



# **Success 4 Kids & Families**

## **Strategic Plan**

**July 2022 through June 2026**

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## **I. Executive Summary**

Success 4 Kids & Families (S4KF) utilized a sustainability planning methodology developed by the Finance Project for strategic planning purposes. S4KF's first strategic plan began in September 2007 and was completed in June 2008. Since that time S4KF's Board of Directors have continuously completed the strategic planning process. The last plan completed in June of 2022 and based on the actions voted on by the Board of Directors, the new strategic planning process began in the Fall of 2021 and the plan was voted on and accepted by the Board of Directors in May of 2022. The plan will be in effect from July 2022 until June of 2026.

The Finance Project is a consultant agency located in Washington, D.C (Langford & Flynn, 2003). Their sustainability planning methodology is a proven, federally approved model curriculum and planning process that emphasizes strategic finance planning along with seven other elements. These elements include establishing a clear vision and mission, the collection and measurement of outcomes, generating and maintaining broad based community support, identifying and maintaining communication with key champions, recognizing and adapting to changing conditions and the strengthening of internal systems.

Goals developed for the 2018-2022 sustainability plan were as follows:

Goal 1: Increase overall funding stability by decreasing reliance on contracts.

Goal 2: Improve participant outcomes through consistent, high-quality service delivery

Goals developed for the 2022-2026 are as follows:

Goal 1: Increase administrative resources to be able to sustain and grow the availability for services.

Goal 2: Expand services to more holistically serve the children, youth and families of the Tampa Bay Area.

## II. Authorization.

Success 4 Kids & Families 2007-2012 Strategic Plan Approved June 30, 2008

Success 4 Kids & Families 2012-2017 Strategic Plan Approved June 30, 2012

Success 4 Kids & Families 2018-2022 Strategic Plan Approved May 22, 2018

Success 4 Kids & Families 2022-2026 Strategic Plan Approved May 24<sup>th</sup>, 2022

## III. Mission, Vision and Values

As part of the strategic planning process in 2018 the mission was revised and a vision was developed. The following Vision Statement, Mission Statement and Agency Values were reviewed by the Board of Directors, staff and the leadership team and it was decided not to further revise. The current Vision Statement and Mission Statement are:

Vision Statement:

*A community free of stigma where individuals and families have the support they need to live fully engaged and successful lives.*

Mission Statement:

*Success 4 Kids & Families provides quality care coordination through innovative mental wellness and educational services to strengthen and empower individuals and families.*

Agency Values

*We embrace the core values of **Respect, Integrity, Quality and Innovation** and emphasize the following in all we do:*

- **Consumer driven care:** *The best interests of the individuals and families we serve are the central consideration in all we do. To achieve positive impact, services must be strengths focused, driven by each person's individual needs and delivered in their home or community in their primary language.*
- **Diversity and cultural competence:** *Diversity in our people, services and programs enriches learning opportunities in our agency and enhances our ability to accomplish our mission. Cultural awareness and sensitivity in the delivery of our services is critical to engaging individuals and families and achieving positive outcomes.*
- **Community and collaboration:** *Accomplishing our mission requires a positive and productive working environment internally and in the community. Interacting with dignity*

*and respect always is paramount to ensuring productive and quality partnerships that can enhance positive outcomes for the individuals and families we serve*

#### **IV. Organizational Profile and History**

##### ***a. Brief history of the organization***

Success 4 Kids & Families is a non-profit agency providing mental and behavioral health services to children and their families ([www.s4kf.org](http://www.s4kf.org)). Services provided include intake/assessment, case management and therapy to children and their families who are experiencing emotional or behavioral issues in Hillsborough County. Specialty populations addressed include youth ages 16 to 24, those individuals experiencing the first episode of psychosis and families who reside in south and eastern Hillsborough County. Additionally S4KF provides intake, education, case coordination and therapy to pregnant women and their infants as well as assessment for infants born at 3 area hospitals. S4KF provides high fidelity wraparound services and therapeutic intervention to families with children at high risk of removal from their homes.

##### *Organizational Information and Milestones*

From December, 2006 through October 2011, Success 4 Kids & Families was located at 1311 North Westshore Boulevard, Suite 302 in Tampa, Florida. Since 2006, the organization has expanded its office space twice to meet the growing needs of the agency. The agency has two locations at this time. The main office is located at 2902 N. Armenia Ave., Ste. 200, Tampa, FL 33607. The second location, is located at Mary Lee's House, 2806 N. Armenia Ave., Tampa, FL 33607.

The organization was founded in April 2005 with three programs and an operating budget of \$600,000. The staff consisted of five full time and four contractual employees. In October 2005, The Children's Board of Hillsborough County increased their grant to S4KF from \$350,000 to \$495,000. This enabled the agency to expand its' current programs and add another full-time position. In July 2006, the agency received several additional grants from the Department of Juvenile Justice, the 13<sup>th</sup> Judicial Circuit, and the Agency for Community Treatment Services.

This added \$400,000 to the operating budget, created one new program, and expanded the current programs.

As of June 2009, Success 4 Kids & Families had a \$2.1 million operating budget with ten funding sources, eighteen full-time employees and 35 contractual staff. In 2009, the organization added the Healthy Start program. Healthy Start is a home visiting program for pregnant women and infants up to the age of one. With the new Healthy Start contract, Success 4 Kids & Families had a \$4.2 million operating budget with 15 distinct funding sources, 60 full-time employees and 40 contractual staff.

Due to a new contract with Hillsborough Kids Inc. (HKI) in January 2010, Success 4 Kids & Families had an operational budget of \$6.1 million with 13 distinct funding sources, 86 full time employees and 40 contractual staff. With the end of the contract in December 2012 the budget 2013 operational budget settled at just over \$5 million.

As of July 2022 the operational budget is \$6.9 million with 90 full time employees and 20 independent contractors. S4KF currently has 11 distinct funding sources, that including federal, state and county funding, along with private foundations.

### ***b. Description of Programs and Services***

#### *Program Overview*

There are three main groups of programs that Success 4 Kids & Families operates including: case coordination service; specialty therapeutic programs and Healthy Start.

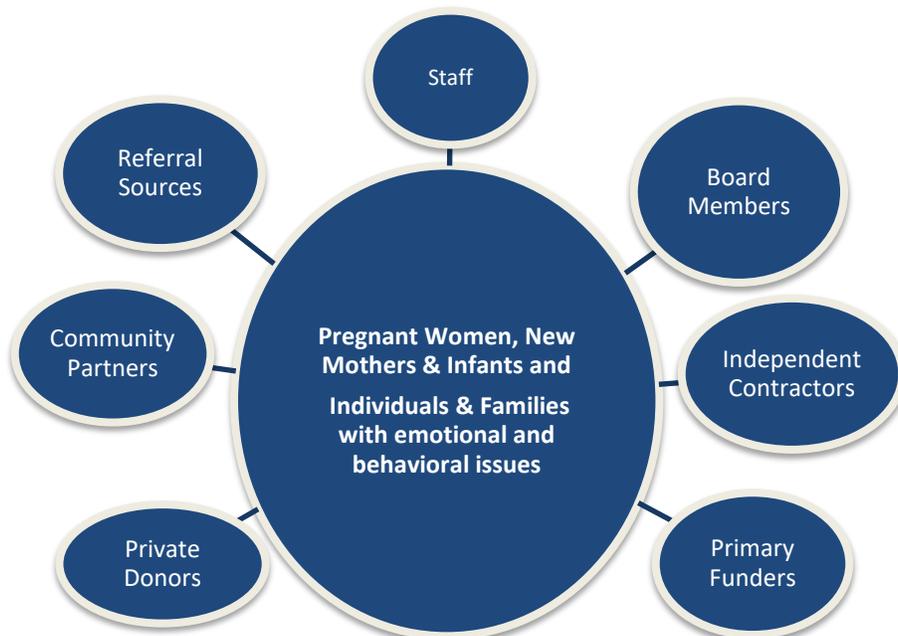
Care coordination and therapeutic services are the core programs of the organization. Success 4 Kids & Families utilizes an individualized, consumer directed care approach to working with individual youth/adults, children and their families. Unlike a "one-size fits all" approach, S4KF provides comprehensive services to individuals and families using four processes: strength-based assessment, individualized service planning (also known as a family support plan), service brokering or case management services and in some cases evidence based therapeutic intervention. The programs assess a family's strengths and challenges as well as their ability to provide crisis management and emergency planning to their family. S4KF uses this information

to create a detailed service plan that addresses these needs. For quality assurance purposes, every ninety days there is a review of the service plan with the family. To implement the service plan, service brokering or case management is performed. Service brokering not only includes the securing of services, but also linking, assessing, coordinating and monitoring of these services. Services are provided to the entire family, not just the identified child, and are subject to change depending on the family’s needs. The philosophy of all programs is that children cannot be treated in isolation from their family and adults cannot be treated in isolation from their community.

The Healthy Start program uses the core tenets of case management in its state mandated model of care coordination and home visiting to pregnant women and infants to age one. While Healthy Start uses a prescriptive model of service, value-added components of the independent case management model have also been utilized in addition to two evidenced based therapeutic intervention; Mothers and Babies and Moving Beyond Depression.

***c. Agency Stakeholders***

As illustrated in the diagram below, Success 4 Kids & Families identifies its primary stakeholders as pregnant women, new mothers and infants and individuals and families with emotional, behavioral, or mental health needs residing in Hillsborough County. Its secondary stakeholders include staff, board members, contractors, training recipients, primary funders, private donors, community partners & referral sources, .



## **V. Organizational Mandates**

Throughout the sustainability planning process all decisions related to the current and future (strategic) direction of direct service programs, funding, key champions and broad based community support followed the organizational mandate using the following criteria:

- ✓ Children stay in their home/community/school vs. out of home/community/school care.
- ✓ Voluntary vs. Mandatory for families to choose services.
- ✓ Consumer Directed Care vs. Professional Driven Medical Model
- ✓ Ensure that all contracts contain sufficient funding for infrastructure requirements
- ✓ Continuous evaluation of program efficacy and financial sustainability

## **VI. Critical Issues and Challenges**

Funding is a critical issue and challenge for the agency. For this reason, the agency scans the environment for funding opportunities and is venturing into more fundraising opportunities. As the agency reviews funding opportunities part of the challenge is to make sure that the services represent the areas that relate to the mission and vision of the agency and meet the organizational mandates. As the agency moves into allocating some internal resources to fundraising, the challenge is in the limit nature of those resources. At this time S4KF, as has been the case since the agency was established in 2005, does not employ development or marketing staff so the majority of the tasks fall to staff with existing job duties.

## **VII. Self- Assessment**

### *SWOT Analysis – 2022*

S4KF Staff, Board of Directors and Consumers provided information . This analysis focused on the direction of the agency, current array of services and opportunities for expansion. The complete SWOT analysis is included as an appendix.

In summary, the S4KF organizational SWOT revealed the following information:

1. *Strengths:* Staff, the Board of Directors and consumers all pointed to the great reputation that S4KF has in the community for quality services. S4KF's focus on in-home, community based services that are flexible and individualized, was also discussed by all groups. Additional strengths were creativity and innovation in S4KF programs, diverse staff, staff feel supported by supervisors/leadership/board and having great teamwork.
2. *Weaknesses:* Regarding the weaknesses of the organization a few items were mentioned across several groups including the lack of unrestricted funds, lack of presence on social media and vacancies. Additionally, the lack of employee training and development opportunities were mentioned by both staff and the board. Limited bandwidth in administrative team was noted as a weakness.
3. *Opportunities:* Gaps in the service community including increase in peer support services, mentoring services, increase in parent support groups, more services for non-English speaking consumers and increase wraparound services were all mentioned as opportunities for the agency. Additionally opportunities were identified that could address weaknesses including increase branding, partnerships and media presence.
4. *Threats:* As always the number one threat identified was related to lack of unrestricted funding and reliance on contracts. Competition from for profit agencies for clients referrals. The political climate in Florida could lead to cuts in mental health funding. Increase in administrative requirements from funders. Additionally several members of the Leadership Team are near retirement age and this is threat. Increased staff turnover and possible staff litigation are also threats to the agency.

### *Employee Surveys*

In addition to the specific questionnaire that we conducted with staff on the organizations strengths, weaknesses, opportunities and threats (SWOT) we also surveyed staff on how they feel about "Inclusion, Diversity and Equity Issues" in the organization and a more general "Workplace Survey" (see appendices for specific results). From these surveys we learned of several priority for training, including:

- agency-wide training on diversity issues, specifically regarding unconscious bias

- continued training and focus on microaggressions in the workplace
- supervisor training on a variety of issues including ways to show appreciation and support to staff and how to make staff feel part of the larger agency mission.

### *Environmental Scan*

An environmental scan was completed through several different methods: questioning staff, and clients regarding the gaps in services; and reviewing two outside environmental scans. Central Florida Behavioral Health Network completed a scan of mental health and substance abuse services in Hillsborough county in 2021 in response to House Bill 945. Success 4 Kids & Families participated in that scan, along with most mental health and substance abuse service providers. Additionally, the Children’s Board of Hillsborough County completed a series of town hall meetings in 2020 with the Hillsborough County community (in 7 different locations) regarding the need and availability of services. After reviewing all information several gaps in services emerged including housing, educational assistance, parent support groups, outpatient/in home therapy and increase in bi-lingual services. Providing housing would not be in-line with the mission of the agency. Expanding the in-home therapy provided by S4KF, providing more “wraparound” services including educational assistance and parent support services are possible.

### **VIII. Strategic Goals, Objectives – 2022-2023**

1. Goal 1: Increase administrative resources to be able to sustain and grow the availability for additional services
  1. Objective 1a: *Seek opportunities to leverage existing resources and relationships to reduce administrative burden*
    - i. Strategy: Identify three administrative tasks that could be shared with partners.
    - ii. Strategy: Meet with at least three partners to discuss opportunities to assist with administrative tasks
    - iii. Strategy: Complete succession plan for Director of Operations retirement.
  - b. Objective 1b: *Seek new funding or sustainability opportunities to support administrative burden.*

- i. Strategy: Partner with existing funders for increased rates/contract amounts to increase indirect monies.
  - ii. Strategy: Cultivate new matching funds opportunities so non-restrictive funds can be spent on administrative functions, not program.
  - iii. Strategy: Strengthen current relationships with private donors including Amazon and Microsoft to support administrative functions in addition to programs.
  
- 2. Goal 2: Expand services to children, youth and families of the Tampa Bay Area, to more holistically serve them.
  - a. Objective 2a: Increase therapy services available to Medicaid and CFBHN participants.
    - i. Strategy: Investigate and facilitate S4KF programs partnering on the participant level to provide therapy to non-therapy programs (Healthy Start, Healthy Transitions, Successful Families)
    - ii. Strategy: Partner S4KF therapist with at least two schools with strong S4KF case management relationships.
    - iii. Strategy: Actively recruit independent therapists to work both in home and through teletherapy.
  - b. Objective 2b: Increase Wraparound and TCM services to Medicaid participants.
    - i. Strategy: Cultivate new partnership with DCF Teaming Pilot and Children's Network of Hillsborough.
    - ii. Strategy: Identify and support at least 2 staff in Certified Behavioral Health Case Management and Certified Wraparound Facilitators process
    - iii. Strategy: Identify and support at least 1 staff in becoming a Certified Behavioral Health CM Supervisor and Wrap Coach.
  - c. Objective 2c: Strengthen and stabilize personnel
    - i. Strategy: Complete succession planning for Clinical Director position
    - ii. Strategy: Demonstrate need for increased rates with CFBHN to potentially raise hourly rates for independent contractors.