



The W House of Hagerstown Foundation, Inc. dba Lasting Change 2020-2023 Strategic Plan

Section 1: Introduction

Lasting Change’s 2020-2023 Strategic Plan is presented below. It sets forth Lasting Change’s strategic roadmap – strategic direction and priorities for the next three to four years. It reflects the needs and challenges of the organization.

As demonstrated by this Strategic Plan, Lasting Change is committed to continuing to improve the level and quality of treatment services to ensure equal access to treatment services and enhancing public confidence in Lasting Change’s program. Included are ambitious bold steps (goals) and strategies for making continued improvements to better serve persons served and enhance internal operations. Achieving the long-range goals set forth in this Strategic Plan will not be easy, however, as Lasting Change faces significant ongoing and likely future challenges. Lasting Change and executive leadership are committed to using this Strategic Plan to guide decision making, help allocate/re-allocate limited resources and drive changes and improvements.

This Strategic Plan was developed through an inclusive and systematic process. Information gathered from staff, stakeholders and clients helped to create this strategic plan. A Strategic Planning session was held December 14, 2019 with Lasting Change’s management team and board of directors.

The Strategic Plan includes the following:

1. Lasting Change’s mission and vision statements
2. Summary of Trend Analysis
3. Summary of Organizational Assessment
 - a. SPOT (Strengths, Problems, Opportunities, Threats)
4. Lasting Change’s Strategic Implementation Plan

Section 2: Mission and Vision of Lasting Change

A *mission statement* expresses the fundamental purpose of an organization, or in this case, Lasting Change. It explains why Lasting Change exists. A mission statement should reflect the expectations of Lasting Change’s clients, stakeholders and partners. A clear and concise mission statement helps Lasting Change to focus on what is truly important; it serves as a reference point for establishing organizational priorities.

A *vision statement*, on the other hand, defines a referred future of an organization. It describes what Lasting Change desires to become or do in the future; what it should be at its best. A vision statement should be aspiring, compelling, bold, inspirational and convey a sense of urgency to all organizational members.

Lasting Change's mission and vision statement are as follows.

Mission

Lasting Change's mission is to provide residential and clinical services to women and their families. Women in the early stages of recovery from chemical dependency are provided treatment, education, and case management thereby reducing the pervasive and adverse impact of alcoholism and drug abuse in Washington County.

Vision

Our vision is to position Lasting Change as a program of clinical excellence that delivers clinical and residential services to women and their families. We are committed to providing our clients with respect, informed care, easy access, and assistance. Our funding sources will be provided with accurate and timely reporting and demonstrated outcomes. Our community stakeholders and referral sources who come into contact with W House, whether by phone or in person, will leave that contact believing that we understand who they are and that they want and will have input and regular updates regarding the progress of the client.

Section 3: Trend Analysis

A *trend* is a series of related events or activities that appear to have a demonstrable direction over time. There are many types and categories of trends such as economic, political, technological, and persons served trends. Below is a summary of the trends analysis. Included are the trends that will most significantly impact Lasting Change in the future, and a few of the possible implications on Lasting Change.

Trends

Persons Served trends describes the needs and nature of Lasting Change's client population. A few of the most significant persons served trends likely to impact Lasting Change in the future are as follows.

1. Job training
2. Affordable housing
3. Individualized care and planning
4. Continuity of care
5. Support network
6. Life skills
7. Prevention education
8. Transportation
9. Available detox

Economic trends describe the changes in the relationships among individual well-being, the nature and composition of work and the work force, and societal prosperity. Economic trends directly affect the composition of caseloads, shape the basic resource foundations of Lasting Change, and shape basic

societal conditions. Below are a few of the most significant economic trends likely to impact Lasting Change in the upcoming years.

1. Cost of facility expansion
2. Increasing wait list
3. Uncertainties of fundraising and grants
4. Impact on donations
5. Impact on recruitment retention
6. Cost of goods
7. Insurance rates

Technological trends describe changes in the composition, application and broader social effect of tools and scientific developments and breakthroughs. Technological trends shape the types of demands confronting service organizations and hold the potential for dramatically altering the way organizations do their work or serve clients. A few of the most significant technological trends that will impact Lasting Change in the future are as follows.

1. Social media
2. Trained workforce
3. Server maintenance
4. 24/7 availability
5. Technology costs
6. EMR
7. Cyber Threats
8. HIPAA breaches

Political and policy trends describe the structure, receptiveness and responsiveness, priorities and effectiveness of forums for collective, public decision-making and resource distribution. They also describe preferred responses to societal problems and the appropriate roles of individuals in developing, implementing, monitoring, and modifying actions to group responses. Below are some of the policy and political trends that will likely impact Lasting Change in the upcoming years.

1. Divisiveness
2. Political climate
3. Elected officials
4. Need for political lobby

Implications (of the Trends) on Lasting Change

The trends noted above will not occur independently. Rather, they will occur simultaneously, interaction in numerous ways. A few of the most significant implications for Lasting Change are as follows.

1. Lasting Change will likely experience a rising wait list. In addition, this could result in increased workloads for clinical and direct care staff.
2. Lasting Change's current facility is inadequate for the demands of the future. In particular, the number of client's that can be served.

3. Lasting Change will likely continue to experience pressure to be more efficient and effective with existing or declining resources, and to be more responsible and accountable.
4. Lasting Change's clients are expected to change in the future. For example, the changing demographics with baby boomers, new cultures, substance use by younger persons and the social determinants of health.
5. Lasting Change will increasingly compete for resources with other treatment facilities and non-profits in Washington County and the state of Maryland.
6. Continued collaboration with other treatment agencies, governmental agencies and stakeholders will be even more important in the future.
7. Lasting Change will continue to evaluate the program's performance in various areas. Continuing to analyze the data to make informed decisions for the organization and most importantly the persons served.

Section 4: Organizational Assessment

The purpose of an *organizational assessment* is to help an organization evaluate its capacity both now and, in the future, considering its purpose and its desired vision. A "SPOT" analysis is a process of identifying Lasting Change's strengths, problems, opportunities, and threats given its mission, vision, and the implications of a variety of trends. This step of the strategic planning process helps an organization critically assess its ability to do its business better and differently in the future.

Below is a brief summary of Lasting Change's strengths and areas for improvement.

Strengths and Areas for Improvement

Examples of Lasting Change's strengths are as follows:

1. Communities perception shift to positive
2. Strong, proactive board of directors
3. Focus on employee development
4. Cohesiveness
5. Donor relations and client focused
6. Flexibility and employee support system
7. Continuous quality improvement
8. Professional environment
9. Teamwork and ability to overcome obstacles
10. Communication and strong leadership

A few areas for improvement include:

1. Inadequate employee benefits package
2. Security on site
3. Former leadership and past reputation
4. Staff/Client boundaries
5. Funding
6. Competitive salaries
7. Inadequate EMR

Opportunities and Threats

Lasting Change has identified the following opportunities and potential threats likely to face in the upcoming years.

Opportunities include:

1. PR and rebranding
2. Strengthening community relations
3. Expanding programs and services
4. Enhance political relationships
5. Developing/enhancing training programs for staff and cross-training staff
6. Enhancing facilities, space and security
7. Lobbying for additional funds and pursuing grant opportunities
8. Expanding billing opportunities – 3.1 Billing, private insurance
9. Enhancing communication throughout Lasting Change

Some of the biggest obstacles – or threats – are as follows:

1. Lack of resources (funding, number of qualified staff, etc.)
2. Lack of adequate technology and equipment
3. Poor community perception/reputation
4. Increase in fatal drugs (fentanyl and derivatives)
5. Lack of additional assistance – services and programs – available to persons served
6. Increasing operational costs
7. Potential state budget crisis
8. Location of facility

Section 5: Strategic Implementation Plan

Lasting Change Strategic Implementation Plan Bold Step 1: Maintain Financial Stability Lasting Change will operate from a position of financial strength by becoming as efficient as possible in our spending and maximizing resource generation.				
Action Step	Strategies	Person Responsible	Target Date	Date Completed
Optimize Company Resources	<ul style="list-style-type: none"> • Ensure quality and efficiency in all Lasting Change operations by implementing baseline budgeting focused on strategic initiatives and strengthening program. • Include an evaluation of funding levels from program billing conducted on a quarterly basis. 	Program Quality Committee consisting of the following individuals: Kylie Johnson, Erin Tack,	8/1/17	On Track- 7/19 Ongoing

**Lasting Change
Strategic Implementation Plan**

Bold Step 1: Maintain Financial Stability

Lasting Change will operate from a position of financial strength by becoming as efficient as possible in our spending and maximizing resource generation.

Action Step	Strategies	Person Responsible	Target Date	Date Completed
	<ul style="list-style-type: none"> Perform regular reviews of activity and workflow analyses. 	Chloe Remines, Stephanie Little, Mary Winebrenner		
Increase External Support	<ul style="list-style-type: none"> Build an expansive network of advocates, partners and champions for Lasting Change by communicating effectively with external stakeholders and involving them meaningfully in the life of Lasting Change’s Treatment Program. Increase revenue from private sources by engaging friends and corporate partners to expand support for the people and program at Lasting Change, including a comprehensive capital fundraising campaign. Enhance resources through grants and contracts from federal and state agencies, corporations, and foundations. Explore opening an endowment – Lasting Change Foundation 	Board of Directors and Management Team – including Kylie Johnson and Erin Tack	7/1/18	On track 7/19 Ongoing
Develop a fundraising program comprised of annual fundraiser and smaller events	<ul style="list-style-type: none"> Direct mail programs several times a year to previous donors including Alumni Newsletter Identify, cultivate and solicit donors for larger/major gifts Participate in Washington County’s Gives fundraiser 	Board of Directors Fundraising Team	9/1/17	Ongoing
continue fundraising event	<ul style="list-style-type: none"> Golf Fundraiser – Annually in June 	Board of Directors	June 19, 2020	June 19, 2020

**Lasting Change
Strategic Implementation Plan**

Bold Step 2: Strengthen Community Outreach Plan

Lasting Change will develop and implement community outreach and service-learning programs that address treatment needs of people in our communities.

Action Step	Strategies	Person Responsible	Target Date	Date Completed
Educate and build support among community	<ul style="list-style-type: none"> • Document and communicate Lasting Change’s resource needs to local and state leaders • Improve website and social media footprint • Establish and create ways to work with local providers and other persons served providers • Annual fundraiser to provide funding and support of Lasting Change’s programs (Golf Tournament) 	Board of Directors Quality Team	7/1/18	Ongoing
Develop and advance community partnerships which benefit both the community as well as Lasting Change.	<ul style="list-style-type: none"> • Initiate new and strengthen existing service-learning events, co-curricular activities, and outreach programs • Build and develop opportunities for persons served and staff to engage the community in addiction treatment knowledge and advocacy 	Quality Team Clinical Team	12/1/18	Ongoing
Identify and foster collaborations with other treatment providers that enhance staff development opportunities	<ul style="list-style-type: none"> • Establish partnerships with local providers for professional training opportunities – <i>Western MD Consortium, ABC, Gatekeepers, Leadx3, Primetime for Women, Spherion, etc.</i> • Promote and ensure staff participation in professional development opportunities 	Erin Tack, Clinical Director Mary Winebrenner, HR	11/1/18	Ongoing
Foster and develop outreach activities which	<ul style="list-style-type: none"> • Ensure staff development plan includes goals for community service activities 	Erin Tack, Clinical Director	12/1/18	Ongoing

<p style="text-align: center;">Lasting Change Strategic Implementation Plan Bold Step 2: Strengthen Community Outreach Plan Lasting Change will develop and implement community outreach and service-learning programs that address treatment needs of people in our communities.</p>				
Action Step	Strategies	Person Responsible	Target Date	Date Completed
promote the addictions field	<ul style="list-style-type: none"> Utilize all media platforms to publicize persons served outreach activities – Herald Mail, Hagerstown Magazine, Billboard Develop and distribute a quarterly newsletter that highlights outreach and promotes the addictions field – 3/1/19 	Clinical Team Alumni Network		

<p style="text-align: center;">Lasting Change Strategic Implementation Plan Bold Step 3: Partner with other agencies Lasting Change partners with other agencies which is beneficial to the organization and creates a positive impact for Lasting Change’s future.</p>				
Action Step	Strategies	Person Responsible	Target Date	Date Completed
Strategic Program Development	<ul style="list-style-type: none"> Complete environmental and organizational assessment Define the programs that add value to our current program 	Board of Directors Quality Team	1/20/20	2/1/20
Create Value Add programs for enhanced quality of care	<ul style="list-style-type: none"> Consult options with community partners Decide what is important and who could provide the services Look at the best type of alliance Confront any challenging issues that would arise due to a partnership Programs of interest: <ul style="list-style-type: none"> Career Development Program Office Associate Program Gatekeepers 	Board of Directors Quality Team	7/1/20	

**Lasting Change
Strategic Implementation Plan
Bold Step 4: Program Expansion**

Lasting Change will strengthen and enhance treatment program to better serve current and potential new clients.

Action Step	Strategies	Person Responsible	Target Date	Date Completed
Acquire new property for transitional clients	<ul style="list-style-type: none"> • Purchase transitional house in between the two transitional houses owned by Lasting Change. • Would provide 5 more transitional beds • Create a safer community environment for transitional clients 	Board of Directors Kylie Johnson	7/1/2020	
Explore additional treatment services to provide	<ul style="list-style-type: none"> • Expanding outpatient – continuity of care for current clients, serve other populations such as men, children <ul style="list-style-type: none"> - Property - Licenses, accreditation - Clinical team • Mental Health Services in house <ul style="list-style-type: none"> - Property - Licenses, accreditation - Clinical team 	Kylie Johnson Erin Tack	7/1/2021	

**Lasting Change
Strategic Implementation Plan
Bold Step 5: Comprehensive Service Delivery System**

Lasting Change will ensure a comprehensive service delivery system that is integrated and responsive to the needs of the persons served at Lasting Change to enhance health, wellness and recovery.

Initiative/ Action Step	Strategies	Person/Dept. Responsible	Target Date	Date Completed
Maintain a system that is responsive and adaptive to the changing care needs of persons served	<ul style="list-style-type: none"> • Provide an array of evidence-informed services that are individualized to address the specific needs and desires of persons served • Continually assess the effectiveness of services and supports provided. 	Board of Directors Erin Tack Clinical Team	7/1/2020	Ongoing

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Initiative/ Action Step	Strategies	Person/Dept. Responsible	Target Date	Date Completed
	<ul style="list-style-type: none"> • Expand and integrate performance improvement process within program operations • Encourage persons served, stakeholders, board of directors, and clinical team to design, development and evaluate services and supports. 			
Enhance program services for persons served	<ul style="list-style-type: none"> • Develop a systematic approach to treatment to persons served <ul style="list-style-type: none"> - Create group schedule by topics being presented - Enhance individualized treatment through more options for persons served 	Erin Tack Clinical Team	7/1/2020	