



**STRATEGIC PLAN**

**YEAR 2023 - 2024**



# TABLE OF CONTENTS.

**01** | VISSION, MISSION AND CLIENT PURPOSE

**02** | STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT ANALYSIS)

**03** | REFLECTIONS

**04** | SOCIAL DETERMINANTS OF HEALTH

**05** | TECHNOLOGY

**06** | GOALS

**07** | STRATEGIES AND IMPLEMENTATION TASKS



This strategic plan represents a shared vision for building and expanding an integrated, coordinated and culturally competent behavioral health system that provides better health, better care and lower cost to clients.

## MISSION STATEMENT.

To Re-Energize our community by restoring individuals to wellness

## VISION STATEMENT.

We achieve our mission by providing a neutral safe space, listening to client's concerns, and customizing a treatment plan.

## OUR CLIENT PROMISE.

We promise to be there for you every step of your journey. Our goal is to help you grow from your struggles, heal from your pain, and move forward to where you want to be in your life.



# SWOT ANALYSIS.



## STRENGTHS

- Diversity in health promotion team
- Diversity in experience within the organization
- Educated, competent and culturally diverse staff
- Accessibility (office location)
- Timely problem solving and crisis management
- Open to feedback from stakeholders
- Highly experienced management team
- Staff flexibility and dedication
- Staff processes that screen potential employees
- Strong electronic system within the organization
- Facility is located in the community
- Financially viable organization
- Strong referral base
- Progressive organization with vision or future growth and development



## WEAKNESSES

- Resources are stretched
- User friendly website
- Public awareness of services
- Market concentration - Lack of variety in revenue sources and vendor base
- Keeping up with technology
- Marketing of program
- Wanting to do too much – need to narrow focus
- Need for a lobbyist
- Technology expertise



## OPPORTUNITIES

- Develop additional funding streams
- Network with community stakeholders
- Maintenance of qualified staff
- Raising community awareness pertaining to community services
- Need to take advantage of other funding opportunities
- Cross training of all staff throughout programing and administrative department



## THREATS

- State regulatory changes
- Continuing high unemployment contributing to higher levels of individual and family stress and increased need for mental health services

# REFLECTIONS.

**Washington DC's health care transformation has changed how health care is conceptualized, managed, delivered and financed. There has been a significant increase in the number of people eligible for Medicaid funded health services. Prevention, treatment and recovery services have a solid evidence base on which to build a system that promises better outcomes for people who have been diagnosed with or who are at risk for mental illness and co-occurring disorders.**

**Information from the analysis of performance:** Leadership uses this information to make changes to better the overall organization.

**Financial:** Spring Leaf Solutions at the time of this report has a balanced budget and exceeds projected revenue. The status of assets and liabilities of the organization is excellent. The organization is financially stable and able to continue to support the chosen service continuum. This stabilization of funds begins at the writing of this strategic plan and throughout its three-year projection and more and is adequate to accomplish the plan in the following areas (financial and workforce)

**Succession Planning:** Key personnel include the CEO, Clinical Director. In the event the Clinical Director position becomes open, a contractor will fill the position. A consulting group will be hired in order to help fill the position of CEO until someone is hired.

**Service Area Needs:** Spring Leaf Solutions maintains an ongoing referral process. No waiting lists are kept. The company will refer to outside entities.



# REFLECTIONS.

## Demographics of Service Area: Washington DC

WASHINGTON CITY, DISTRICT OF COLUMBIA - DEMOGRAPHIC PROFILE (NH = NON-HISPANIC)					
RACE / ETHNICITY	POP 2010[16]	POP 2020[17]	% 2010	% 2020	% CHANGE
White alone (NH)	209,464	261,771	34.81%	37.96%	+3.15%
Black or African American alone (NH)	301,053	282,066	50.03%	40.91%	−9.12%
Native American or Alaska Native alone (NH)	1,322	1,277	0.22%	0.19%	−0.03%
Asian alone (NH)	20,818	33,192	3.46%	4.81%	+1.35%
Pacific Islander alone (NH)	216	349	0.04%	0.05%	+0.01%
Some Other Race alone (NH)	1,451	3,753	0.24%	0.54%	+0.30%
Mixed Race/Multi-Racial (NH)	12,650	29,485	2.10%	4.28%	+2.18%
Hispanic or Latino (any race)	54,759	77,652	9.10%	11.26%	+2.16%
<b>TOTAL</b>	<b>601,723</b>	<b>689,545</b>	<b>100.00%</b>	<b>100.00%</b>	<b>N/A</b>

The organization's relationships with external stakeholders: Spring Leaf Solutions has established relationships with various community organizations in an effort to assist their clients with housing, food and community groups.

**Regulatory/Legislative Environment:** The organization is committed to improving the quality of life in Washington DC and surrounding areas by strengthening neighborhoods, delivering superior services and embracing the diversity of the citizens. Public funding from legislation remains strong and the Medicaid insurance system has allowed organizations to obtain accreditation by providing financial assistance.

# SOCIAL DETERMINANTS OF HEALTH.

**Smoking:** The Issue: While overall smoking rates have declined, persons with low socioeconomic status continue to have higher rates of smoking.

*Low-income adults were 1.6 times more likely to smoke than higher income adults.*

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*Adults with less education were 2.1 times as likely to smoke as are college educated adults.*

**Physical Inactivity:** Data Highlights The Issue: Lack of exercise is one of four modifiable behaviors that cause much of the illness, suffering, and early death related to chronic diseases and conditions. Persons less education are 2.5 times more likely to report being physically inactive compared to persons with a college degree

**Uninsured Populations:** The Issue: Lack of health insurance is a major barrier to accessing quality healthcare. Hispanics/Latinos have one of the highest uninsured rates and report more issues accessing care due to high cost than any other racial/ethnic group. Hispanics/-Latinos were 5 times more likely to be uninsured than Whites.



# TECHNOLOGY.

- The use of technology to support organization
- Efficient operations: EHR & Personnel Onboarding
- Efficient & Effective Service Delivery:
- Performance Improvement: Quality Improvement measures that are tracked throughout the year  
(Please see Annual Report)



# GOALS: WHERE WE ARE GOING.

## STRATEGIC GOALS

The purpose of establishing the strategic goals below is to provide individualized, measurable objectives. These objectives will provide a means for determining the success of the company as well as guiding its leaders as they prepare for the upcoming fiscal year.

## STRATEGIC GOALS: BY PRIORITY 1-3

### GOAL #1

Human Resources:  
Increase efficiency and compliance by using an electronic HR charting system

### GOAL #2

Create a one stop training portal through RELIAS to be used for onboarding

### GOAL #3

Expand current line of services within DC

# STRATEGIES AND IMPLEMENTATION TASKS.

The following key strategies and implementation tasks will be pursued by the organization over the next year:

**Goal #1:**  
Implementing an HR staff charting system

**STRATEGY**  
Begin implementation by the first quarter of 2023

**TASKS**  
Create and implement a project plan for the HR department to complete with deadlines listed

**Goal #2:**  
Initiate contract with RELIAS and begin implementation

**STRATEGY**  
Begin implementation by the first quarter of 2023

**TASKS**  
Create and implement a project plan for the HR department to complete with deadlines listed

**Goal #3:**  
Expand current line of services

**STRATEGY**  
Research services being offered that may be open to community behavioral health agencies as well as health initiatives by the end of the 1st quarter of 2024

**TASKS**  
Complete a need analysis as to what services are needed in the area

The strategic plan was formalized as a leadership team and the information obtained from the staff, clients and other stakeholders were used in its creation. The strategic plan shall be shared with staff and other stakeholders as appropriate. In addition, the plan shall be reviewed for additions yearly.

*The signature below denotes that the Strategic Plan was reviewed for updates*

Signature  Date 1-15-2023