



# *Strategic Plan*

*January 2004 – December 2007*

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# Values

## *Strengths based:*

*Client focused  
Staff 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 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*

# *Mission*

*We, Carroll County Youth Service Bureau, commit ourselves to provide a continuum of community based mental health 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*

*Strengthening individuals and families is our ongoing pursuit.*

*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.*

# Goals

## **I. Capital Campaign:**

*Goal A: Secure a New CCYSB Facility*

## **II. Continuous Quality Improvement:**

*Goal A: Ensure that a CCYSB Annual Report is written and disseminated.*

*Goal B: Ensure CCYSB's Program Service Plan and Policy & Procedures Manual is reviewed by the Board of Directors every three years.*

*Goal C: Ensure that programs, services, and departments contain an evaluation plan.*

*Goal D: Examine all programs, services, and departments for compliance with applicable rules, regulations, and directives from CCYSB Board of Directors.*

*Goal E: Evaluate strengths and weaknesses with intra-agency interaction*

## **III. Financial:**

*Goal A: Increase revenue through operational efficiency*

*Goal B: Diversify Funding Streams*

*Goal C: Develop fundraising strategies to support and expand existing and future programs*

## **IV. Human Resources:**

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

*Goal B: Promote cohesiveness & recognition of staff.*

*Goal C: Develop plan of support for staff transition for the new building*

## **V. Referral Relations:**

*Goal A: Broaden treatment services to meet community needs.*

*Goal B: Enhance visibility of YSB in Carroll County and Maryland.*

*Goal C: Reduce wait time for services.*

## **VI. Technology:**

*Goal A: Increase staff knowledge and competency using existing and future technology.*

*Goal B: Maintain and develop existing and new technology.*

*Goal C: Investigate and acquire appropriate technology and services for the new building.*

# ***Capital Campaign***

*Develop direction and purpose to secure land, design and occupy a new facility*

## ***Goal A: Secure a New CCYSB Facility***

**Objective 1: Secure the land to build the facility**

Time Frame: August 2004

Resources required: CCYSB Executive Director  
Internal CCYSB Staff Time  
CCYSB Grants Specialist  
CCYSB Board of Directors  
Carroll County Commissioners  
Carroll County Grants Office  
Carroll County Bureau of Building and Permits

Responsible: Capital Campaign Committee

**Objective 2: Design new facility in collaboration with the Carroll County Grants office**

Time Frame: To be announced

Resources required: CCYSB Executive Director  
Internal CCYSB Staff Time  
CCYSB Grants Specialist  
CCYSB Board of Directors  
Carroll County Grants Office  
Carroll County Bureau of Building and Permits

Responsible: Capital Campaign Committee

**Objective 3: Raise \$5 Million in Funds**

Time Frame: To be announced

Resources required: CCYSB Executive Director  
CCYSB Internal Staff  
CCYSB Grants Specialist  
CCYSB Board of Directors  
Carroll County Grants Office  
Capital Campaign Captain  
Strategic Plan Fundraising Committee

Responsible: Capital Campaign Committee

#### Objective 4: Build New Facility

Time Frame: to be announced

Resources required: CCYSB Executive Director  
CCYSB Internal Staff  
CCYSB Assistant Director/Clinical Supervisor  
CCYSB Grants Specialist  
CCYSB Board of Directors  
Carroll County Bureau of Building and Permits

Responsible: Capital Campaign Committee

#### Objective 5: Furnish New Facility

Time Frame: To be announced

Resources required: CCYSB Executive Director  
CCYSB Assistant Director/Clinical Supervisor  
CCYSB Internal Staff  
CCYSB Grants Specialist  
CCYSB Board of Directors  
Capital Campaign Captain

Responsible: Capital Campaign Committee

#### Objective 6: Occupy New Facility

Time Frame: To be announced

Resources required: CCYSB Executive Director  
CCYSB Assistant Director/Clinical Supervisor  
CCYSB Internal Staff  
CCYSB Board of Directors  
CCYSB Human Resources Committee

Responsible: Capital Campaign Committee

# ***Continuous Quality Improvement***

*Pursue excellence in providing continuous quality care and service*

## ***Goal A: Ensure that a CCYSB Annual Report is written and disseminated.***

Objective 1: Convene working committee with the membership made up of representatives from each committee to produce an Annual Report.

Time frame: October 2005 (Annually in October)

Resources Required: Internal staff time  
Office Supplies  
Annual Report Software

Responsible: Members from each committee  
CQI Committee

## ***Goal B: Ensure CCYSB's Program Service Plan and Policy & Procedures Manual is reviewed by the Board of Directors every three years.***

Objective 1: Review and revise as necessary CCYSB's Program Service Plan.

Time frame: September 2004 (Every three years thereafter)

Resources Required: Internal staff time

Responsible: CQI Committee

Objective 2: Review and revise as necessary CCYSB's Policy & Procedures Manual.

Time frame: September 2004 (every three years thereafter)

Resources required: Internal staff time

Responsible: CQI Committee  
Members from committee for policy being reviewed/revised

Objective 3: Ensure the Board of Directors reviews and approves the Program Service Plan and the Policy and Procedures Manual every three years.

Time frame: September 2004

Resource required: Internal staff time

Responsible: CQI Committee  
Board of Directors

***Goal C: Ensure that programs, services, and departments contain an evaluation plan***

Objective 1: Develop evaluation plans for programs and services that do not have one.

Time frame: April 2006

Resources Required: Internal staff time  
Evaluation Planning Training for Committee Members  
Office Supplies

Responsible: Grants Specialist  
Program Directors as needed  
CQI Committee

Objective 2: Develop standards for evaluation plans.

Time frame: April 2006

Resources required: Internal staff time

Responsible: CQI Committee  
Grants Specialist

Objective 3: Review existing and newly developed evaluation plans annually.

Time frame: October 2006

Resource required: Internal staff time

Responsible: CQI Committee

***Goal D: Examine all programs, services, and departments for compliance with applicable rules, regulations, and directives from CCYSB Board of Directors.***

Objective 1: Determine which rules and regulations apply to each program, service and department

Time frame: April 2007

Resources Required: Copies of all Regulations  
Internal staff time

Responsible: Grants Specialist  
Program Directors as needed  
CQI Committee

Objective 2: Develop process for alerting agency, programs, and departments of non-compliance

Time frame: April 2005

Resources required: Internal staff time

Responsible: CQI Committee

***Goal E: Evaluate strengths and weaknesses with intra-agency interaction***

Objective 1: Identify major systems to evaluate.

Time frame: April 2005

Resources Required: Internal staff time

Responsible: Representatives from each department  
CQI Committee

Objective 2: Develop and implement process to evaluate interaction between systems.

Time frame: April 2007

Resources required: Internal staff time

Responsible: CQI Committee  
Representatives from each department

Objective 3: Report findings (strengths and weaknesses) and propose strategies for improvement to Executive Committee.

Time frame:

Resource required: Internal staff time

Responsible: CQI Committee

## ***Financial Committee***

*Increase financial growth as new services are developed and current services are expanded*

### ***Goal A: Increase revenue through operational efficiency***

Objective 1: Create annual financial analysis of each program.

Time frame: July 2004

Resources Required: Staff Time

Responsible: Grants Specialist  
Executive Director

Objective 2: Clinic therapists will meet billable hours 80% of the time.

Time frame: May 2005

Resources required: Monthly stats from input of weekly schedules.

Responsible: Executive Board

Objective 3: Add 1 psychiatric resident to the agency.

Time frame: September 2005

Resource required: Staff Time

Responsible: Dr. Milliken

### ***Goal B: Diversify Funding Streams***

Objective 1: Add 3 new funding sources (i.e., endowments, new grants, etc.)

Time frame: May 2008

Resources Required: Staff Time

Responsible: Financial Committee  
Executive Board  
Capital Campaign Committee

Objective 2: Diversify funding so no one stream is more than 35% of revenue.

Time frame: May 2008  
Resources required: Staff Time  
Annual Revenue Sources  
Responsible: Executive Director

Objective 3: Develop marketing presentations (agency, EAP, etc.).

Time frame: May 2005  
Resources Required: Staff Time  
Board Time  
Current Agency PowerPoint Presentation  
Responsible: Financial Committee  
Capital Campaign Committee  
Referral Relations Committee

***Goal C: Develop fundraising strategies to support and expand existing and future programs***

Objective 1: Research, explore, and develop fundraising strategies.

Time frame: December 2004  
Resources required: Staff Time  
Volunteer Time  
Responsible: Financial Committee  
Capital Campaign Committee

Objective 2: Apply to 3 sources for major donations separate from the Capital Campaign Committee.

Time frame: May 2007  
Resource required: Staff Time  
Volunteer Time  
Responsible: Financial Committee  
Capital Campaign Committee

## ***Human Resources***

*Maintain excellence in the work environment*

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

Objective 1: The staff development committee will provide an annual full day staff other training which offers CEUs for staff and community professionals in addition to trainings for staff during the year.

Time line: fall, annually

Resources required: staff time, agency funding

Responsibility: Staff Development committee  
Executive Committee

Objective 2: Enhance accessibility to trainings and generate revenue with the development of a training center in the new building.

Time line: July 2007

Resources required: staff time, funding

Responsibility: Staff Development committee  
Building Design committee  
Executive committee

Objective 3: Develop an orientation process and procedure for new staff and interns.

Time line: September 2005

Resources required: staff time, existing policy

Responsibility: Staff Development committee  
Executive Committee

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

Objective 1: Provide and implement annual staff retreat.

Time line: Fall annual retreat

Resources Required: staff time, agency funding

Responsibility: Retreat committee  
Agency Director

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

Time line: On going

Resources: staff time, agency funding

Responsibility: Sunshine committee and HR committee

***Goal C: Develop plan of support for staff transition for the new building***

**Objective 1:** Coordinate with building committee regarding time line to provide information to staff.

Time line: annual, June 2004

Resources required: staff time

Responsibility: HR Committee  
Building committee

**Objective 2:** Set up staff lounge in the new building.

Time line: June 2004

Resources Required: staff time, agency funding

Responsibility: HR Committee

**Objective 3:** Develop a needs feedback tool for staff during all phases of move.

Time line: June 2004

Resources required: staff time

Responsibility: HR committee  
Executive committee

## ***Referral Relations***

*Maintain and enhance the relationship between CCYSB and key referral sources*

### ***Goal A: Broaden treatment services to meet community needs.***

Objective 1: CCYSB will be serving two populations using a group modality.

Time frame: September 2005

Resources Required: Therapist and/or Intern time

Responsible: Referral Relations Committee  
Clinical Director

Objective 2: CCYSB will determine feasibility of implementing crisis stabilization services.

Time frame: September 2006

Resources Required: Staff/Committee time for research and review

Responsible: Committee formed at discretion of Referral Relations

Objective 3: CCYSB will address two identified needs related to minority populations.

Time frame: December 2007

Resources Required: Committee formed to determine need and make recommendations.

Responsible: Minority Relations Committee (to be formed).

### ***Goal B: Enhance visibility of YSB in Carroll County and Maryland.***

Objective 1: CCYSB will provide updated public relations materials to target consumers, referral, and funding services.

Time frame: December 2004

Resources Required: Committee to review current material and make recommendations.

Responsible: Referral Relations Committee

**Objective 2:** Collaboration with the Tech Committee, Referral Relations Committee will develop and maintain a public relations database.

Time frame: December 2006

Resources Required: Representatives from both committees

Responsible: Both committees

**Objective 3:** Referral Relations Committee will develop a plan to educate the county and state legislators about mental health issues and promote CCYSB services.

Time frame: December 2005

Resources Required: Identified staff with Executive Director

Responsible: Identified above

**Objective 4:** CCYSB will submit two research articles for publication.

Time frame: December 2007

Resources Required: Interested therapists working individually or as a group

Responsible: Identified and interested group

**Objective 5:** Referral Relations Committee will develop a strategy to publicize CCYSB presentations and trainings.

Time frame: September 2006

Resources Required: New portable photo board and power point demonstration.

Responsible: Identified administrative committee

***Goal C: Reduce wait time for services.***

**Objective 1:** Referral Relations will develop a structure for providing assessment/consultation/triage services for new referrals.

Time frame: December 2004

Resources Required: Clinical Supervisors with Assistant Director

Responsible: Same as above

**Objective 2:** Referrals Relations will explore various options for expanding psychiatric services.

Time frame: May 2005

Resources Required: Staff time

Responsible: Committee with members representing all agency programs in conjunction with Dr. Milliken

## ***Technology***

*Provide agency with up-to-date technological services, training, and required support*

***Goal A: Increase staff knowledge and competency using existing and future technology.***

Objective 1: All staff will be able to use agency e-mail efficiently.

Time frame: October 2004

Resources Required: Internal staff time  
Office supplies  
Tech team time

Responsible: Tech committee

Objective 2: All staff will be able to save documents to the server and organize them into folders.

Time frame: December 2004

Resources Required: Internal staff time  
Office supplies  
Tech team time  
All staff access to server

Responsible: Tech committee

Objective 3: Tech committee will determine policy for accessing agency server from home.

Time frame: February 2005

Resources Required: Consultation with tech experts  
Tech team time

Responsible: Tech committee  
Executive Director

Objective 4: Agency data collectors will be able to use SPSS software.

Time frame: April 2005

Resources Required: Internal staff time

SPSS software  
Office supplies  
Tech team time

Responsible: Tech committee

Objective 5: Tech committee and agency presenters will know how to use the white board.

Time frame: April 2005

Resources Required: Internal staff time  
White board instructions  
Conference room time  
Tech team time

Responsible: Tech committee

Objective 6: All staff members who desire to use digital camera will be trained.

Time frame: April 2005

Resources Required: Internal staff time  
Office supplies  
Additional photo paper  
Additional memory cards  
Tech team time

Responsible: Tech committee

Objective 7: All staff will be able to use Scheduler software

Time frame: October 2005

Resources Required: Internal staff time  
Scheduler software  
Office supplies  
Tech team time

Responsible: Tech committee

***Goal B: Maintain and develop existing and new technology.***

Objective 1: Tech committee will include HIPAA confidentiality statement on

everyone's e-mail.

Time frame: May 2004

Resources Required: Tech team time  
Office supplies  
Confidentiality statement

Responsible: Tech Committee

Objective 2: Tech committee will update virus software on all agency computers.

Time frame: June 2004

Resources required: Tech team time  
Office supplies  
Virus software

Responsible: Tech Committee

Objective 3: Tech committee will have identified cost-effective long distance phone service.

Time frame: June 2004

Resource required: Tech team time  
Current phone service price  
Phone service options and costs  
Front office staff time

Responsible: Tech committee  
Office Manager  
Executive Director

Objective 4: Tech committee will have set up a security permissions system on the server.

Time frame: October 2004

Resources Required: Consultation with tech experts  
Tech team time  
Office supplies

Responsible: Tech committee  
Assistant Director  
Agency tech consultant

Objective 5: Tech committee will have all agency forms on server.

Time frame: April 2005

Resources Required: Tech team time  
Office supplies  
Forms

Responsible: Tech committee  
Assistant Director

Objective 6: Tech committee will supply all staff with official agency ID's.

Time frame: April 2005

Resources Required: Agency logo  
Office supplies  
ID supplies  
Laminating machine  
Tech team time

Responsible: Tech committee  
Office Coordinator

Objective 7: Tech committee will make policy regarding status of current agency IT consultant.

Time frame: April 2005

Resources Required: Research on tech consultants  
Tech team time

Responsible: Tech committee  
Executive Director

Objective 8: Tech committee will have website up and running.

Time frame: October 2005

Resources Required: Website plans  
Logo  
Consultation with other committees  
Tech team time

Responsible: Tech committee  
Executive Director  
Agency committee representatives

Objective 9: Tech committee will have all technology-related documents, supplies and software in one common place that is organized for the new building.

Time frame: October 2005

Resources Required: Documents, supplies, software  
Storage location  
Tech team time

Responsible: Tech committee

Objective 10: All staff will have direct access to a printer.

Time frame: December 2005

Resources Required: Printers  
Funding  
Tech team time

Responsible: Tech committee  
Grants Specialist

***Goal C: Investigate and acquire appropriate technology and services for the new building.***

Objective 1: Tech committee will produce a report proposing tech plans for new building (including; intercom, security system, phones, computers, printers, internet, etc.).

Time frame: April 2005

Resources Required: Tech team time  
Consultation with County Office staff  
Consultation with IT consultant  
Consultation with Capital Campaign committee

Responsible: Tech committee  
Grants Specialist  
Capital Campaign committee representative

Objective 2: Tech committee will propose qualifications for and policy regarding part-time IT staff for new building.

Time frame: April 2005

Resources required: Tech team time  
Consultation with agency IT consultant

Responsible: Tech Committee  
Executive director