

THE HEALING HEARTS FOR COMMUNITY DEVELOPMENT STRATEGIC PLAN

Introduction:

The Healing Hearts for Community Development Board of Directors and Staff, which includes the Celebration Hope Center Staff, developed this strategic plan with the assistance of Dr. Baris Konur. The majority of the emphasis was placed on writing an in-depth one year plan while establishing less detailed plans for the more extensive long term strategic five year roadmap in 2014. The Healing Hearts for Community Development Board of Directors and Staff will review progress quarterly and review and update the plan as needed.

In this document Healing Hearts for Community Development (HHCD) will refer to the entire organization and staff. Celebration Hope Center (CHC) will be used to specifically refer to those staff people involved in operating the Celebration Hope Center. Board will be used to refer to the HHCD Board of Directors.

This plan was developed with board involvement and guidance from the Board of Directors and Staff. The HHCD Staff first researched the requirements of CARF, the potential accreditation organization, in regards to strategic planning. The Executive Director and the Addiction Services Coordinator went to specialized CARF trainings. The Clinical Director facilitated the organization's process towards accreditation with the Staff.

The Addiction Services Coordinator presented an overview to the Board in July 2013. The Clinical Director and Addiction Services Coordinator began meeting in 2013 with two members of the Board to facilitate the board's understanding and progress with completion of required governance documents needed to meet CARF requirements. The Clinical Director and Addiction Services Coordinator facilitated the strategic plan process for CHC and HHCD Prevention Program, including doing a SWOT analysis, developing a consumer council, and completing stakeholder surveys.

The Executive Director presented the Board with the results of the HHCD/CHC staff strategic planning documents. The Board engaged Baris Konur to facilitate the second phase of the strategic planning process, including the mission statement review, the SWOT analysis, and the development of the strategic plan. With the recommendation of Dr. Konur, the Executive Director shared the results with the HHCD/CHC Staff, so that the Clinical Director could obtain further input from the staff and write a strategic plan draft. Each HHCD/CHC Program did further planning for specific objectives and dates for 2014, which is reflected in the strategic plan. The Board reviewed, edited and approved the HHCD Strategic Plan on (put date) after meeting with the Executive Director and Clinical Director.

Executive Summary:

The mission of Healing Hearts for Community Development is:

HHCD exists to empower people of all demographics in the Greater New Orleans Region to acquire help, hope and healing through faith-based professional counseling, life skills training and human development.

Background and History

Healing Hearts for Community Development began in 2005 after Jefferson Parish Human Services Authority approached Celebration Church in regards to using faith-based initiative funding from the federal government to open an outpatient, DHH licensed, faith-based program to treat people with substance abuse issues. Celebration Church accepted that invitation and began pursuing non-profit status for HHCD. HHCD opened the Celebration Hope Center two months prior to Hurricane Katrina.

Since Hurricane Katrina, the Celebration Hope Center has grown into a large faith-based counseling agency that continues to provide services to those struggling with addictions, but also has a vast mental health program that works with three year old children to senior citizens, specializing in intensive sexual and life trauma recovery. HHCD also added a prevention program that works with hundreds of students in community schools every year teaching healthy life skills. CHC Staff has counseled thousands of people since Hurricane Katrina and has become a training facility for over 100 Christian professional counseling interns. CHC has become a compassionate ministry that helps people from over 10 parishes find real hope and healing. Because of the opportunities of working with other non-profit agencies in the community, HHCD/ CHC now has an excellent reputation in the community, where agencies such as public schools, adolescent and adult justice systems, advocacy centers, homeless centers, prisons, hospitals, and various community organizations, seek out HHCD/ CHC for collaborative efforts. Because of the amazing success of HHCD, HHCD/CHC staff members are called upon for consultation both locally and in other traumatized communities where disaster strikes, such as Alabama and New York.

HHCD's early days were chaotic mirroring the community that it served. HHCD tried to keep up with meeting the needs of a very broken community. Attempts were made to work on foundational issues, such as policies and procedures, and to do formalized strategic planning, but those efforts were always crowded out by the crisis of the moment or the continual adding of services, staff and sites while meeting stringent requirements from various funders. Since the state of Louisiana is requiring community agencies that receive state funding to become accredited, we, as the HHCD Board and Staff, have been required to work on critical foundational issues and establish systems that can provide HHCD with ongoing quality assurance and with a roadmap for future development.

Direction and Results

The strategic direction and goals included in this plan are HHCD's response to the evaluation from the Board and Staff with the results from stake holders' surveys, input from the Consumer Council, SWOT analyses, current gaps, and future dreams. Although this plan will include consideration of the future (the next three to five years), the emphasis for this plan is intensive work on the first year's plans and establishing a strategic planning system for long term planning.

Within this strategic planning process, the HHCD mission was reviewed and revised. The entire HHCD team has a much clearer vision of the future. With the revised HHCD mission, a fresh perspective on who HHCD is and the future opportunities, Healing Hearts for Community Development will pursue the following strategic direction:

1. HHCD will emphasize capital development to provide greater organizational stability and to offer the opportunity for expansion of services and locations.
2. HHCD will develop and implement a plan to present a clear, concise and compelling presentation of who HHCD is to be used for branding, marketing and fund raising.
3. HHCD will use input from the Board, the HHCD Staff, the HHCD Consumer Council, and stakeholders' surveys to determine current gaps in services, the needs of the community, and locations needed for expansion.
4. HHCD will improve and expand current services through CARF accreditation, internal and external evidence-based staff training, and the transition to Electronic Medical Records for outcome measurement.
5. HHCD will improve employee conditions by establishing an employee orientation and handbook, increasing staff salaries, providing team building/self-care activities, and resolving facility issues that impact the staff's work environment.

Successful completion of this strategic direction will result in a non-profit that is financially stable and able to expand locations and services so that a larger number of people in the Greater New Orleans area will benefit from the excellent evidence-based clinical programs provided. HHCD will be supported by more community and corporate sponsors. The community will understand clearly who HHCD is as an organization through the devices used to market services to the community. The community, state and nation will benefit from the research-proven knowledge, services, and trainings offered by HHCD Staff.

Organization of the Strategic Plan

The strategic plan is designed to be a management tool for HHCD. This plan has two purposes. First, it presents the most comprehensive compilation of the plan and its parts. It is a record of the strategic planning process and the decisions reached by the HHCD Board and Staff. Second, it is a reference guide for strategic planning. In the future, HHCD may choose to produce a summary version of the plan for distribution to its primary and supporting partners and other stakeholders.

20-Year Vision for Healing Hearts for Community Development

In the year 2034, HHCD will be in the elite group of most influential non-profits in the Greater New Orleans area and in the country. HHCD will provide a wide array of services that include current services, but are expanded into other services, such as transitional housing, life transformation centers, ESL programs, after school programs, legal services, elderly services, and medical clinics.

HHCD will be financially stable with a combination of funding sources that include funding from the government agencies, client fees, third party reimbursements, grants, corporations, fund raising, and individual donors. HHCD will have physical locations throughout the community that will make access to services easier for consumers. HHCD staff will be involved in superior training for master level students, other professionals, and organizations around the world and will be called upon to assist traumatized communities.

The “heart” of HHCD will remain true. Those who receive services from HHCD will experience great healing as individuals, families and communities. Overall, the Greater New Orleans community will have less violent crime, domestic violence, sexual abuse and addictions due to the wide array of services provided by HHCD. Consumers will have a stronger faith, healthier families and meaningful purpose. Those that are trained through HHCD will take that knowledge and use it to help other communities around the world to find real help, hope and healing.

Mission

HHCD exists to empower people of all demographics in the Greater New Orleans Region to acquire help, hope and healing through faith-based professional counseling, life skills training and human development.

Healing Hearts for Community Development introduces a new sharper mission statement in this strategic plan. To better understand this mission, we will examine a few of the words/ phrases to give better insight into the HHCD mission.

The word “empower” is used to show that HHCD is a client-centered organization. HHCD collaborates with consumers to achieve goals needed for healthier lives. We value the consumers’ strengths and want to empower them to learn and implement healthier coping strategies.

“All demographics” is used in the mission statement to reflect that HHCD wants to positively impact every possible person regardless of ethnic group, social-economic status, gender, religion, or age who wants or needs provided services in the Greater New Orleans area.

“Life skills training and human development” was added because of the understanding that our services go beyond formal professional therapy. As a faith-based non-profit, we have staff that is committed to living with integrity, purpose and meaning. HHCD consumers have a safe place to look at personal values and to develop life skills that will help them live excellent lives that positively change the world.

Core Operating Values

The following core operating values influence the culture and public image of Healing Hearts for Community Development as an effective community-based organization serving a wide variety of individuals and families.

Excellence- HHCD believes that every person deserves the best possible care, which means that the entire organization strives for excellence.

Caring Attitude – HHCD creates a safe healing environment for all people served, which includes treating consumers with care and educating them about our process of healing.

Responsiveness – HHCD finds solutions that meet the needs and preferences of consumers through direct services or referrals to appropriate providers.

Respectfulness – HHCD honors the choices of consumers, encouraging them to create and implement healthy life choices, and helps to shape these choices based upon what is important to each consumer. We work from a systemic understanding of the value of including the entire family in the healing process.

Individualized Support- HHCD knows that people's needs vary significantly and can change over time; therefore, all of the intake and treatment processes will focus on the individual versus a standardized approach that is used with every consumer.

Diversity – HHCD knows that our consumers come from a diverse community; we seek to first of all understand a person's culture and then to provide services that are most helpful for the individual consumer.

Integrity and Accountability – HHCD has the highest level of integrity in its administrative, services and outreach activities. Supervision and performance evaluation is done throughout the agency, and records are kept in line with HIPPA regulations.

Evidence-Based Services – HHCD has a value for utilizing helping models that are proven effective. All clinical staff members pursue specialized evidence-based therapy training.

Partnerships – HHCD believes in collaborating with other community agencies to advocate for quality services by all partners.

Advocacy – HHCD educates the public and advocates for long term best interests of consumers.

Financial Sustainability – HHCD believes its work as a community advocate, training center, and service provider will be needed for many years in the future. Therefore, we strive to deliver our mission with thoughtful strategic choices that ensure we have sufficient financial resources.

Example – HHCD believes that we are responsible for sharing knowledge and services with other communities who have been traumatically impacted by life's trauma.

Underlying Service Assumptions

All consumers who receive services at HHCD have the right to know what these services entail and what they can expect from any services received. The HHCD consumers have the following rights when they receive services:

1. Consumers have the right to be treated with consideration and respect for personal dignity, autonomy and privacy.
2. Consumers have the right to the best care and treatment this agency has to offer. To the extent permitted by law, consumers have the right to refuse treatment and to be told of the resulting actions.
3. Consumers have the right to privacy concerning care and treatment. Records are treated as confidential by this agency, except with certain exceptions as prescribed by law.
4. Consumers have the right to be told the reason for admission, the plans for treatment, and other suitable placements if they exist.
5. Consumers have the right to information about condition, treatment and progress.
6. Consumers have the right to know the financial costs of all services.
7. Consumers have the right to learn the name and qualifications of the person providing treatment.
8. Consumers have the right to active and informed participation in the establishment, periodic review and reassessment of the service plan.
9. Consumers have the right to learn of any planned research involving any risk. Consumers have the right to refuse to participate in said research.
10. Consumers have the right to obtain a lawyer for legal problems.
11. Unless there are legal restrictions, consumers have the civil and legal right of any other citizen.
12. If consumers believe they have been deprived illegally of their rights while being treated by this agency, they have the right to file a petition for a writ of Habeas Corpus.
13. Consumers have the right to expect this agency to offer a plan to help when services are completed.
14. If consumers entered this program voluntarily, they have the right to be discharged from this program at any time.
15. Consumers have the right to initiate the CHC formal complaint process for any concerns not addressed or resolved by requesting the CHC Grievance Policy. Consumers can also call the DHH Hotline at (225) 342-0138 to voice a complaint.

Summary of Most Important Points in the Environment

The following is a brief summary of strengths, weaknesses, opportunities and threats highlighted by the board and staff of HHCD, along with input from the HHCD Consumer Council. They represent a small portion of the complete environmental scan attached to the strategic plan.

Strengths

HHCD's key strengths include its superior staff, such as the knowledge and experience offered from Executive Director, the CHC Clinical Staff who are highly trained in evidence-based therapy models in the areas of prevention, sexual trauma, addiction, disaster relief, and marriage/family, and the Support Staff who are warm and caring, creating a safe place for healing. Other strengths include counseling intern training, positive collaborative relationships with community partners, positive public image, excellent and easily accessible location, faith-based integration with professional services, affordability of care, addiction and mental health services provision at one location, and a common passion for HHCD mission shared by the team.

Weaknesses

HHCD key weaknesses include no long-term sustainability plan, staff salaries being below market value based on merit and experience, staff having large work loads that create potential burn out, lack of self-care activities for staff, lack of funds for staff resources, outdated technical equipment, problems with HHCD branding and marketing, paper record keeping, lack of a psychiatrist that prevents third party reimbursements, lack of an accountant to help with bookkeeping, lack of office and group room space, lack of connection with Celebration Church resources such as life groups, and lack of family services for addiction and trauma consumers.

Opportunities

The opportunities considered most important included:

- ***CARF Accreditation*** – Becoming accredited by CARF allows HHCD to pursue its core value of excellence, because a system will be in place to provide accountability and continual quality assurance for all programs. Having everything in place that is needed to meet the accreditation requirements will mean that we have a secure foundation of policies and procedures and can easily duplicate services when expanding to new locations. Accreditation will allow HHCD to continue partnering with current funding agencies and to expand our ability to bill for third party reimbursements. CARF accreditation will help with grant writing and funding pursuit, which will help with long-term sustainability.

- ***Measurement of Outcomes*** – Transitioning to EMR (Electronic Medical Records) will finally help with one of the greatest challenges of our clinical staff, which is having real proof that clinical services are helping consumers. Of course, having EMR will also help with consumer record security, funding data base, and protection for consumer records. By having a system in place to measure consumer outcome, HHCD will be able to partner with community universities, for program evaluation that can then help with grant writing.
- ***Sustainability*** – Developing a Fund Development staff position and a Board Fund Development committee helps the organization with financial sustainability. By creating better ways to communicate with the community and potential donors about the vision and services of HHCD, HHCD has the opportunity to develop more partnerships so that service expansion can occur.
- ***Training Institute*** – Due to the large knowledge base of CHC Staff, HHCD can provide training opportunities for local and national interns and professionals in the areas of trauma, addiction, disaster response, prevention and marriage/ family treatment. By having a yearly conference, HHCD can both obtain funding that helps with sustainability, positively impact community helpers, and encourage evidence-based therapy for community providers.
- ***Expansion of Services*** – CHC Clinical Staff continues to add more evidenced-based therapy specializations so that more services can be offered. Within the CHC programs, staff members do continual quality improvements to identify service gaps and to add programs to fill those gaps. For example, the addiction staff members are developing and implementing a new family component for addiction consumers that will greatly help with recovery, as well as working on a re-entry program for Orleans Parish prisoners who struggle with addictions. The mental health staff members are adding a new staff position, Mental Health Groups Coordinator, who will work with the team on expansion and implementation of groups. Two mental health staff members are pursuing a certification in Emotionally Focused Therapy, which is the most effective therapy model for couples.
- ***Expansion of Locations*** – HHCD often is presented with opportunities for expanding services to different locations. Ideally, HHCD needs to expand and establish a location in Orleans' Parish, which would benefit with fund development and provide services to this growing community. Celebration Church expects to open a life transformation center where HHCD would provide many of the services offered. All of the current satellite Celebration Church campuses would love to have a CHC located at their campus to help meet the mental health needs of the people that they serve. Other possible locations could include partnering with community medical clinics or more schools.
- ***Collaboration with Other Christian Community Organizations*** – As Celebration Church and HHCD expand into new community service provision areas, they will greatly benefit from the untapped talents of people within their congregation and other partnering Christian organizations or churches. Working closely together would ultimately help more people heal from life's hurts.

Threats

The threats considered most important included:

- ***Volatile Funding*** – HHCD has been challenged, like most non-profits, with the ever changing budget cuts from funding agencies, loss of grants, and struggling economy.
- ***High Cost of Insurance*** – Increasing costs with general liability, professional liability, and health insurances create a heavy financial burden for HHCD.
- ***Lack of Location in Orleans Parish*** – Not having a location in Orleans’ Parish inhibits pursuit of grants specific to that area. Although we provide services to Orleans’ Parish residents, because we do not have a location in that parish, we are unable to receive funding.
- ***Competitive Market for Qualified Staff*** – HHCD Staff are paid well under current market salaries; therefore, excellent clinical staff members have accepted positions with other agencies only because of salary increases.
- ***Technical Requirements for Accreditation*** – The mental health service field is requiring an increasingly more sophisticated technical infra-structure. Funding agencies require the measurement of outcomes. To be able to successfully measure outcomes, organizations must transition from paper records to Electronic Medical Records so that success can be measured.

Financial Status

Historically, HHCD has had strong financial sustainability due to the large number of funding sources for prevention, addiction, and mental health services. Although the agency has many funders, HHCD has struggled financially in 2013-14 primarily due to changes with addiction contracts transitioning to fee for service and the loss of other past funders. The number one priority for the 2014-15 fiscal year is to develop and meet a budget that keeps the agency from having a deficit.

Because of the budget restrictions, a great challenge will be finding the extra funds to be able to fund the objectives on the strategic plan. Part of HHCD's resiliency has always been being creative with changing financial resources. So, certainly, creativity will be used, but other ways will also be implemented, such as seeking corporate sponsorship for the first time, partnering with local universities for internships, and increasing third party billing.

Expansion of locations will also increase funding. Multiple plans are in place to launch behavioral health services in Orleans parish. Having one or more sites in Orleans will also open up other opportunities for fund development through contracts and referrals. Grants will be written and contracts pursued to help fund the new sites.

Goals and Objectives

Based on HHCD Board and Staffs' understanding of the HHCD mission, consumers and stakeholders' input, core values, and SWOT analysis, the next three to five years will be a time of assessing and improving its approaches to its work. Since a strategic planning process has now been implemented, the Board and Staff will work together to evaluate progress on the implementation of the actual goals and objectives and to provide revisions as needed. Here are the strategic planning goals and objectives for HHCD:

Capital Development

HHCD will emphasize capital development to provide greater organizational stability and to offer the opportunity for expansion of services and locations.

Objectives:

1. The Board, the Capital Development Committee and the Executive Director will work on designing and implementing a fund development plan resulting in a 20% increase yearly in financial resources for the HHCD annual budget, staff raises and future programming/ location plans. There will be no additional funding needed for this objective.
2. The Board and Staff will identify key stakeholders and donors to help support HHCD mission and establish a team of ambassadors who will advocate for HHCD by participating and/or organizing "point of entry" events to create awareness and to cultivate a 10% increase in individual donors each year. There will be a minimal cost for this to cover refreshments and brochures for the "point of entry" events.

Branding/ Marketing

HHCD will develop and implement a plan to present a clear, concise and compelling presentation of who HHCD is to be used for branding, marketing and fund raising.

Objectives:

1. The Board, the Branding Committee, and the Executive Director will develop and implement a plan to present a clear, concise and compelling presentation of who HHCD is to the public. The cost for this will be minimal, because Loyola University's Shawn Donnelly Center for Non-Profit Organizations has chosen HHCD as an agency to participate in their intern program. Their team of interns will develop a branding, marketing plan for HHCD, along with input from the HHCD Team.
2. The Executive Director along with Staff will make improvements to current marketing devices, such as brochures and website, specifically focusing on the development of specific HHCD programs to increase information provided to

- potential clients. The cost for this will be minimal - \$1,000 or less. We already have funding budgeted for the website development and upkeep. HHCD will partner with Celebration Church to print marketing materials, so that will be more affordable.
3. HHCD will hire a professional videographer to produce an excellent presentation to utilize at the Gala, on the website and for potential community partners/donors. We are pursuing someone to donate their time for this endeavor, so no funding will be needed. Celebration Church media department may do this video, which would also be at no cost to us.
 4. The Executive Director will target specific outlets, such as local churches, to market services while creatively increasing the marketing of services to Celebration Church attendees. The cost for marketing to churches will be minimal, but there will be cost related to postage and mailing materials.

Expansion of Location and Services

HHCD will use input from the Board, the Staff, the Consumer Council, and stakeholders' surveys to determine current gaps in services, the needs of the community, and locations needed for expansion.

Objectives:

1. The Board, the Executive Director, and the Expanding Locations and Programs Committees will use Staff input and stakeholders' surveys to determine current gaps in services, the needs of the community, and locations needed for expansion. There will be no additional cost to do this.
2. Once gaps are determined and reported to the Board, the Expanding Locations and Programs Committee will begin working on a plan to determine priorities, as well as work with Staff to determine the funding needs related for adding specialized services and a time line for implementing these new programs.
3. The Expanding Locations Committee will identify available properties that are strategically located in the priority areas for expansion, establish a relationship with a commercial real estate agent that is knowledgeable of the area, and determine the funding needed for expansion that will be reported to the Board.
4. If funding is available, the Expanding Locations Committee will bring 3 different possible properties to the Board for selection and approval. This Committee will work with the design and build/ retrofit property to meet operational conditions for HHCD by obtaining the permits, approving drawings and plans, issuing requests for proposals, selecting a general contractor, and completing the build out. Funding would be raised for this endeavor, because there is no current budgeted money for expansion.

Service Delivery

HHCD will improve and expand current services through CARF accreditation, internal and external evidence-based staff training, and the transition to Electronic Medical Records for outcome measurement.

Objectives:

1. HHCD will complete all requirements needed to become accredited by CARF by July 2014 to achieve the accreditation requirements of governing and funding agencies and to improve clinical services. The total amount of funding needed for CARF accreditation will be \$10,000. That money was allocated from the BP funds received in 2013.
2. CHC will complete the transition from paper records to Electronic Medical Records to provide greater security, to be fully compliant with HIPPA, to provide data for measuring outcomes for internal and external program evaluation, to give data for grant writing, to provide data for continual quality improvement, and to build a data base for fund raising purposes. The total IT makeover needed will be around \$20,000. The plan is to work with HHCD Corporate Volunteer to raise funds for IT needs.
3. CHC Mental Health Staff will develop and implement new groups and policies/ procedures under the leadership of the new Mental Health Group Coordinator, as well as increase clinical skills of mental health team through a stronger supervision process and internal/ external evidence-based trainings as evidenced by a 10% increase in numbers of clients seen and a 10% positive change in outcomes measuring success each year. The budget has training cost designated (\$8,000), but additional funding will also be pursued through corporate sponsorship or from grants/ contracts. To measure positive change, CHC Clinical Staff need electronic medical records, so that funding has already been pursued under the IT objective.
4. CHC Addictions Staff will expand current clinical services offered at both locations, develop and implement a new working system for re-entry work with CADA, increase clinical skills of addiction team staff through internal/ external evidence-based training evidenced by 20% increase in numbers of clients served the first year and by 10% increase each following year, and 10% positive change in outcomes measuring success each year. The budget has designated funding for staff training (\$5,000).
5. HHCD Prevention Team will expand prevention services in new community schools as funding allows, train facilitators in the *Too Good for Drugs, Protecting Me Protecting You* curriculum, engage adolescents in the Tobacco Free Living initiative, write grants to seek funding for violence prevention programming, and participate in two community-based prevention coalitions related to alcohol and drug usage. The budget has funding designated to cover the trainings and programs.

Human Resources

HHCD will improve employee conditions by establishing an employee orientation and handbook, increasing staff salaries, providing team building/self-care activities, and resolving facility issues that impact the staff's work environment.

Objectives:

1. The Human Resource Team will develop and implement an employee orientation process and employee handbook by July 2014. This book will be done electronically, so there is no additional cost.
2. HHCD Supervisors will implement annual reviews and employee evaluations by January 2014. There is no additional budget designation needed for this item.
3. The Facilities Coordinator will work with Board and Executive Team to complete the Airline facility, including heat and air conditioning for the entire building, which will improve staff working conditions by June 2014. HHCD is writing a grant to cover the cost of this expense.
4. The Executive Team will provide on-going team building activities for self-care, including hosting a retreat by December 2014. There is no designated money in the budget for this expense. This will have to come from outside donation or corporate funding.
5. The Board will research, evaluate, and increase current staff salaries to meet market standards as funding increases by December 2014. This will happen if there is a significant budget increase and funding to cover raises.
6. The Executive Team will do on-going assessments to add staff, such as a psychiatrist, part-time accountant and utilization review nurse, as funding becomes available to meet organizational gaps and reduce staff burn out because of large work loads. This will only happen if funding becomes available. There is no funding in the budget to cover this.
7. The Board, Executive Director, and the Facilities Coordinator will work with Premier on finding a permanent solution for ongoing water leaks that threaten property, termination of clinical services, staff's mental health well-being, and staff's personal property by June 2014. There is no funding needed for this objective.

THE TOP STRATEGIC PLAN PRIORITIES

1. CARF Accreditation, including all of the objectives needed to meet CARF standards (Service Delivery Objective 1; Human Resources 1 and 2)
2. Complete IT Overhaul and Electronic Medical Records (Service Delivery Objective 2)
3. Finish installing air conditioning and heat in the entire building (Human Resources Objective 3)
4. Increasing Corporate Funding (Capital Improvement Objective 1 and 2)
5. Expansion of Services into Orleans' Parish (Expansion of Location and Services Objective 1; Service Deliver Objectives 3 and 4)

Strategic Action Plan Focus by Year

Year One – 2014

January

HHCD Board Approval of Strategic Plan
Completion of Electronic Medical Records (EMR) Rationale by HHCD/CHC Staff
EMR Rationale Presentation to HHCD Board
Completion of HHCD/CHC Job Descriptions and Performance Evaluations
Completion of CHC Mental Health Policies and Procedures
2 CHC Mental Health Counselors Complete Emotionally Focused Therapy Training
1 CHC Mental Health Counselor Trained in Hope Trauma Groups

February

New CHC Mental Health Weekly Staffing Meetings and CQI Meetings Begin
HHCD/CHC CPR Training
CHC Addictions Cognitive Behavioral Therapy Training
HHCD Transition to Celebration Church's Server/ Acquiring Cloud-Based Support
Updated Technical Support and Equipment
CHC Addiction/ Mental Health Establish Research Relationship with Tulane University
Fund Development – Fundraising Goals established by Board Fund Development Committee

March

Completion of all HHCD/CHC Staff Training (Accreditation Now)
Completion of HHCD Employee Handbook
CHC Mental Health Chart Audits
CHC Addictions Program Completes Working System for Re-entry Work with CADA
CHC Addiction Programs Implements New Peer Support Program
HHCD Part-Time Accountant Hired
1 CHC Mental Health EMDR Completion
Launch New Darkness to Light Program to Community
Fund Development – Fundraising Goals established by Board Fund Development Committee
Seek Violence Prevention Funding

April

Completion of CHC Mental Health Groups' Policies and Procedures
Completion of CHC Addiction Motivational Enhancement Therapy Training
Purchase of EMR System
HHCD/CHC Training for EMR
Transition of Client Records
HHCD/CHC CPI Training
Completion of HHCD/CHC Risk Management Policies and Procedures

May

CHC Addiction and Mental Health Program Determines Outcomes to Measure
Completion of all HHCD/CHC Policies and Procedures
HHCD/CHC Staff and Intern Training on Policies and Procedures
HHCD Employee Orientation on DVD
HHCD Fund Development Plan Complete

June

CARF Preparation for all HHCD/ CHC Board and Staff

July

CARF Survey
CHC Mental Health Chart Audits
Completion of HHCD Branding Plan

August

HHCD/CHC Self-Care Event
HHCD Ambassadors Host First "Point of Entry Event"
Completion of Improvements to Website and Brochures

September

HHCD DVD Complete
Yearly Prevention Facilitator Training (Life Skills Training)

October

HHCD "Jazzy Night" Gala

November

HHCD "Jazzy Night" Gala

December

HHCD Expansion Plan Complete
HHCD/CHC Airline Site Completed
Permanent Solution Implemented by Premier for Water Leaks

Year Two – 2015

Purchase of Van for CHC Addiction Transportation
Expansion of Services into Orleans Parish
HHCD/CHC Staff Attend AACC World Conference
HHCD Hires Psychiatrist and Utilization Review Nurse for Third Party Reimbursements
HHCD/CHC First Annual Training Conference
HHCD/CHC Staff Raises
2 Mental Health Staff Become EFT Therapists

Year Three – 2016

Expansion of Services into Next Priority Location
1 Mental Health Staff Becomes EFT Trainer

Year Four – 2017

Expansion of Services into Next Priority Location
HHCD/CHC Staff Attend AACC World Conference

Year Five - 2018

Expansion of Services into Next Priority Location