



Helpline Youth Counseling, Inc. (HYC)

Strategic Plan 2022-2025

Introduction

The Board of Directors and management of Helpline Youth Counseling, Inc. (HYC) is committed to ensuring that the agency is aligned to its mission, vision and values. Due to the COVID-19 pandemic, HYC did not hold the annual Board of Directors – Management Strategic Planning meeting originally scheduled for Summer 2020. The agency developed a COVID-19 Action Plan in March 2020 and provided monthly COVID-19 updates to the Board of Directors at its regularly scheduled meetings. During the 2021-2022 fiscal year, HYC developed a Stakeholder Survey to seek stakeholder input of its mission in relation to agency services and programs as well as look at future programming for the community. The survey was piloted with the Board of Directors and then launched for general stakeholder input in Fall 2021. Stakeholder feedback was collected from the HYC Board of Directors, employees, participants, funders, and community members. The lessons learned from COVID-19 were discussed at all levels of involvement due to the significant impact of COVID on workplace conditions, service delivery, and community need. HYC collected survey results through February 2022 and utilized the results to shape its strategic planning efforts. Concurrently, as part of the strategic planning process, the agency Leadership Team comprised of the Executive Director, Controller, Director of Programs, Director of Human Resources, Quality Assurance Manager, Director of Behavioral Health Services, Director of Family Services, Director of Youth Services, Director of Homeless and Housing Support Services, and Development Director met to review the agency’s mission, vision, and values, as well as current programming. To create management and staff input, each department director met with their teams to discuss the following:

1. Strengths and Challenges of the department, specifically the areas of excellence in the department and the challenges that “keep them up at night” as staff and leaders in the organization.
2. Opportunities and Threats, specifically the areas for growth and opportunity for HYC as well as the potential threats and risks to us as an organization.

3. Top three items that would add excellence to their department and the agency over the next 3 years and most importantly, what it takes to attain these items.
4. Picture of HYC in three years.
5. The ongoing strategic planning of HYC considers the following throughout the planning process:
 - a. Expectations of persons served
 - b. Expectations of other stakeholders.
 - c. The competitive environment.
 - d. Financial opportunities.
 - e. Financial threats.
 - f. The organization's capabilities.
 - g. Social determinants of health.
 - h. Demographics of HYC's focal service areas.
 - i. The organization's relationships with external stakeholders.
 - j. The regulatory environment.
 - k. The legislative environment.
 - l. The use of technology to support:
 - Efficient operations.
 - Effective service delivery.
 - Performance improvement.
 - m. Information from the analysis of performance.

HYC held its Strategic Planning meeting on September 30, 2022 and developed the following 2022 – 2025 Strategic Plan to be adopted by the Board of Directors and shared with its stakeholders. The Strategic Plan serves as HYC's roadmap to the future through the enhancement, expansion, and growth of programs that promote the health, wellbeing, resilience, and empowerment of the people and communities we serve; enhancing organizational strength to ensure excellence in agency leadership and that HYC maintains the infrastructure needed for quality, effective, efficient, and value-driven services and outcomes; and maintaining financial viability through diversified funding to ensure consistency of services and continued infrastructure investment.

HYC Mission

HYC revised its mission statement to reflect that its work is person-centered and that the person receiving services has choice, based on needs and preferences, regarding the services provided and participates in the decisions that affect them. HYC's revised mission now states:

The mission of Helpline Youth Counseling (HYC) is to help build individual, family, and community health, well-being, prosperity, and equity. HYC serves clients and community members with trauma-informed, strength-based, **person-centered** prevention, early intervention, education, and treatment services.

HYC Vision

HYC revised its vision statement to reflect its belief as an organization for the future that it can create for the communities it serves.

HYC seeks to bring transformation to our clients and the communities we serve by consistently delivering programs, services, and life skills training that build resilience and empower youth, adults, and families to achieve long-term self-sufficiency, financial independence and behavioral health wellness.

HYC Values

HYC maintained its existing values statement as it embodies the agency's internal and external values.

We, the employees, managers and Board of Directors of HYC are committed to providing our services and working with each other in an environment of mutual respect and understanding. We promote honesty and integrity with open communication and encourage feedback and input to keep us true to our mission and vision. The organization's core values are:

- Accountability
- Integrity
- Professionalism
- Respect For Diversity, Inclusion, Equity, and Belonging
- Collaboration
- Commitment
- Efficiency
- Teamwork

Organizational Strength, Challenges, Opportunities, and Threats

HYC executive leadership involved agency staff throughout the organization and the Board of Directors to describe the strengths and opportunities and address the challenges and threats.

Strengths: Strong and consistent leadership, dedicated and qualified staff, excellence of Quality Assurance in maintaining contract compliance, investment in infrastructure, progressive attitude towards technology, remote work opportunities, and provision of available personal protective equipment were all highlighted as strengths of the agency.

Challenges: Impact of COVID including the challenges of managing remote workers, limited client engagement, difficulties in virtual programming, the need to restart in-person meetings and services, training of new staff and managers, and the uncertainty related to the proposed CalAIM payment reform changes.

Opportunities: Service expansion, especially in the areas of behavioral health (mental health and substance use disorder treatment), child welfare, and homeless services, geographic expansion, and increasing diversity of funders.

Threats: Economic instability at federal, state, and local levels, workforce recruitment and retention/competition for qualified staff and managers, potential impact of changes due to CalAIM payment reform, and changing funding priorities at State and local levels.

Program Enhancement, Expansion, and Growth

To collect stakeholder input into its Strategic Plan, HYC collected survey responses from its Board of Directors, employees, participants, funders, and community members. Survey results indicated that stakeholders found that HYC empowers youth and families and is best known for its mental health, family, and youth support/services. Youth leadership, safety net support, and educational resources such as tutoring and life skills were recognized as the most important services for the community over the next three years. Meetings with staff echoed survey results as well as a future vision of HYC being the "go to" organization in the communities we serve with expanded

prevention, educational, and intervention services as well as a robust training and volunteer program. Further discussion at the Board – Executive Team Strategic Planning session focused on geographic and programmatic areas of expansion for HYC over the next three years.

To promote the health, wellbeing, resilience, and empowerment of the people and communities HYC serves, the following are programmatic priorities for 2022-2025:

- Develop competency in services for children 0 to 5 including perinatal parent education, prevention, and behavioral health support services.
 - For Year 1, identify specific 0 to 5 program services and training required to build agency competency.
 - For Year 1, identify staff to provide 0 to 5 services.
 - For Year 2, train outpatient mental health staff on 0 to 5 evidence-based practices and expand community substance use prevention services to include perinatal education and awareness series.
 - For Year 2, identify potential funding sources for specific 0 to 5 services including Parent/Caregiver – Child Interaction Therapy.
 - For Year 3, provide dedicated 0 to 5 program services.
 - For Year 3, secure funding to enhance one agency office Play Therapy area to include Parent/Caregiver – Child Interaction Therapy.
- Expand advocacy and prevention services to address the increasing opioid challenge faced by youth and families.
 - For Year 1, develop presentation format for opioid prevention.
 - For Year 1, identify potential funding sources for increased opioid response services.
 - For Year 2, implement presentation format for opioid response services.
 - For Year 2, secure initial funding for an opioid response program.
 - For Year 3, implement a dedicated opioid response program.
 - For Year 3, identify multi-year funding for opioid response services.
- Develop and implement a volunteer program focused on youth mentoring and life coaching to increase youth development and leadership.
 - For Year 1, identify Board members, staff, and community members to form a program committee for developing a youth volunteer program.
 - For Year 2, secure funding for Family Resource Center and hire Program Coordinator with duties to include development of a youth volunteer program.
 - For Year 3, implement annual calendar of youth-developed and led activities at HYC Family Resource Center.
- Research opportunities for agency expansion into northern Orange County and neighboring Service Planning Areas of LA County including the San Gabriel Valley.
 - For Year 1, identify two potential geographic communities for expansion of programs.
 - For Year 1, identify key leaders in the two potential geographic communities to introduce to HYC and the services we offer.
 - For Year 2, initiate behavioral health (mental health and substance use disorder). services in a minimum of one new geographic community.
 - For Year 2, identify partnerships and funding sources for expansion into second geographic community.

- For Year 3, initiate agency behavioral health (mental health substance use disorder) services in second geographic community.

To ensure excellence in agency leadership and that HYC maintains the infrastructure needed for quality, effective, efficient, and value-driven services and outcomes, the following are organizational priorities for 2022-2025:

- Develop a Strategic Sustainability Plan to ensure upward mobility and seamless agency leadership in key agency positions to include a formalized training plan, executive mentoring, coaching, and increased interaction with Board of Directors.
 - For Year 1, develop formalized agency training model to build leadership in key agency positions including executive-level positions.
 - For Year 1, identify agency staff for growth and development.
 - For Year 1, implement monthly staff presentations at Board of Director meetings to build greater alliance and awareness for Board and staff.
 - For Year 2, institute culture of leadership throughout agency.
 - For Year 2, promote leadership of department directors by forming Leadership Team to serve as the primary decision-making staff body.
 - For Year 2, develop time frame and process for leadership transition at HYC.
 - For Year 3, formalize Quarterly Leadership Team presentations at Board of Director meetings.
 - For Year 3, identify emerging agency leaders to promote into executive-level leadership.
- Develop formal Employee Recruitment and Retention Plan to include recruitment and retention incentives/bonuses, educational support, etc.
 - For Year 1, survey staff to determine areas of interest for staff including recruitment and retention incentives/bonuses, educational support, etc.
 - For Year 1, identify potential funding sources for support of employee recruitment and retention needs.
 - For Year 2, secure funding to support recruitment and retention bonuses/incentives, and educational support for clinical supervisors and program managers.
 - For Year 2, secure funding to support bilingual incentives for agency direct care staff in all departments.
 - For Year 3, develop capacity building initiative with specific annual funding goals for ongoing employee recruitment and retention incentives, and educational supports.
 - For Year 3, increase agency reserve fund by 5% to support ongoing employee recruitment/retention and educational support.
- Enhance data collection efforts including use of platforms such as Salesforce.
 - For Year 1, identify data analytic needs of agency.
 - For Year 1, develop plan for streamlining data collection.
 - For Year 2, implement Exym analytics for improved client data collection and analysis for behavioral health (mental health and substance use disorder) services.
 - For Year 2, identify funding source for hiring a Data Analyst.
 - For Year 3, develop plan for expansion of Exym analytics agencywide.

- For Year 3, implement Exym analytics for improved client data collection and analysis for Family and Youth Services programs.
- Implement agencywide intranet for improved communication of policies, events/activities, training, professional development opportunities, etc.
 - For Year 1, utilize HRIS for intranet communication for employees.
 - For Year 2, expand utilization of HRIS for employee surveys for future agency planning.
 - For Year 3, utilize HRIS for all employee communication.

Fiscal Viability

HYC has experienced financial growth during the last three years through a combination of public and private support. The organization currently has a budget of \$11.7 million and a workforce of approximately 130 people. To ensure financial viability, consistency of services and continued infrastructure investment, the following are financial priorities for 2022-2025:

- Greater diversification of funding through new opportunities including contracting with managed care plans, larger scale foundation support, donor-advised funds, events, campaigns, and strategic partnerships.
 - For Year 1, develop funding expansion plan to include identification of potential funding sources, funding levels, and timeline for implementation.
 - For Year 2, increase the agency budget by 10% and reserve fund by 5%.
 - For Year 3, increase the agency budget by 10% and reserve fund by 5%.
- Expand Board of Directors membership to include members with expertise in the areas of health, law enforcement, and legal in order to increase community relations and support. Involve the Board more in agency interaction through participation in client and community events.
 - For Year 1, identify and recruit one to two Board members.
 - For Year 1, provide Board members with ongoing opportunities for participation in client and community events.
 - For Year 2, identify and recruit one new Board member in the identified field of expertise.
 - For Year 3, identify and recruit one new Board member in identified field of expertise.
- Increase development infrastructure to include a dedicated full-time Director and a marketing specialist to enhance public relations and media efforts.
 - For Year 1, identify and apply for capacity-building funds to hire dedicated development staff as indicated.
 - For Year 2, hire a grant writer dedicated to public funding and larger scale private requests.
 - For Year 2, develop social media committee at HYC to support the agency's social media marketing efforts.
 - For Year 3, hire a dedicated full-time Director of Development.
- Expand agency promotion through business cultivation and sponsorship opportunities.

- For Year 1, increase visibility in local business community through active participation in Chambers of Commerce, community events, and activities.
- For Year 1, increase sponsors by 20% for key agency fundraising event.
- For Year 2, HYC Community Relations Coordinator will join one Chamber Board.
- For Year 2, receive funding support from three new businesses.
- For Year 3, receive funding support from five new businesses.
- For Year 3, increase net proceeds from agency fundraising events by 5%.