equitable, healthier, and prosperous.

10-YEAR STRATEGIC VISION

We are the solution for people experiencing barriers to access **holistic services** that improve their quality of life.

We are in neighborhoods where people can **access** the care and services they need in **welcoming, state-of-the-art and comfortable facilities**.

We are an organization with a **sustainable business model** that supports superior service, enhanced staffing capacity, and competitive growth.

We are an **inclusive, anti-racist, multicultural oriented team** representative of the communities we serve and provide culturally specific services.

We are a national **model and innovative leader** that shapes and establishes best practices in data-driven care and services for those in need.

We are a vibrant workplace where our team members have **high quality experiences** and **opportunities for career growth**, with a strong and **adaptive organizational culture**.

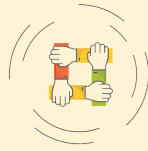
THREE-YEAR STRATEGIC PLAN GOALS

CORE



To successfully integrate and increase access to our core services that significantly improves outcomes and addresses inequities for the people and communities we serve.

CULTURE



To create an equitable, anti-racist, and service-oriented organization that pioneers and co-creates solutions while fostering a community where team members thrive.

CAPACITY



To build the operational infrastructure to support growth, integrated services, and a high-performing team.



CORE

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ACCESS

To scale services to meet the integrated needs of the individuals and families we serve, ensuring care is equitable without barriers, through our own sites and through a network of collaborations & partnerships.

All Service Lines

- Develop **collaboration and partnership strategy** to scale operations and complimentary integrated service portfolio.

All Healthcare Services

- Engage current patients to identify opportunities to **expand access and reduce barriers to services**, including: expanding service and clinical hours, increasing mobile and telehealth opportunities, transportation solutions, and expanding translation services and bilingual service offerings.
- Revamp the **access system & care coordination** process to ensure patients can easily & efficiently navigate care.

Behavioral Health Services

- Become a fully **Certified Community Behavioral Health Clinic**, through expanding integrated behavioral health services, increasing focus on outcomes through data-driven care, and expanding collaborations and partnerships.
- Expand **clinical capacity and scheduling operations** to address urgent behavioral health needs.
- Scale **substance abuse treatment and medication assisted treatment** programs and expand comprehensive treatment options.
- Grow and expand **child, adolescent, and family behavioral health** services.

Medical Services

- Expand portfolio of primary care clinical care offerings to meet the comprehensive health needs of our patients and their family, including **integrated care of complex conditions** and the launch of **specialty clinical programs**.
- Expand **pediatric, adolescent, and young adult** service offerings, including a focus on those with mental health, emotional needs and spectrum disorders.
- Expand **infectious disease prevention and treatment** offerings, including HIV/AIDS, Hepatitis C, STIs, and others.
- Launch **obstetrics and gynecology** services, including serving high risk populations such as mothers with addiction.
- Continue to **expand the clinical pharmacy**, including the treatment of chronic disease such as hypertension and diabetes, medication management, and polypharmacy with a focus on psychiatric medications.

Early Learning & Family Services

- Increase the number of children and families served through expanding **high-quality early learning seats**, by leveraging expanded funding opportunities, program model optimization, and partnerships.
- Adjust service model to **meet varied community needs**, including hours of operation, enrollment offerings, and cost structure.
- Increase access to **home visiting services** for pregnant moms and families.
- Increase engagement of low income families and families with specialized needs through **preventative and supportive community services** to children and families.

Workforce Services

- Continue to **refine the model of service** that connects individuals with career pathways and sets a foundation for future financial success.
- Grow and expand workforce services through diversification of funding and expansion of **industry-specific training tracks** through sector partnerships and collaborations.
- Offer multiple services at **non-traditional hours**, both in-person and through an on-demand online solution, without geographic boundaries.



QUALITY

To advance & sustain high-quality, evidence-based services tailored to the unique populations we serve while consistently analyzing data to maximize impact in people's lives and our communities.

All Healthcare Services

- Provide **specialized care for clients with complex conditions**, including an SPMI or SED (social emotional disturbance) diagnosis or chronic disease.
- Implement a data-driven system of care and system for **examining and solving health disparities**.
- Develop **evidence-based training** to provide quality care to those we serve.
- Define and implement **standard of care** to drive continued improvement in healthcare quality measures.

Early Learning & Family Services

- Examine and optimize program to improve **long-term educational outcomes** for children.
- Develop **whole-family interventions in partnerships** to improve self-sufficiency for families based on the Arizona Self-Sufficiency Model.

Workforce Services

- Improve and increase job talent matches to **high-quality jobs and career paths**.



INTEGRATION

To provide integrated, multidisciplinary approaches to those with the highest needs as a 2GEN organization, where one door opens many doors for individuals and families.

All Service Lines

- Implement a **2GEN, whole-family model** and approach throughout entire service portfolio.
- Create a **uniform screening process for intake** for the whole family.
- Expand capacity to meet the **basic needs of individuals and families** throughout the organization.
- Develop **multidisciplinary team** representing all service lines to **coordinate care for the entire family**, including increasing cross-training opportunities and initiatives.
- Identify and launch a specific, **integrated pilot projects with multiple service lines** to address key disparities in outcomes and more efficient integration of care.



EQUITY

To close the racial equity gap in health care, kindergarten readiness, and family wealth through culturally-specific services and interventions that target internal, interpersonal, and structural racism.

All Service Lines

- Implement **trauma informed care** programming, with a focus on the trauma impacts of racism. Increase staff training and incorporation into service practices and procedures.
- Improve culturally specific services to **address language barriers** and **increase bilingual service offerings**.

All Healthcare Services

- **Enhance specialized services** for women, African American, LGBTQA+, Latinx, & other populations.
- Develop strategies to **combat and treat the impact of racism and oppression**, including developing and utilizing a racial trauma assessment and treatment.

Early Learning Services

- Develop and implement **interventions and resources** to meet the needs of children severely impacted by trauma.
- Implement anti-bias training and provide techniques and tactics to **eliminate the disparities for children of color**.

Workforce Services

- Improve **culturally-specific services** to address **language barriers** in workforce development programming. Expand industry-targeted bilingual ESL programming.
- Provide services that **target internal, interpersonal, and structural racism** with our team, job talent, and employers.



CULTURE

To create an equitable, anti-racist, and service-oriented organization that pioneers and co-creates solutions while fostering a community where team members thrive.



CULTURE CHANGE

To intentionally create an organizational culture that supports achievement of our goals and mission.

- Develop a **common understanding** of culture and culture change.
- Assess the **current culture and identify gaps** with desired culture.
- **Redefine the role** of all team members to align with new culture.
- Engage entire organization to **co-create intentional culture change** based on culture assessment.
- Align **processes, policies, and procedures** to support the culture.
- Consolidate the gains achieved to **reinforce and embed the culture**.



INCLUSIVE CULTURE

To ensure The Centers is an anti-racist and anti-biased organization by developing trainings, aligning practices, and creating policies that promote an equitable culture for everyone.

- Hire an **internal leadership position** to oversee Diversity, Equity, Inclusion, Justice, and Belonging efforts and initiatives. Partner with programs and operations departments to create **systems of equity**.
- Develop a **DEI staff training** and train all departments and team members. Training will span from practice implementation to **cultural humility and competence**.
- Conduct an **equity audit and create a roadmap** for updating existing practices and creating new practices. Create more equitable hiring and promotion practices that addresses systemic bias.



THRIVING TEAM

To ensure Centers' team members excel by offering supportive and professional development opportunities and create a inclusive, multi-cultural community of belonging.

- Develop a **team member engagement and well-being assessment** to better understand the employee experience.
- Develop robust **training, ongoing learning, professional development, and career pathways** based on employee feedback and results of assessments and audits.
- Identify, develop, and operationalize opportunities for **employee involvement in key initiative planning and implementation**.



CAPACITY

To build the operational infrastructure to support growth, integrated services, and a high-performing team.



QUALITY & COMPLIANCE

To cultivate a culture of continuous quality improvement and compliance by gathering, integrating, analyzing, and disseminating data that improves the overall function of the organization and measurably impacts those we serve.

- Develop an **organization-wide quality improvement program** and adopt the quality improvement training and processes at all levels of the organization.
- Develop consistent and relevant data reports and dashboards to drive **systematic quality improvements**.
- Develop system for **integrating data enterprise-wide**.
- Scale **quality improvement capacity**, including increased capacity related to **business intelligence** to support smart growth.
- Centralize quality improvement and corporate compliance and **increase systematic compliance** monitoring and audits.



PEOPLE

To hire and retain team members who are representative of the individuals and families we serve and foster an inclusive environment that encourages personal and professional growth.

- Continue to mature and develop the **cross-disciplinary recruitment and retention committee** to develop creative and responsive tactics to attract and retain high-level talent that is representative of the individuals and families we serve.
- Continue to develop a **strong benefits package** that promotes retention.
- Develop **leadership and management development programming** to support the culture of service, co-creating, and pioneering.
- Develop a **staffing plan** which forecasts growth of the organization and establishes benchmarks and **staffing ratios for operations**.



INFRASTRUCTURE

To support the growth, efficiency, and effectiveness of our programs through a comprehensive facilities plan and advanced use of technology and software.

- Implement a **comprehensive facilities and space plan** that details the process and prioritization of facility repair and renovation.
- Continue to invest in and **enhance use of technology** hardware and software.
- Create a **robust IT training program** to enable staff to work more efficiently and effectively, keeping pace with IT advances in relevant areas to meet the needs and growth of the agency.



CAPACITY (CONTINUED)

To build the operational infrastructure to support growth, integrated services, and a high-performing team.



FINANCE & ADVANCEMENT

To create & sustain a business model through a high-performing financing and accounting department and the cultivation of donors through maximized, strategic funding opportunities.

- Diversify and **grow philanthropic funding streams**. Build a robust **individual and planned giving program** and identify **strategic grant funding opportunities**.
- Create a process and structure to **evaluate ongoing funding needs**, priorities, and opportunities.
- Create a comprehensive approach for **evaluating programmatic scale and growth**.
- Align the budget to the programs and operations of the organization and **maintain strong financial health targets** by increasing **programmatic integration with finances** and developing key procedures and training.
- Develop a **robust business intelligence process** integrated with continuous quality improvement and strategic operations and growth.
- Build the capacity for ongoing **market and environmental assessments and trends**, and monitoring the associated opportunities and risks.
- Evaluate decisions and strategies through a lens that allows the organization to maintain a **strong cash position and profit margin** to support and scale operations.
- Develop a strategy for becoming a trusted source for **back office support for collaborative partners**.
- Create funding plan for **major capital improvements**.
- Develop an advocacy platform and **regularly advocate for key policies** and issues that impact the organization and those we serve.



GOVERNANCE

To establish an inclusive, high-performing board structure with members who actively participate in advancing the mission of the organization.

- Align board structures to create **unified Boards** with shared membership.
- Evaluate forming a **Foundation Board** to support fundraising efforts of the organization.
- Develop aligned **patient and family advisory boards** to provide deepened engagement for those we serve and better promote the voice of those we serve in our work.
- Develop **intentional recruitment** that supports diverse board composition that reflects and engages those we serve.
- Advance **Board engagement and governance practices** to support the execution of the strategic plan, utilizing a strategic plan dashboard to monitor the plan and encourage generative dialogue.



BRAND POSITION & COMMUNICATIONS

To enhance The Centers' brand and reputation in the community and create an effective internal communication structure to support our high-performing team and service integration.

- Launch **internal and external unified brand campaign** to promote services and brand position in Northeast Ohio.
- Increase outreach in the community through **strategic marketing campaigns** to support programmatic scale and growth.
- Facilitate opportunities for the CEO, Board, and team to participate in **strategic community groups** and participate in strategic **local and national events**.
- Enhance internal communications to **efficiently streamline integrated communications**, enhance communications to those we serve, and support a strong team culture
- and employee experience.



The Centers fights for an equitable world where everyone thrives.

Learn more & join us.



thecentersohio.org



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