



STRATEGIC PLAN

January 2016 – December 2018

CARROLL COUNTY YOUTH SERVICE BUREAU

59 KATE WAGNER ROAD – WESTMINSTER, MD 21157

TABLE OF CONTENTS

Mission and Vision Page 2

Executive Summary Page 3

Values Page 4

Goals Outline by Committee Page 5

Individual Committee Goals & Objectives:

Financial Page 8

Triage & Clinical Services Page 10

Staff Support and Recognition Page 12

Co-Occurring Practices Page 14

Continuous Quality Improvement..... Page 15

Security Page 17

Development & Marketing Page 18

Administrative Committee Page 22

MISSION

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

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.

VALUES

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*

EXECUTIVE SUMMARY

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.

GOALS OUTLINE BY COMMITTEE

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 CCYSB 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. STAFF SUPPORT AND RECOGNITION COMMITTEE

Goal A: Promote staff development and staff retention.

Goal B: Promote cohesiveness and recognition of staff.

Goal C: 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 CCYSB Endowment Campaign.

VIII. ADMINISTRATIVE COMMITTEE

Goal A: Foster and increase the retention rate of CCYSB employees by making a commitment to increase salaries and benefits.

Goal B: Develop a succession plan for senior management staff.

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 CCYSB 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. STAFF SUPPORT AND RECOGNITION COMMITTEE (SRRC)

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: Staff Development Sub-Committee

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

Time frame: April 2016
Resources Required: Staff time, Relias program
Responsible: Staff Development Sub-Committee, 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: Staff Development Sub-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
Resources Required: Staff time, Agency Funding
Responsible: SRRC, Executive Director and Assistant Director

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

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

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: SRRC

Goal C: Promote health and well-being of staff.

Objective 1: Increase health awareness through educational emails, flyers, and notices.

Time frame: Ongoing
Resources Required: Staff time
Responsible: Wellness Sub-Committee

Objective 2: Conduct an annual survey to re-assess the committee's direction in subsequent years.

Time frame: November 2017
Resources Required: Staff time
Responsible: Wellness Sub-Committee

Objective 3: Offer wellness activities/trainings for staff based on interest as determined by survey results.

Time frame: November 2017
Resources Required: Staff time
Responsible: Wellness Sub-Committee

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 CCYSB 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 the CCYSB 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

VIII. Administrative Committee

To provide leadership for the day-to-day operations of the organization, ensure that organizational objectives are met, promote and protect the culture of our organization, and provide support to one another in our individual roles in the organization.

Goal A: Foster and increase the retention rate of CCYSB employees by making a commitment to increase salaries and benefits.

Objective 1: Increase salaries annually by merit and COLA.

Time frame: January 2016
Resources Required: Financial
Responsible: Financial Committee, CCYSB Board of Directors, and Executive Director

Objective 2: Provide a holiday bonus one time per year, when finances allow.

Time frame: December 2016
Resources Required: Financial
Responsible: Financial Committee and Executive Director

Objective 3: Increase salaries by promoting staff to increased responsibility and increased-salary positions whenever possible.

Time frame: December 2016
Resources Required: Financial Committee, CCYSB Board and Executive Director
Responsible: Executive Director, Assistant Director and Clinical Director

Objective 4: Provide additional salary increases to individuals when warranted.

Time frame: September 2016
Resources Required: Financial
Responsible: Executive Director

Goal B. Develop a succession plan for senior management staff.

Objective 1: Provide a viable succession plan for senior management staff members.

Time frame: March 2018
Resources Required: CCYSB Board, Administrative Staff members, Financial Committee with the help of Outside Consultation
Responsible: Executive Director and Administrative Team

Objective 2: Provide a viable succession plan for senior management staff members.

Time frame: August 2017
Resources Required: Time and talent
Responsible: Administrative Team

Objective 3: Provide opportunities for growth and promotion in identified mid-management staff.

Strategy A. Provide leadership training to include all mid-management staff.

Time frame: June 2017
Resources Required: Time
Responsible: Assistant Director, Executive Director

Strategy B. Facilitate on-going meetings with the Program Directors.

Time frame: June 2017
Resources Required: Time and talent
Responsible: Assistant Director



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