



**family
connections**

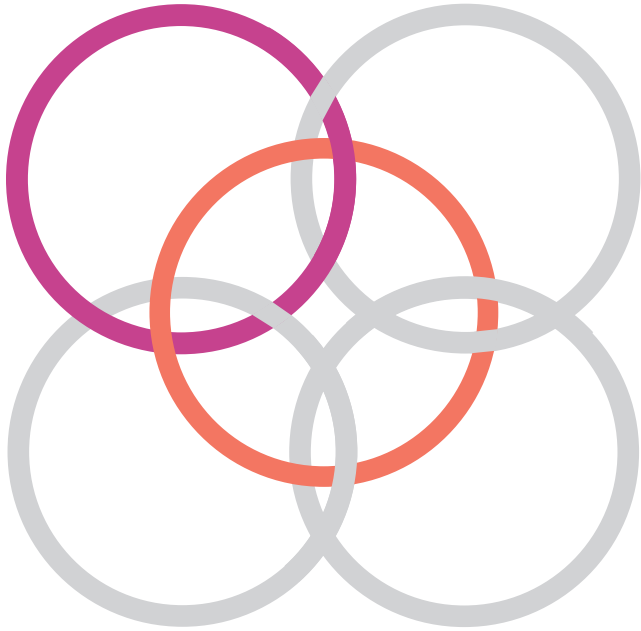
WHERE HOPE MEETS POSSIBILITY

5 YEAR STRATEGIC PLAN

2022-2027

Family Connections is...





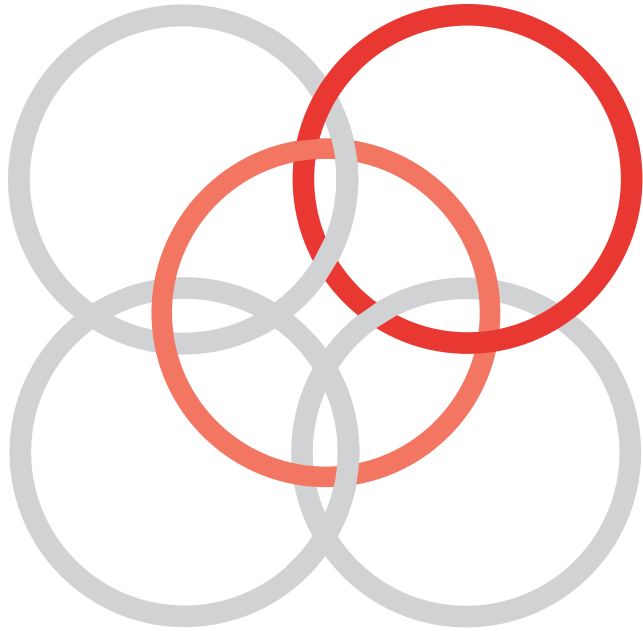
Family Connections Instills Cultural Inclusiveness in Everything We Do.

DIVERSITY, EQUITY, INCLUSION, AND ANTI-RACISM

1. FC will continue to integrate the concepts and principles of cultural inclusiveness throughout our organization (staff, programs, and Board of Trustees) in accordance with our annual Cultural Competence Plan.
2. All individual employees, programs/departments, Board of Trustees, and the Agency as a whole will regularly assess their progress toward cultural inclusiveness.
3. In hiring, promoting, succession planning, Board development, and new program development, FC will honor, prioritize, and integrate our staff's and clients' lived experience of cultural/racial injustice.
4. Staff are, in part, drawn to join FC because of our excellence in cultural inclusiveness.

HEALTH EQUITY

1. FC will continue to promote and improve health equity among all our client populations through:
 - a) Equitable service delivery;
 - b) Keeping up-to-date regarding the changing demographics, needs, and resources in the communities we serve.
 - c) New program/service development;
 - d) Expanding collaborations with other providers with similar values.



Family Connections is the Best Answer to the Toughest Challenges.

EFFICACY OF SERVICES

1. Based on science and our values (especially equal opportunity and racial equity), FC will choose standardized prevention and treatment approaches (EBP's, best practices), provide staff with the necessary tools and training, and implement the chosen approaches with fidelity to best meet the needs of our client populations and communities.
2. FC will systematically and scientifically measure program outcomes for all of our services.
3. FC will comprehensively review all program interventions and program measurement tools with a culturally inclusive lens.
4. All FC staff will be familiar with all agency services and resources and know how to access them on behalf of their clients.
5. FC will continue to prioritize Trauma-Informed Care (for both clients and staff) through ongoing training and a focus on building wellness and resilience, keeping current with the latest science, and continuing to embed a trauma-informed lens in all our operations.

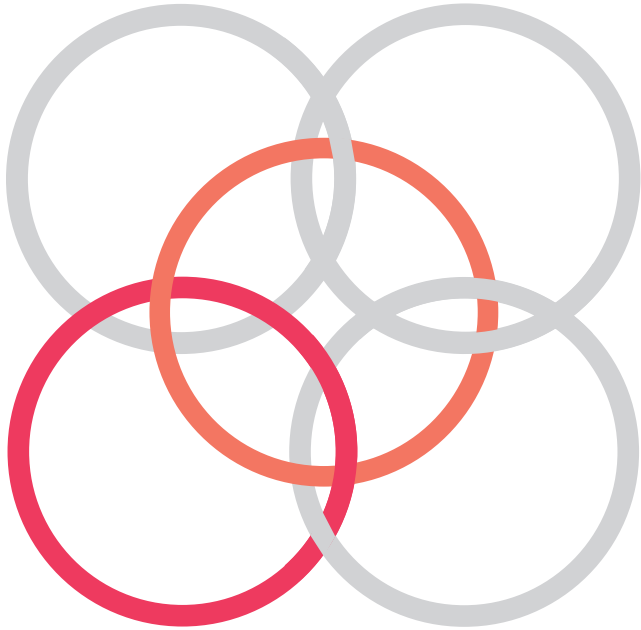
GROWTH FOCUSED INNOVATION: NEW PROGRAM DEVELOPMENT / EXPANDING OUR CLIENT POPULATIONS

1. FC will keep up to date regarding the changing demographics, needs, and resources in the communities we serve.
2. FC will actively develop new service models to address our communities' needs, train relevant staff, build necessary partnerships to implement these models, and find funding for them.
3. FC will have partnerships that directly link our clients with concrete services, including housing, primary healthcare, job training and jobs, legal aid, food, and more, to improve social determinants of health (SDoH).
4. When FC clients need additional services, our staff will leverage our many other program resources to enhance client outcomes.

IMPROVEMENT OF VALUE**

1. FC will analyze service delivery data (cost and performance) to assess strengths, weaknesses and opportunities. Each year of the Strategic Plan, steps will be identified in the Strategic Action Plan to increase Value of FC services.

** *"Improving value is all about...what matters to customers. Lower fees? Package rates? Faster access? Online scheduling? Managing by metrics is the key to taking a strategic quality approach. How do you stack up to the competition on a wide array of measures, and which of those matter to your customers?" – Open Minds*



Family Connections is Sustainable.

FISCAL STABILITY

1. Annual unrestricted fundraising will increase year over year.
2. FC will be less dependent on NJ State contract funding.
3. FC will be able to serve clients covered by most private health insurance plans.
4. FC will benefit financially from our capacity to provide contracted services to other agencies (e.g., financial/billing/HRIS, EHR, grant-writing, cultural inclusiveness training, clinical trainings, services for hospitals, colleges, etc.).
5. FC will have no unfunded G&A.
6. FC's corporate structure will maximize agency stability.

INFRASTRUCTURE

1. Technology:
 - a) FC will have a robust, scalable, telehealth platform which is optimized for user-friendliness, such that it not only retains existing clients but attracts new ones.
 - b) FC will have the technology in place to facilitate efficient assessment of Compliance and Quality measures across all programs and departments.
2. Physical Space: FC will have space allocation model that is flexible and responsive to often-changing program/service needs.
3. Finance, HR, and Admin. FC will the Finance/HR/Admin staffing structures and technology infrastructures to meet current and future needs, including contracted services to other agencies.

PUBLIC VISIBILITY AND REPUTATION

1. FC's brand, personality, and services will be the best-known throughout Northern NJ – by potential clients, donors, funders, stakeholders, and the general public.

BOARD OF TRUSTEES

1. FC's Board of Trustees will include people with a wide range of qualifications and characteristics, including those with:
 - a) the means and desire to provide significant financial support to the Agency;
 - b) the lived experience of cultural / racial injustice and of the communities we serve;
 - c) the personal/family history of mental health/substance use disorders, etc.;
 - d) the expertise and connections relevant to the Agency's work.

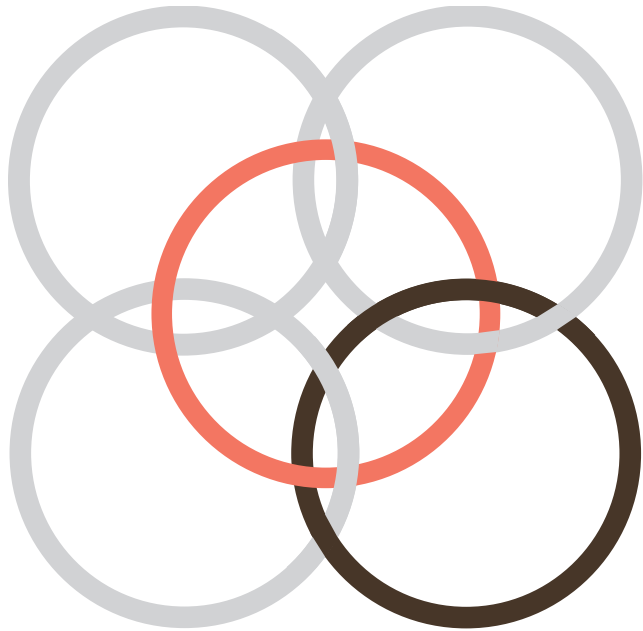
ORGANIZATIONAL MANAGEMENT

1. The Agency as a whole will be organized to maximize the clarity and scope of roles and reporting channels in order to fulfill our mission, increase efficiency, agility, succession planning, and have the resources needed to succeed.

TRANSFORMATIONAL STRATEGY*

1. Strategic Action Plan Objectives will be developed each year based on the latest market intelligence and our capacity to invest in and implement innovative solutions.

* "The market is constantly evolving and strategy needs to keep pace....Selection of the concepts that will be the focus of your innovation investments is a critical part of strategic transformation....Organizations need a structured, staffed, and budgeted approach to innovation, starting with market intelligence and ending with a plan to take new innovations to scale." – Open Minds



Family Connections is a Best Place to Work.

STAFF SATISFACTION, MORALE, ENGAGEMENT, AND WELLNESS

1. FC will have a culture that allows for a healthy work/life fit.
2. Staff will choose to remain at FC because of our excellence in cultural inclusiveness.
3. FC will offer the best possible “package” that includes:
 - a) salaries and benefits;
 - b) retirement plan;
 - c) EAP counseling;
 - d) clinical supervision toward licensure;
 - e) ongoing trainings, with CEUs whenever possible;
 - f) disability benefits;
 - g) flexibility and choice to promote healthy work/life fit.
4. FC Sr. Leadership will provide frequent timely, transparent communications to all staff and seeks the same from all staff.
5. FC will maximize efforts to have staff events that provide opportunities for programs and staff to interact, learn about each other's work, celebrate milestones, etc.
6. FC will foster an agency culture that enhances staff morale and staff engagement. Each enhances the other. Examples of staff engagement include participation in team meeting, retreats, Care Committee events, committee participation, “Beyond the Listening Circle” participation.
7. FC will systematically seek input from all staff regarding our progress towards being a Best Place to Work
8. FC leadership will prioritize professional and career development at all levels.