

# Strategic Plan

2023



# OVERVIEW

- ***Executive Summary***
- ***Vision, Mission, and Values***
- ***Analysis of Strengths, Weaknesses, Opportunities, Threats***
- ***Three Major Tenets***





# ***EXECUTIVE SUMMARY***

Tri County Care Management Organization (Tri County) recently mapped out a plan to update its Strategic Plan. For the past year, the Board of Directors led a process to come up with a document that would outline strategies of the agency for the next three to five years. The timing was right for a conscientious look at the future given the nation was coming out of a pandemic that amplified the mental health concerns of youth. Mental health challenges impacted not just social service agencies, but the educational and medical fields more significantly than ever before. The industry was ripe for change in dealing with mental health matters and needed to prepare both short and long-term strategies for this transformation.

The actions taken to complete the plan involved a very thorough process and was inclusive of stakeholder's contribution. Some of the highlights of the actions performed include a review of the Vision Statement, Mission Statement and Values of the organization. All of which were revised to some extent. Also, a survey was created to gather feedback from families, staff, service providers and system partners. There were over 150 responses from the participants. The information received outlined trends as well as the strengths, weaknesses, opportunities, and threats of Tri County. The information was then reviewed by board members, executive staff, and external stakeholders to come up with a plan for the future.

The three trends that were identified in the responses were developed into the tenets of the agency. The tenets were broken out further into objectives. The remainder of this document is the final content of this process that will be used to guide the agency in its work to stay true to its Mission Statement.

# VISION, MISSION, AND VALUES

Vision Statement: The Tri County Care Management Organization will help build a healthier community where youth and families can thrive.

Mission Statement: The Tri County Care Management Organization takes a family focused and community-based leadership role in supporting the needs of youth who are experiencing behavioral, emotional, social, developmental, and mental health challenges.

## Values:

Services are child-centered and strength-based.

Services are family-friendly and family-driven.

Services are community-based and culturally competent.

Services have measurable outcomes.

Ongoing identification and development of sustainable community resources enhancing family choice and independence.

Commitment to continuous quality improvement.

# ***ANALYSIS OF STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS***

## ***Strengths***

- Mission driven
- Community service/collaboration
- Staff knowledge and empathy
- Cultural competence

## ***Opportunities***

- Marketing/social media
- Staff development
- Increase provider pool
- Increased awareness of youth mental health

## ***Weaknesses***

- Inexperienced staff
- The lack of data to drive practice
- Cumbersome electronic health record
- Lack of providers for services

## ***Threats***

- Limited funding sources
- Impact of governmental policies on funding
- Statewide workforce challenges
- Increased demand of mental health services



# OUR THREE TENETS DEFINED

**1. *Child-centered Individual Care*** – This principle is at the core of who we are as an agency. All of our work should be prioritized by how it enhances the life of the youth we serve.

**2. *Partnership and Influence*** – “It takes a village” is the basis of this tenet. Without our partners in the community and within the governing agencies, this work would not be possible.

**3. *Organizational Effectiveness and Evolution*** – Continuously striving toward higher quality services that align with our vision will be the agency’s strength. This will support sustaining our position as the community's leaders.



# THREE MAJOR TENETS

## 1. Child-Centered Individual Care

### *Objectives:*

- **Care**

Identifying and directing services for a high-quality, wraparound-based, and well-maintained Individualized Service Plan (ISP) remains the agency's central focus.

Youth needs are matched with the best available services and providers. Enhanced provider profiles and assessments are developed and utilized.

Introduction and networking opportunities between agency staff, providers, and resources help the process.

Transitions are supported, followed up on, and evaluated per wraparound principles.

- **Quality Metrics**

CMO best practices focusing on child-centered individualized care are evaluated for continued program improvement.

Key Performance Indicators exist for each element of the plan.

Establish quality metrics that are utilized to measure TCCMO process, performance, and outcomes.



# ***THREE MAJOR TENETS (cont.)***

## **2. Partnership and Influence**

### *Objectives:*

- ***Enhance Provider and Community Partnerships.***

Strong and effective communication with partners at individual and system level.

Working with system partners to better understand and support each other's contributions will provide a higher quality of care for youth and families.

Partnering with community providers helps ensure equitable and unbiased services.

Collaborative relationships with system partners and legislators foster an optimal environment for the progression of mental health services.





# ***THREE MAJOR TENETS (cont.)***

## **2. Partnership and Influence**

### *Objectives:*

- ***Advocacy and Outreach***

Stakeholders (with a focus on families) are aware of, and know how to engage with, Tri County and the contracted system administrator (PerformCare).

Partnership and collaboration fosters earlier trend identification, emerging organizational and system challenges, and best practices.

Participation on state-wide councils helps shape the mental healthcare system including NJ state policies and guidelines.

Engage, inform, and influence state and local government representatives to increase their knowledge and awareness of trends, challenges and opportunities.



# THREE MAJOR TENETS (cont.)

## 3. Organizational Effectiveness and Evolution

*Objectives:*

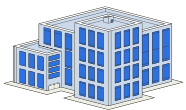
- **Staffing**

Attract and maintain the best talent by remaining competitive in compensation, staff recruitment, and development.



- **Work Environment**

The location and atmosphere of physical space reflects and properly supports communities served. Information Technology infrastructure is kept current and is utilized effectively and efficiently.



# ***THREE MAJOR TENETS (cont.)***

## **3. Organizational Effectiveness and Evolution**

### *Objectives:*

- ***Organizational Leadership***

Management and broader organizational structure evolve to meet changing needs of children, families, communities and staff.

Ongoing assessment and implementation strategies strengthen the organization at all levels. This includes right-sizing for populations served, skill building to support best-practices, which ultimately positions the agency to be strong advocates in all settings.

Board of Director membership reflects the communities served from a geographic and diversity perspective while also addressing the expertise, background and skills required.

- ***Policy and System Knowledge***

Awareness of current legislation that affects the populations served bolsters agency's ability to serve youth and families and helps develop recommendations for advocacy.

Internal and external training will support core values.



We hope this document provides our stakeholders and the public at large both insight into who we are as a social service agency and the direction of where we are going.

This document is a product of the hard work of the Board of Directors of Tri County CMO. Special thanks to David Yazujian, who took the time to lead this Strategic Planning Team.

Many thanks to all the families, staff, and other stakeholders who participated in the process by responding to the survey or meeting with the planning team to help shape the final document.

James Parauda, Chief Executive Officer



Thank  
you!