



# STRATEGIC PLAN

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*January 2016 – December 2018*

**CARROLL COUNTY YOUTH SERVICE BUREAU**

59 KATE WAGNER ROAD – WESTMINSTER, MD 21157

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# MISSION

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*We, Carroll County Youth Service Bureau, commit ourselves to provide a continuum of community based mental health and substance abuse services for children, adults, and families in Carroll County. We use a multi-disciplinary approach to deliver prevention, intervention, and treatment services in the least restrictive and most cost-effective manner. In the true spirit of the helping profession, we are dedicated to excellence in service, innovation in programming, and responsiveness to our community.*

# VISION

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*We will continue to be the foremost mental health provider for the families of Carroll County.*

*We will offer state-of-the-art treatment, while increasing the population we serve.*

*We will create innovative programs to serve the community and encourage diversification of job roles for our staff.*

*We will share our expertise through training, research, and continuing education.*

*We will be financially sound.*

*We will maintain a joyous work environment through our respect and caring for each other.*

# EXECUTIVE SUMMARY

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This 2016-2018 strategic plan serves as our guide in expanding and improving the scope and impact of our work in the mental health and substance-use treatment field. We complete the plan by responding to current and anticipated community needs *and* taking an introspective pulse on our operational and financial ambitions, as well. This

Strategic Plan for Carroll County Youth Service Bureau is prepared with broad involvement and approval from both our Board of Directors and staff members alike.

It will provide our agency a three-year roadmap for supports, services and organizational and financial growth and development.

The Strategic Planning Committee included seven management team members who chaired the eight agency committees: Financial, Quality Assurance, Security, Co-Occurring, Human Resources, Development & Marketing, Triage, and Admin. The strategic plan committee meetings reflected on the mission, vision, core operating values and assumptions underlying the organization's approach to its work. These committee meetings were active, discussion-rich work sessions during which the organization's strategic direction, goals, and objectives were defined. All CCYSB staff helped coordinate the planning process and provided important support and analysis to complete this plan. Youth Service Bureau's committees assessed both the challenges and opportunities they are likely to face over the next three years and set the context for the choices reflected in this 2016-2018 strategic plan. The strategic direction and goals included in this plan are CCYSB's Board and employees' response to its understanding of all critical aspects necessary to operate a high quality system of mental health and substance-use treatment in our community: what our client's value most about the organization and its work, what is essential in providing excellent behavioral health care, current opportunities and challenges in our field of work, and maintaining a fiscally sound and well-respected organization.

# VALUES

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*Strengths based:*

*Client focused  
Staff focused  
Solution focused*

*Prevention, intervention and treatment services through:*

*Education  
Modeling to emphasize parenting skills  
Clinical intervention*

*Commitment to clients, family and community:*

*Provision of service regardless of financial resources  
Commitment to serve a diverse population  
Consumer-focused while demonstrating respect, courtesy, promptness and accountability*

*Professionalism:*

*Maintain a level of professional expertise through ongoing staff development, training opportunities and supervision  
Accountability of staff, including service delivery, reliability and follow through.  
Strong work ethic  
Positive agency image  
Team work  
Stability of staff*

*Multi-disciplinary input:*

*Integration of treatment models (systems, modality, etc.)  
Integration of disciplines (psychiatry, social work, mental health counseling, and nursing)*

*Fiscally Sound*

*Excellence in work environment:*

*Healthy work environment  
Happy and satisfied employees, valuing humor and fun*

*Linkage to community resources:*

*Partnership with schools and other agencies  
Identification of ongoing needs or gaps in services  
Innovation in programming*

*Value all roles and departments within agency:*

*Open discussion of policy changes within the agency  
Team approach  
Administrative communication that is clear, honest, and up-front  
Board input, knowledge, direction, and approval*

# GOALS OUTLINE BY COMMITTEE

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## I. FINANCIAL COMMITTEE

- Goal A: Ensure YSB's financial stability by incorporating CCYSB financial priorities into our fiscal management plan.
- Goal B: Develop and expand funding stream.
- Goal C: Keep total compensation package comparable to similar organizations.

## II. TRIAGE AND CLINICAL SERVICES COMMITTEE

- Goal A: Continue assessment of community needs and develop clinical services accordingly.
- Goal B: Ensure efficient use of YSB continuum of services.
- Goal C: Continue to provide a high level of clinical supervision and support for staff.
- Goal D: Maintain protocol for reviewing financial implications of client needs and services.

## III. HUMAN RESOURCES COMMITTEE

- Goal A: Promote staff development and staff retention.
- Goal B: Promote cohesiveness and recognition of staff.
- Goal C: Develop policies and procedures for staff performance reviews and employment practices.
- Goal D: Promote health and well-being of staff.

## IV. CO-OCCURRING PRACTICES COMMITTEE

- Goal A: Implement an integrated assessment tool for agency-wide use.
- Goal B: Enhance clinical services to reflect a systematic integration in providing mental health and substance abuse treatment and services.
- Goal C: Develop partnerships within Carroll County (Primary Care & Support Services) to support an integrated system of care.

## V. QUALITY ASSURANCE

- Goal A: Complete set-up & installation of EHR and train agency staff to use efficiently and accurately.
- Goal B: Ensure CCYSB's Policy and Procedures Manual is current and is reviewed by the Board of Directors every three years.

Goal C: Prepare agency to receive and maintain CARF accreditation.

Goal D: Prepare agency to receive designation as a Federally Certified Behavioral Health Clinic.

Goal E: Conduct annual staff surveys.

## VI. SECURITY COMMITTEE

Goal A: Complete emergency response plans for Statement of Risk Policy.

Goal B: Implement agency-wide crisis response trainings.

## VII. DEVELOPMENT & MARKETING COMMITTEE

Goal A: Increase brand awareness through several new and enhanced strategies.

Goal B: Develop and increase fundraising strategies to support both existing and future programs.

Goal C: Plan, lead and manage all aspects of philanthropic giving including researching and recruiting new prospects/donors and coordinating stewardship activities in order to turn prospects into supporters.

Goal D: Begin planning the YSB Endowment Campaign.

# I. FINANCIAL COMMITTEE

*To financially empower CCYSB to carry out its mission both now and perpetually.*

## **Goal A: Continue CCYSB's financial stability by incorporating the following CCYSB financial priorities into our fiscal management plan.**

Objective 1: Debt payoff fund: Pay down variable loan in increments.

Time frame: March 30, 2021  
Resources Required: Financial Resources  
Responsible: Financial Committee Chair, Executive Director and Accountant

Objective 2: Replenish physical assets.

Time frame: Ongoing  
Resources Required: Financial Resources  
Responsible: Financial Committee Chair, Executive Director, Director of Operations, and Accountant

Objective 3: Pursue intermediate and long-term opportunities:

- a) Certified Community Behavioral Health Clinic
- b) Expansion of facility or co-location
- c) Others that may arise

Time frame: Ongoing  
Resources Required: Financial Resources  
Responsible: Financial Committee, Executive Director, Director of Operations, Accountant and Board of Directors

## **Goal B: Develop and expand funding stream.**

Objective 1: Add three (3) new funding sources and increase current financial capacity (endowment, new grants, stocks, corporate partnerships, donations)

Time frame: January 2017  
Resources Required: Staff time  
Responsible: Financial Committee Chair, Director of Development & Marketing, Director of Operations, Executive Director

Objective 2: Establish Endowment Fund – “Friends of CCYSB”

Time frame: January 2019  
Resources Required: Staff time  
Responsible: Financial Committee Chair, Director of Development & Marketing, Director of Operations, Executive Director



**Goal C: *Keep total compensation package comparable to similar organizations.***

Time frame:	January 2019
Resources Required:	Financial Resources
Responsible:	Financial Committee Chair, Executive Director and Accountant/Human Resources

## II. TRIAGE AND CLINICAL SERVICES COMMITTEE

*To maintain and enhance clinical services and the relationship between CCYSB and key referral sources.*

### **Goal A: Assess community needs and develop clinical services accordingly.**

Objective 1: CCYSB will develop opportunities to provide psycho-educational workshops.

Time frame: June 2016  
Resources Required: Staff time; coordination w/ community agencies  
Responsible: Triage Committee; Parent Education Coordinator

Objective 2: CCYSB will provide training for staff working with minority populations to promote culturally competent clinical services.

Time frame: On-going  
Resources Required: Relias Training Program; Staff time.  
Responsible: Assistant Director and Clinical Staff with Triage Committee Support

Objective 3: CCYSB will recruit a diverse pool of Masters level interns.

Timeframe: On-going  
Resources Required: Staff time; Development  
Responsible: Assistant Director/Graduate Intern Coordinator; Director of Development and Marketing

### **Goal B: Ensure efficient use of YSB continuum of services**

Objective 1: Triage team will continue to promote an integrated system for referral, assessment and linkage to appropriate services.

Time frame: September 2016  
Resources Required: Weekly Triage Team meetings with representatives of all clinical programs; Scheduled opportunities for clinical staff to present cases and ensure appropriate use of resources.  
Responsible: Triage Committee

### **Goal C: CCYSB will continue to provide a high level of clinical supervision and support for staff.**

Objective 1: All supervisors will continue to participate in Supervisors' Roundtable to ensure standards of clinical supervision.

Time frame: On-going  
Resources Required: Staff time  
Responsible: Assistant Director; Clinical Director

Objective 2: All clinical staff and Interns will participate in individual and group clinical supervision per licensure requirements.

Time frame: On-going  
Resources Required: Board Certified Clinical Supervisors  
Responsible: Licensed Certified Counselors and Social Workers

***Goal D: Maintain protocol for reviewing financial implications of client needs and services.***

Objective 1: Triage will review client accountability for attendance and movement through continuum of services.

Time frame: On-going  
Resources Required: Staff time  
Responsible: Clinical Director; Triage Team

### III. HUMAN RESOURCES COMMITTEE

*To enhance staff development and morale.*

#### **Goal A: Promote staff development and staff retention.**

Objective 1: Provide staff trainings which offer CEUs for staff and community professionals during the year.

Time frame: On-going  
Resources Required: Staff time, Agency Funding  
Responsible: Human Resource Committee and HR Chair

Objective 2: Revise workshop/training evaluations and CEU certificates.

Time frame: April 2016  
Resources Required: Staff time, Relias program  
Responsible: HR Committee, HR Chairperson, Director of Development & Marketing and Referral Coordinator

Objective 3: Develop a List-Serv for community providers and prior CCYSB staff to promote trainings in the community.

Time frame: March 2016  
Resources required: Staff time  
Responsible: HR Committee, Director of Development & Marketing

#### **Goal B: Promote cohesiveness and recognition of staff.**

Objective 1: Provide and implement a bi-annual staff retreat.

Time frame: On-going (Next retreat: spring 2017)  
Resources Required: Staff time, Agency Funding  
Responsible: Human Resources Committee, Executive Director

Objective 2: Provide acknowledgements of staff's individual and professional accomplishments.

Time frame: On-going  
Resources Required: Staff time, Agency Funding  
Responsible: Human Resources Committee

Objective 3: Plan and implement social events throughout the year to promote staff morale.

Time frame: On-going  
Resources Required: Staff time, Agency Funding  
Responsible: Human Resources Committee

**Goal C: Develop policies and procedures for staff performance reviews and employment practices.**

Objective 1: Revise current annual and 6-month probationary staff evaluations.

Time Frame: April 2016  
Resources Required: Staff time  
Responsible: Assistant Director, HR committee Chair, Admin. Team

Objective 2: Develop and implement a cohesive orientation procedure for newly hired staff and interns.

Time Frame: October 2016  
Resources Required: Staff time  
Responsible: Office Manager, Program Directors, Administrative Team, Accountant, Operations Manager

Objective 3: Develop and produce an orientation/welcome to CCYSB video, *(includes introduction to programs, continuum of services and tour of building)*.

Time Frame: March 2017  
Resources Needed: Staff time, Videographer, Agency Funding  
Responsible: HR Committee, Program Directors, Administrative Team, Director of Development & Marketing

Objective 4: Review and update the Policy and Procedures Handbook annually.

Time Frame: June 2016  
Resources Needed: Staff time  
Responsible: HR Committee, Quality Assurance Committee, Quality Assurance Committee, Administrative Team

**Goal D: Promote health and well-being of staff.**

Objective 1: Develop and implement bi-monthly challenges that address target issues identified by staff through surveys.

Time frame: Ongoing  
Resources Required: Staff time  
Responsible: Wellness Subcommittee

Objective 2: Increase health awareness through educational emails, flyers, and notices.

Time frame: Ongoing  
Resources Required: Staff time  
Responsible: Wellness Subcommittee

Objective 3: Conduct an annual survey to re-assess the committee's direction in subsequent years.

Time frame: February 2015  
Resources Required: Staff time  
Responsible: Wellness Subcommittee

## IV. CO-OCCURRING PRACTICES COMMITTEE

*To provide integrated clinical practice methods and system of care between CCYSB and community partners.*

### **Goal A: Implement an integrated assessment tool for agency-wide use.**

Objective 1: Committee will refine current diagnostic assessment tool, train staff and implement within Electronic Health Record (EHR).

Timeframe: December 2016  
Resources Required: Staff time; EHR Training  
Responsible: Co-Occurring Practices Committee in collaboration with an EHR Super User.

### **Goal B: Enhance clinical services to reflect a systemic integration in providing mental health and substance abuse treatment and services.**

Objective 1: Further define training protocol/criteria of integrated methods for clinical staff.

Timeframe: December 2016  
Resources Required: Committee time & others TBD  
Responsible: Co-Occurring Practices Committee

Objective 2: Ensure all clinical staff are trained in integrated methods of treatment.

Timeframe: June 2017  
Resources Required: Committee Time and others TBD  
Responsible: Co-Occurring Practices Committee in collaboration with Supervisors' Roundtable.

Objective 3: Ensure fidelity of integrated clinical practice methods via intake process and supervision structure.

Timeframe: On-going  
Resources Required: Committee Time and others TBD  
Responsible: Co-Occurring Practices Committee in collaboration with Triage Team and Supervisors' Roundtable.

### **Goal C: Develop partnerships within Carroll County (Primary Care & Support Services) to support an integrated system of care.**

Objective 1: Research and develop implantation model to support one new position to support integration with somatic care.

Timeframe: December 2016  
Resources Required: Staff time, CCYSB Board Approval  
Responsible: Co-Occurring Practices Committee and the Administrative Team

## V. QUALITY ASSURANCE

*To facilitate “continuous improvement” of all organizational and programmatic systems developed and implemented to achieve CCYSB’s mission.*

### **Goal A: Complete set-up and installation of EHR and train agency staff to use efficiently and accurately.**

Objective 1: Complete set up of all selected components of EHR for Go-Live.

Time frame: July 2016  
Resources Required: Internal staff time  
Responsible: CQI Committee

Objective 2: Develop and implement EHR training manual for current staff.

Time frame: August 2016  
Resources Required: Internal staff time  
Responsible: CQI Committee

Objective 2: Develop and implement EHR training manual for new staff.

Time frame: January 2017  
Resources Required: Internal staff time  
Responsible: CQI Committee

### **Goal B: Ensure CCYSB’s Policy and Procedures Manual is current and is reviewed by the Board of Directors every three years.**

Objective 1: Review and revise as necessary, CCYSB’s Policy & Procedures Manual.

Time frame: June 2016 *(and every three years thereafter)*  
Resources Required: Internal staff time  
Responsible: CQI Committee

### **Goal C: Prepare agency to receive and maintain CARF accreditation.**

Objective 1: Facilitate receipt of CARF Accreditation – CARF Workgroup.

Time frame: December 2016  
Resources Required: Internal staff time  
Responsible: CQI Committee & Representatives from all Committees

**Goal D: Prepare agency to receive designation as a Federally Certified Behavioral Health Center.**

Objective 1: Facilitate receipt of Certified Behavioral Health Clinic designation

Time frame: December 2017  
Resources Required: CQI Committee & Representatives from all Committees  
Responsible: CQI Committee

**Goal E: Conduct annual staff survey.**

Objective 1: Administer annual survey to staff to assess issues, concerns, and morale.

Time frame: Annually during June of each fiscal year  
Resources Required: Staff time  
Responsibility: CQI Committee



## **VI. SECURITY COMMITTEE**

*To assess security risks within all CCYSB operations both internal and external to the agency. Once identified, develop and facilitate implementation of adopted plans of correction to mitigate identified risk.*

### **Goal A: Complete emergency response plans for statement of risk policy**

Objective 1: Complete and test crisis response plan.

Time frame: June 2016  
Resources Required: Security Committee Time, Consultant (Unpaid)  
Responsible: Security Committee

Objective 2: Complete and test fire emergency plan.

Time frame: September 2016  
Resources Required: Security Committee Time  
Responsible: Security Committee

Objective 3: Complete and test natural disaster/weather evacuation plan.

Time frame: December 2016  
Resources Required: Security Committee Time, Consultant (Unpaid)  
Responsible: Security Committee

### **Goal B: Implement agency-wide crisis response trainings**

Objective 1: Hold crisis response trainings to support new staff.

Time frame: June 2016  
Resources Required: Security Committee Time  
Responsible: Security Committee

Objective 2: Hold annual trainings to support crisis response team.

Time frame: November 2016  
Resources Required: Security Committee Time  
Responsible: Security Committee

## VII. DEVELOPMENT & MARKETING COMMITTEE

*To develop a culture of philanthropy and foster greater connections between our organization and its constituents.*

### **Goal A: Increase brand awareness through several new and enhanced strategies.**

Objective 1: Increase CCYSB's e-presence through: Twitter, LinkedIn, Facebook, our website, improved search-engine optimization and the creation of a promotional YouTube Video.

Time frame: December 2018  
Resources Required: Staff time, Director of Development & Marketing and Committee expertise  
Responsible: Development & Marketing Committee, Director of Development & Marketing and YSB interns with experience

Objective 2: Revise marketing materials for various printed promotional materials, which may include inventing a new tagline, collecting client testimonials and implementing billboard promotions.

Time frame: December 2018  
Resources Required: Director of Development & Marketing & Committee expertise  
Responsible: Director of Development & Marketing with Committee

Objective 3: Design an e-newsletter to be sent to our CCYSB community electronically 3-4 times each year and increase personal visits to prospects and donors.

Time frame for Stage 1: E-newsletter: December 2016  
Time frame for Stage 2: Personal visits: On-going  
Resources Required: Staff time, Director of Development & Marketing & Committee assistance  
Responsible: Director of Development & Marketing with Committee

Objective 4: Arrange to hold an annual 'Open House' after-hours event in partnership with the Carroll County Chamber of Commerce.

Time frame: December 2018  
Resources Required: Staff time, Director of Development & Marketing & Committee assistance  
Responsible: Development Committee, Director of Development & Marketing and YSB interns with experience

**Goal B: Develop and increase fundraising strategies to support both existing and future programs.**

Objective 1: Plan and execute at least two (2) fundraising events each year: The Chocolate Ball & Bag & Basket Bingo.

Time frame: On-Going

Resources Required: Staff time, Director of Development & Marketing and Committee assistance

Responsible: Director of Development & Marketing, Development & Marketing Committee, Executive Director and YSB interns with experience

Objective 2: Increase corporate and local club partnerships & support.

Time frame: On-going

Resources Required: Staff time, Committee expertise

Responsible: Director of Development & Marketing, Executive Director and Committee assistance

Objective 3: Plan and execute various appeals to support annual giving.

Time frame: On-going

Resources Required: Director of Development & Marketing

Responsible: Director of Development & Marketing with Committee

Objective 4: Acquire corporate and foundation grant funding by: collaborating with YSB program directors on various needs; identifying new funding sources; writing and submitting grant applications; and monitoring and coordinating required report evaluations on acquired grants.

Time frame: June 2017

Resources Required: Staff time, Director of Development & Marketing, Director of Operations

Responsible: Director of Development & Marketing, Executive Director and Director of Operations

**Goal C: Plan, lead and manage all aspects of philanthropic giving including researching and recruiting new prospects/donors and coordinating stewardship activities in order to turn prospects into supporters.**

Objective 1: Increase our Corporate Giving philanthropic efforts to facilitate significant donations, sponsorships, grants and other and resources to support our non-profit.

Time frame: On-going  
Resources Required: Staff time, Director of Development & Marketing, Executive Director, Board of Directors and Carroll County Government Grants Office  
Responsible: Director of Development & Marketing and Executive Director, Development Committee, and the Carroll County Government Grants Office

Objective 2: Educate prospective donors on planned giving strategies such as in-kind gifts and beneficiary designations.

Time frame: On-going  
Resources Required: Staff time, Director of Development & Marketing, Executive Director, Board of Directors, Finance Committee, Staff Accountant and Committee expertise  
Responsible: Director of Development & Marketing, Executive Director, Finance Committee, Staff Accountant and Development Committee

Objective 4: Facilitate awareness and advocacy amongst Centers of influence such as estate attorneys, accountants, financial advisors and trust officers.

Time frame: January 2017  
Resources Required: Director of Development & Marketing, Executive Director, Board of Directors, Finance Committee and Staff Accountant  
Responsible: Director of Development & Marketing, Executive Director, Finance Committee, Staff Accountant

**Goal D: Begin planning the YSB Endowment Campaign.**

Objective 1: Write & Design the Endowment campaign Prospectus, which can be used before the campaign is officially under-way.

Time frame: January 2018  
Resources Required: Staff time, Development Chair & Committee expertise  
Responsible: Finance Committee, Development Committee, Director of Development & Marketing, Executive Director and YSB Board of Directors

**Objective 2: Create a Campaign Goal and seek Leadership Gifts/Commitments before publically rolling-out campaign.**

Time frame: January 2018  
Resources Required: Staff time, Director of Development & Marketing & Committee expertise  
Responsible: Development Committee, Director of Development & Marketing, Executive Director and YSB Board of Directors

**Objective 3: Execute Campaign by seeking Gifts and Commitments.**

Time frame: January 2019  
Resources Required: Staff time, Development Chair & Committee expertise  
Responsible: Development Committee, Director of Development & Marketing, Executive Director and YSB Board of Directors



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