



...Because every child
deserves a childhood

Strategic Plan 2013–2015

Astor Services for Children & Families Strategic Plan 2013-2015

The Astor Services for Children & Families 2013-2015 Strategic Plan is a bold, yet pragmatic vision for the future excellence of our child behavioral health and early education services. It is created in an environment of change in the delivery of these services both in New York State and nationally, and it positions Astor to embrace the possibilities of change while being cognizant and prudent about the pitfalls.

Additionally, successful attainment of our goals positions Astor to thrive. Our children and their families will be assured with the highest quality of care, while our funders are equally confident that we are fulfilling our responsibilities through the provision of data-driven outcomes.

Outside drivers informing our goals and objectives include:

- Medicaid and health care reform.
- Privatization of services.
- Increased focus on Outcomes and Evidence-Based Practices.
- Paying for value instead of paying for volume.
- Innovation, both in service and in business practices.
- Provider Ratings.
- Focus on family-driven care.

Response to these outside forces requires that our goals and our services are guided by parent and youth input as well as measured for efficiency and effectiveness. Capacity and limited resources are challenges that do not diminish without sincere adherence to planning. Yet, the rigidity of former plans must be replaced with a map to the future that is flexible, nimble and open to innovation. Health homes, Regional Behavioral Health Organizations, Integrative Services and Mandatory Managed Medicaid are all new concepts paving the path to the future of children's behavioral health.

We believe this plan is a sound guide for us to continue to provide quality services that are mission-focused and always viewed through Astor's core values of Respect, Hope, Quality, Partnership and Integrity. We continue to believe that success in learning leads to success in life and indeed that ...*Every Child Deserves a Childhood.*

CORE VALUES

RESPECT

- for the inherent worth and dignity of children, families and co-workers.
- for the remarkable strength and resiliency of our clients.
- for diversity and cultural traditions.
- for the agency's heritage and philosophy.

HOPE

- through the creation of a climate of optimism among children and their families as well as our co-workers
- through acknowledging and supporting the strengths and resiliency of each child and family.
- through the creation of a workplace that promotes wellness and support among co-workers.

QUALITY

- achieved by striving for excellence and attaining the highest level of professional and ethical practice in every aspect of the agency's operation.
- achieved by developing, exploring and implementing effective approaches to preventing and addressing behavioral health and learning challenges and optimizing development in children in an ever-changing environment.
- achieved by employing and retaining qualified personnel in all disciplines and providing opportunities for their professional development and training.

PARTNERSHIP

- with families that supports their decision making role in all aspects of the lives of their children.
- with co-workers committed to the service of children and families.
- with community, government and colleagues promptly acting to develop plans to meet the needs of children and families.

INTEGRITY

- built on honest and transparent communication.
- built on ethical principles.
- built on equity.

ASTOR LEADERSHIP

How We Live our Core Values of Respect, Hope, Quality, Partnership & Integrity

Astor Services for Children & Families is a recognized leader in Children's Behavioral Health, Special Education and Child Development nationally, across New York State, and in our own backyard. Our focus on Leadership is primary and central to all that we do. By way of our leadership:

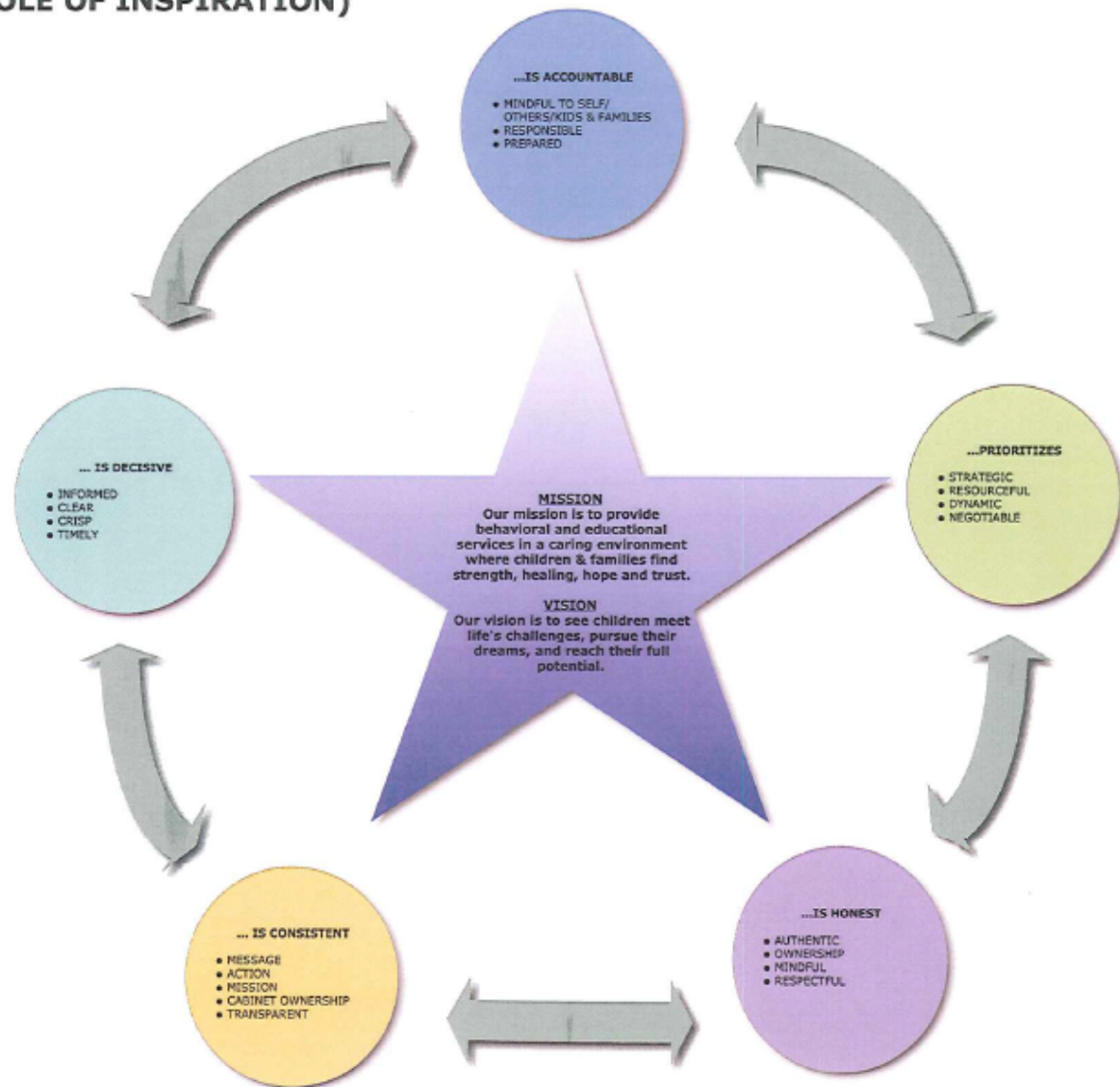
- We are able to be strong and influential advocates for children and families.
- We are recognized for our expertise by funders, researchers and thought leaders.
- We hold a respected seat at the table in collaborations and partnerships that seek our support and hold our same values.
- We earn the trust of our clients, funders, community partners and staff.
- We demand of ourselves quality and standards of excellence in every aspect of the agency's operations.
- We utilize and affirm all of our decisions with data and implement Evidence Based Practices into our programs and management.
- We are committed to the professional development of our staff and the superior quality of our services.
- We respect and maintain a culture of diversity, inclusiveness and equity for our children, their families and our staff.
- We salute and value our staff for it is through their dedication and capability that our children experience compassionate care, that their minds grow strong, and that their spirits are healed.

Astor's leadership role helps us to gain the support needed to provide our children with the childhood they deserve and the success in learning they need to achieve success in life. As role models and leaders in social change, we demand no less than the best from ourselves.

GREAT LEADERSHIP

In 2010, Astor's Executive Leadership Team created a model of Leadership that exemplifies our commitment to embedding Leadership in all aspects of agency life. We use the model as an illustration of the attributes of leadership that are required to the attainment of Astor's mission. The prototype was informed by our Core Values of Respect, Hope, Quality, Partnership and Integrity, and dedicated to our charge of continuing to be leaders in the fields of behavioral health and early childhood development. The children and families we serve deserve no less.!

GREAT LEADERSHIP... (ROLE OF INSPIRATION)



PHILOSOPHY STATEMENT

As a proud member of the federation of agencies of Catholic Charities of the Archdiocese of New York, Astor Services for Children & Families embraces the basic mission of Catholic Charities, “to uphold the dignity of each person as made in the image of God by serving the basic needs of the poor, troubled, frail, and oppressed of all religions.” In our work with children and families, we are guided by additional Core Values of Catholic Charities Agencies, including the beliefs: that each person is both sacred and social; that society should be both just and compassionate; and, most importantly, that the family is key to individual growth and the solidity of society.

We also pay respect to the basic tenets and accomplishments of our founders, The Daughters of Charity of St. Vincent de Paul. These courageous women led Astor in the early years and committed themselves to serving children challenged with mental illness in a way that recognized the individual strengths of each family.

Astor continues to strengthen and stay true to the strong ethical foundation that was provided by the Daughters of Charity through our mission, vision, core values and the following guiding principles:

- Astor's philosophy of care is holistic and seeks to nurture the mind, strengthen the body and inspire the spirit of each child in our care.
- We believe that “every child deserves a childhood,” even those who struggle with emotional and psychological problems, or whose families are facing severe financial and cultural challenges.
- We believe that each child is unique and should be given the opportunity to fulfill his or her highest potential. We strive to give them that chance through premier quality educational and treatment programs. Along the way, we also hope to give them — through art, play and sincere affection — a spirit of optimism and positive self-worth.
- We believe in the possibility of change, growth, development and healing. We seek to create a climate of hope within our agency, with our colleagues, and with our clients even in the face of trauma and challenge.
- Astor's philosophy of service is family and community oriented. We recognize that the family is the primary support system for the child and should participate as a full partner in all stages of the decision-making and treatment planning. We develop services that are developmentally appropriate, strength based and child specific.

- Whenever possible, services are delivered in the child's home community and in settings that are appropriate and natural for the child and family. Every effort is made to intervene as early as possible, in the least restrictive setting and with the highest quality, least intrusive services. We believe that services should be planned in collaboration with all the child and family-serving systems involved in the child's and family's life.
- In striving for excellence in all of our programs and services, we are guided by scientific principles and the importance of evidence-based research. We seek to combine the personal commitment of our staff to caring for children and families with the objective direction and measurements that science brings to create the highest quality programs and to achieve the highest standards of excellence.
- We believe that the importance of our mission requires nothing less than the highest level of human, professional and ethical practice in our management and in our service delivery. We support the principles of those professional and governmental organizations who have established the standards by which our services are delivered. Compliance with programmatic and fiscal standards is seen as an important component of service provision.
- Our reliance on taxpayer money for support brings a responsibility to provide the highest quality services in the most efficient way. We incorporate the principles and practices of the Lean Six Sigma management approach to achieve maximum efficiency and reliability in all we do. Our business processes should support the primary work of the staff members who deliver the services.
- We are committed to the continuing professional development of our staff and we encourage study and research. Astor further participates in the education of other professionals and students in behavioral health, special education, child development and allied disciplines. In this way, the agency seeks to expand the number of qualified professionals available and committed to work with youngsters and their families, and to explore improved methods of service delivery.
- Astor is dedicated to maintaining a culture of diversity, inclusiveness and equity that enriches the treatment and educational experience for our children and embraces the differences among our individual staff members. We commit to ending racial and ethnic disparities in systems, and we strive to reform institutional structures that limit access to opportunities for racial/ethnic groups and disadvantaged families. Internally we develop data-based strategies and resources to assist us in maintaining focus and accountability to these issues. We welcome and deliver compassionate service to all who walk through Astor's doors – especially the poor and vulnerable.

And finally, we return to a Core Value of Catholic Charities Agencies that is replicated in our own: Hope. Hope in a future, immediately and ultimately, that transforms suffering and achieves fulfillment.

Astor's 2013-2015 Strategic Planning Process

"A goal without a plan is just a wish."

— Antoine de Saint-Exupéry

Internally, Astor implemented the SOAR process (Strengths, Opportunities, Aspirations and Results) to engage staff in development of the plan. The process incorporates the best of the traditional SWOT process (Strengths, Weaknesses, Opportunities and Threats) with Appreciative Inquiry (AI). AI is *transformational* and builds on the positive experiences, successes and values of the organization. The process, in fact, embraces the very core of Astor's philosophy on children and families, as it is strength-based.

Strengths and Opportunities. SOAR allowed us to identify and celebrate our assets and take pride in our successes and accomplishments. Most importantly, it enabled us to extrapolate these strengths to identify goals and objectives. Outside threats were reframed and partnerships identified.

Aspirations. Past successes were used to develop the elements of future success. Our core values and mission are the lens through which future vision is developed.

Ultimately, over 250 staff, children, family and outside stakeholders were involved in setting our course for the future. Their voices, their expertise and their passion are reflected in our plan for success.

A summary of the traditional SWOT process compared to the SOAR process:

SWOT	SOAR
Competition Focus - "just be better than"	Possibility Focus – Be the best! Excellence.
Analysis oriented	Action oriented
Top down planning	Engagement at all levels
Focus on analysis - planning	Focus on planning - implementation
Focus on weakness is draining – So many threats and gaps!	Energy is created – We are good and can be great! Transformation!

PARTNERSHIP

FEEDBACK FROM ASTOR'S ALLIES

Astor's 2012-2015 Strategic Plan was developed with valuable input from our children, parents and outside stakeholders. All of these important "partners" expressed overall satisfaction with Astor's services, while offering suggestions to help make Astor even better. Their voices resonate throughout the plan and highlights of their contributions are detailed below.

OUTSIDE STAKEHOLDERS:

"Astor is a leader in the field of early childhood development."

Astor was repeatedly referred to as the local leader in early childhood development by close to twenty organizations that collaborate with Astor's various programs. Additionally, the community looks to Astor for its expertise with low-income families and children experiencing behavioral health challenges. Expertise, leadership, dedication and mission-driven are words that occurred over and over again in interviews in referencing Astor's services and staff. Research-based programs and data-driven outcomes were also noted and appreciated in participant comments.

The organizations interviewed expressed an interest in even more collaboration with Astor. Additional opportunities for Astor led and/or collaborative trainings and conferences are two possibilities that partners feel would benefit community service provision and parenting improvement. The organizations want to know and understand more about Astor's services so that appropriate referrals can be made and parents can experience flexibility and responsiveness in care.

PARENTS:

"We want to participate in and continue to be the primary decision maker for our child's care."

Parents with children in residence at our Rhinebeck site, with children in clinical or school-age day treatment programs, as well as those with preschoolers in Head Start all expressed the common desire to continue to be actively engaged in their child's care. Those participating in SOAR sessions and focus groups emphasized that they want to feel "a part" of the Astor family. Just like our outside stakeholders, they wish for more collaboration. And also like those outside partners, they value the expertise, dedication and the compassion of Astor staff.

The parents affirmed Astor's commitment to improvements being implemented in family-driven care. Family advocates who have experienced similar challenges with their own children offer parents of current Astor children great solace and encouragement. They urged us to continue to think of creative ways to involve them in advocacy and policy decisions. And on a more pragmatic basis, they would like to be assured a safe place to park and a designated space to relax and perhaps share a story with another parent or have a cup of coffee while visiting Astor.

Transition from Astor programs and a lack of complete understanding of the scope of Astor's programs continue to be ongoing concerns for parents. Those participating stressed the importance of erring on the side of too much information and having that information reinforced constantly throughout the duration of their child's treatment. However, the increasing role of Family Advocates was mentioned consistently as a factor in improving communication and understanding in all of these areas.

ASTOR'S CHILDREN AND YOUTH

"Astor is the place where I feel I can be myself and not be judged."

Our children and youth had a lot to say about Astor and their comments were candid, refreshing and affirming. Just like our outside stakeholders and parents, they want to increase the opportunities for their voices to be heard.

The older youth in our community based programs gave big thumbs up to the sincere care and compassion of Astor staff. But most of all they valued the opportunity to connect in a "safe" environment with their peers – to share their experiences and to offer their support and experience-based encouragement to others. "Giving back" was indeed a theme of their input. Whether it was in requesting the opportunity to participate in decisions and policies as part of a student council or by volunteering in the greater community, these young adults expressed their gratefulness for Astor by expressing the desire to "pay it forward".

And what did the youngest participants in our focus groups have to say about Astor? They also love those who provide their care. They also want their input to be heard and acted upon as members of their policy council and they want to be active and eat well. More opportunities for recreational field trips and more favorite food choices are high priorities – enough with the peanut butter and jelly sandwiches!

Most important, these children want to feel comfortable and safe. They want their own rooms and they want to take pride in their personal space. The successful accomplishment of building a new Residential Treatment Facility in 2012 was more than the attainment of a goal. It was truly a dream come true. Now it is time to move on to the successful renovation of the Residential Treatment Center. Our most important stakeholders demand and deserve no less.

STRATEGIC GOALS 2013-2015

- GOAL ONE:** FOSTER A CULTURE OF CARING AND RESPECT FOR CHILDREN & THEIR FAMILIES, CO-WORKERS AND ONE ANOTHER
- GOAL TWO:** PROVIDE EXCELLENCE IN SERVICES AND PROGRAM ACCESS FOR THE CHILDREN AND YOUTH THAT WE SERVE AND THEIR FAMILIES
- GOAL THREE:** ASSURE THAT THE FACILITIES AND SYSTEMS THROUGH WHICH ASTOR PROVIDES CARE, EDUCATION AND TRAINING MEET THE HIGHEST STANDARDS OF SAFETY, ACCESSIBILITY AND WORK ENVIRONMENT
- GOAL FOUR:** PROVIDE TRAINING OPPORTUNITIES AND RESOURCES THAT GUARANTEE THE PROVISION OF QUALITY CARE FOR CHILDREN AND THEIR FAMILIES AS WELL AS THE ABILITY TO MEET THE HIGHEST STANDARDS OF SERVICE PROVISION
- GOAL FIVE:** EXPAND ASTOR'S POSITIVE PUBLIC PROFILE TO COMMUNICATE OUR EXPERTISE AND PROMOTE PARTNERSHIPS IN ORDER TO ENHANCE OPPORTUNITIES TO IMPROVE CARE FOR CHILDREN AND THEIR FAMILIES
- GOAL SIX:** BROADEN RESOURCE DEVELOPMENT OUTREACH AND CAPACITY

Objectives	Strategic Actions	Measures Of Success
GOAL ONE: FOSTER A CULTURE OF CARING AND RESPECT FOR CHILDREN & THEIR FAMILIES, CO-WORKERS AND ONE ANOTHER		
<p>Astor's children and parents are provided with opportunities to participate in agency decisions so that program quality is responsive and respectful of their needs.</p>	<p>Parent and child input is welcomed and sought in development of agency policy and program decisions through advisory committees and policy councils.</p> <p>Implementation of an agency-wide Parent Council is evaluated and if appropriate, plans are developed to address the need.</p>	<p>Advisory committee and policy council minutes are monitored through the QA/CQI process and indicate the involvement of parents and children in agency related discussions.</p> <p>Evaluation/development of an agency-wide parent council is tracked through a work plan.</p>
<p>Communication with children, staff and families is clear, consistent and easily accessed so that all are well-informed with accurate information and able to make appropriate decisions.</p>	<p>Program service areas develop internal communications plans to assure that not only program information but agency information is received and understood.</p> <p><i>Employee Connections</i> continues to inform staff on a monthly basis about benefits, program service area news and other timely updates important to staff.</p> <p>All staff members are encouraged to contribute to <i>Employee Connections</i> and to contribute parent stories to the PR Department as well as participate in intranet postings.</p> <p>HR on the Road continues to provide important information to staff about benefits.</p> <p>Communication from Central Administration offices is clear and consistent.</p>	<p><i>Employee Connections</i> is distributed to staff monthly and HR is available at least yearly to all program staff on-site and content is reviewed through QAs and QITs to assure that content is reflective of actions.</p> <p>Staff satisfaction and consumer satisfaction surveys indicate that communication is perceived positively.</p>
<p>Astor is committed to a culture of inclusion so that the diversity of each child and family is supported and respected.</p>	<p>Astor hiring practices assure attention to recruiting qualified and diverse staff as indicated in our EEO procedures so that the cultural heritage of children and families is respected and honored.</p> <p>Parents provide input on agency policies and procedures.</p>	<p>Parent involvement is tracked through the QA/CQI process.</p> <p>At least two additional Board members are recruited (representing different ethnicities).</p> <p>Staff leadership is hired with attention to agency EEO procedures encouraging diversity in staff.</p>

Objectives	Strategic Actions	Measures Of Success
GOAL ONE: FOSTER A CULTURE OF CARING AND RESPECT FOR CHILDREN & THEIR FAMILIES, CO-WORKERS AND ONE ANOTHER		
	<p>Parents are represented at QA/Management meetings.</p> <p>Representation of diversity on the Board of Directors and Leadership team is expanded.</p>	
<p>Staff commitment and satisfaction is reflected through consistent attendance and positive attitude so that parents are assured that their children are cared for by employees in whom they have developed trust.</p>	<p>Staff members are supervised in a manner that provides them with honest and transparent feedback and support so that challenges affecting their ability to perform their jobs are identified and addressed in a positive manner to include:</p> <ul style="list-style-type: none"> • Implementation of Plans for Employee Success in compliance with the agency progressive discipline policy. • Evaluations that provide feedback in a timely and accurate manner. <p>Astor will evaluate and implement as recommended and appropriate, ways to support child and family care giving for staff members.</p>	<p>Employee satisfaction survey indicates increased job satisfaction.</p> <p>Kronos records indicate positive work attendance and timely arrival to work.</p> <p>Timely completion and implementation of evaluations and performance plans is tracked through the QA/ CQI process.</p> <p>Consumer satisfaction surveys indicate positive relationships among children, families and staff.</p> <p>Work plan is developed to evaluate support of child and family care needs for staff members.</p>
<p>Astor's programs and work place environment reflect a culture of wellness and safety assuring our families that their children are receiving quality care and attention.</p>	<p>Astor continues the development of a wellness program for employees that supports the body, mind and spirit to include:</p> <ol style="list-style-type: none"> 1) Wellness Week is held yearly with planning input from the Environment of Care QIT. 2) A quarterly Wellness newsletter is distributed online to all staff. 	<p>Wellness activities will be reported through the Environment of Care QIT and the QA/CQI process quarterly.</p> <p>Use of the Employee Assistance Program is monitored through HR.</p>
	<p>Missing tools and resources are identified.</p>	<p>Staff satisfaction survey, QA/CQI process identifies</p>

Objectives	Strategic Actions	Measures Of Success
GOAL ONE: FOSTER A CULTURE OF CARING AND RESPECT FOR CHILDREN & THEIR FAMILIES, CO-WORKERS AND ONE ANOTHER		
<p>Astor staff has the resources needed to provide quality services to children and their families and to meet the highest standards and compliance and accuracy.</p>	<p>Impact planning checklist is used to assure all resources are present when opening new programs.</p>	<p>resources deficiencies. Resource needs are addressed through Work Plans and impact planning checklists.</p>
<p>Astor employees are celebrated and supported personally and professionally in recognition of the high quality of services they provide to our children and families.</p>	<p>Opportunities to honor and recognize employees are implemented on a regular basis:</p> <ul style="list-style-type: none"> • Environment of Care Committee plans Employee Week each year. • Employee recognition is an integral part of Astor's 60th anniversary celebration. • Program services areas implement ongoing recognition of staff achievement. • Employee contributions to the field are catalogued in our annual report and on our website. 	<p>Implementation of an employee "mixer" to honor employees and to celebrate Astor's 60 years of work in the community. Staff recognition is tracked through the QIT, QA and CQI process.</p>
<p>Astor staff members are provided with opportunities to participate in decision-making so that the needs of the children and families they work with are present through their voices.</p>	<p>Staff voices are included in the planning of employee support activities, policy and agency growth initiatives through Lean Six Sigma initiatives, participation in QIT teams and other formal and informal processes.</p>	<p>Parent satisfaction surveys and Employee satisfaction surveys measure inclusion of parents and staff. L6S process improvement progress and QIT team minutes are tracked through the QA/CQI process.</p>

Objectives	Strategic Actions	Measures Of Success
GOAL ONE: FOSTER A CULTURE OF CARING AND RESPECT FOR CHILDREN & THEIR FAMILIES, CO-WORKERS AND ONE ANOTHER		
<p>Astor continues to seek and identify ways to enhance the financial well-being of staff now and in the future so that we continue to attract the most skilled and dedicated staff to care for our children.</p>	<p>Astor will seek opportunities for unrestricted funding, opportunities for program growth and implementation of efficiencies in the agency in order to provide salary enhancements and incentives to staff.</p> <p>Astor will evaluate and make recommendations for transfer from the current defined benefit plan to a more mobile and favorable investment instrument.</p>	<p>Opportunities for staff salary enhancements are included in the Development Plan for the agency and monitored by the Astor Board External Relations Committee.</p> <p>Meeting minutes from the Board of Directors memorialize the decision making process related to the defined benefit plan.</p>

Objectives	Strategic Actions	Measures Of Success
GOAL TWO: PROVIDE EXCELLENCE IN SERVICES AND PROGRAM ACCESS FOR THE CHILDREN AND YOUTH THAT WE SERVE AND THEIR FAMILIES		
Astor continuously improves and modifies clinical practice and curriculum.	Staff and parents provide input/feedback related to new practices and quality care.	Staff and parent input is tracked through the QA/CQI process.
We continue to analyze, measure, and improve Evidenced Based and best practices throughout the agency.	EB practice is reviewed on a routine basis to assure that all of our interventions “work”. EB will be added as appropriate.	EB is tracked and reported through the QA/CQI process.
Astor children will possess the skills knowledge and attitudes necessary for success in school and for later learning in life.	<p>Children in early childhood programs will be prepared to enter kindergarten.</p> <p>Astor will provide support and training for families so that they are ready to support their child’s education.</p> <p>Astor will develop relationships with schools.</p>	<p>Children will demonstrate significant growth across all key indicators on the Child Observation Record (COR).</p> <p>Families will demonstrate growth on pre and post-test in Center on the Social and Emotional Foundations for Early Learning (CSEFEL) parenting modules.</p> <p>School districts will engage in transition activities as documented in the agreement with local education agencies.</p>
Astor will place a strong, comprehensive focus on all aspects of healthy development including physical, cognitive and social emotional.	<p>Astor school age programs will comply with state education curriculum guidelines.</p> <p>Children in Astor school age programs will achieve IEP goals across all learning domains.</p> <p>Astor preschool programs will implement research based comprehensive curricula.</p>	<p>NYSED liaisons’ assessment</p> <p>Student annual reviews</p> <p>Federal review guideline assessment</p>
Astor continuously evaluates and prepares to engage in opportunities for expansion and development of	Astor prepares for the opportunity to become a regional provider of Care Management Services for high needs kids in the HV and the Bronx.	Work plans and impact checklists are developed as opportunities arise.

Objectives	Strategic Actions	Measures Of Success
GOAL TWO: PROVIDE EXCELLENCE IN SERVICES AND PROGRAM ACCESS FOR THE CHILDREN AND YOUTH THAT WE SERVE AND THEIR FAMILIES		
new programs.	Astor reviews opportunities to provide children services when government entities privatize the services. Specifically, we will look to export our expertise in clinic services in areas where fiscal viability has been established.	
Astor retains staff members that exhibit the competency skills and commitment to quality needed to assure excellence in service delivery and attention to compliance.	<p>Job competencies are accurate and reflected in evaluations that provide constructive measure for improvement and recognition for work well done.</p> <p>Staff salaries are prioritized so that remuneration reflects adequate compensation for commitment and expertise.</p> <p>Social media is used for recruitment and hiring.</p> <p>Community partnerships are forged that assist Astor with hiring competent and diverse staff.</p>	<p>Staff turnover levels are tracked and evaluated on a quarterly basis.</p> <p>AEDs will review and update all program competencies.</p>
Astor's children and parents are provided with opportunities to engage in decisions made related to the care of their child.	<p>Information is gathered from parents that impacts, developmental milestones and mediation.</p> <p>Parents are included in development and implementation of plans for their children's care.</p>	<p>Parent support meetings are held at least quarterly.</p> <p>Parent signatures are on care plans.</p>
Astor will provide quality care management for high risk children to ensure that they and their families are able to achieve optimum benefit from care provided.	<p>We will identify those practices that have demonstrated efficacy with high risk children (e.g, Intensive In-Home Child Adolescent Psychiatric Services (IICAPS), Bridges to Health (B2H)).</p> <p>We will evaluate the outcomes of these</p>	Family enrollment through IICAPS is tracked through the QA/CQI process.

Objectives	Strategic Actions	Measures Of Success
GOAL TWO: PROVIDE EXCELLENCE IN SERVICES AND PROGRAM ACCESS FOR THE CHILDREN AND YOUTH THAT WE SERVE AND THEIR FAMILIES		
	<p>programs.</p> <p>We will look to implement or expand the use of those practices that demonstrate positive outcomes.</p>	
<p>Parents have the skills necessary to support the needs of their children.</p>	<p>Parents are included in appropriate agency trainings and are provided access to resources and referrals that enhance their skills and confidence.</p> <p>Astor staff members actively seek parent involvement and advice in care and decision making.</p>	
<p>Astor will make mental health services available within primary care settings</p>	<p>Astor will identify primary care practices who demonstrate an interest in working with Astor to integrate health and behavioral health services.</p> <p>Astor will pilot programs where Astor clinical staff are co-located in a primary care office.</p> <p>Astor will explore ways to provide and expand the use of child psychiatric consultation for integrated primary care settings.</p>	<p>Psychiatric consultation, evaluation and medication management is tracked through the Medical Director and CQI process.</p>
<p>Astor develops a plan to assure appropriate size and sustainability for clinics in order to provide the highest quality of care to children and families.</p>	<p>Develop a model budget and three-year plan for sustainability for clinics.</p>	<p>Model budget, sustainability and work plans developed and tracked.</p>
<p>Astor is viewed as a leader in the field of behavioral health care for children and their families.</p>	<p>Astor staff participates on advisory committees both at a local, regional and national level.</p> <p>Astor staff presents at workshops on the local</p>	<p>Staff participation is tracked and reported through the annual report each year.</p>

Objectives	Strategic Actions	Measures Of Success
GOAL TWO: PROVIDE EXCELLENCE IN SERVICES AND PROGRAM ACCESS FOR THE CHILDREN AND YOUTH THAT WE SERVE AND THEIR FAMILIES		
	<p>regional and national levels.</p> <p>Astor collaborates in and initiates research relevant to the services we provide.</p>	
<p>Astor systems and procedures increase opportunities for inter and intra agency communication and involvement supporting a culture of “shared wisdom”.</p>	<p>Program service areas and Central Administration develop a system whereby information is shared and coordinated.</p> <p>Agency policies and practices are universally implemented.</p> <p>Opportunities are provided for Astor staff to share best practices among programs and locations.</p> <p>Employee expectations are focused, written and clearly communicated.</p> <p>Agency leadership is both responsive and pre-emptive with communication.</p> <p>Astor develops an agency intranet dedicated to staff.</p> <p>Astor develops an agency intranet dedicated to parents.</p>	<p>An Employee Intranet is implemented on Astor’s website and traffic is tracked.</p> <p>Agency communication, policies and practices are available on public folders.</p> <p>An Intranet site is developed that is dedicated to parents and traffic is tracked.</p> <p>Plans for employee success are developed and tracked through CQI.</p> <p>All agency communication from agency leadership is tracked on a quarterly basis.</p>
<p>Astor is able to meet increasing regulatory and compliance demands with accuracy yet with attention to alleviating employee stress.</p>	<p>Astor responds to requirements while challenging and influencing policies with advocacy by sharing our own best practices and wisdom.</p>	<p>Staff activity is tracked and reported through the annual report each year.</p>
	<p>QIT teams are active and energized.</p>	<p>QIT meeting minutes are tracked through CQI.</p>

Objectives	Strategic Actions	Measures Of Success
GOAL TWO: PROVIDE EXCELLENCE IN SERVICES AND PROGRAM ACCESS FOR THE CHILDREN AND YOUTH THAT WE SERVE AND THEIR FAMILIES		
Astor maintains comprehensive quality improvement and compliance programs.	The use of Lean Six Sigma process improvement continues and is embedded in the culture.	L6S process improvements are tracked through CQI.
Astor successfully implements an Electronic Health Record across the agency.	<p>Astor will assess communication capabilities and identify the implementation of these practices through the Electronic Health Record (E.H.R.). including:</p> <ul style="list-style-type: none"> • Identifying types of communication that will be useful • Identifying PCP's, Labs, Pharmacies, etc. with whom communication will be useful • Ensuring that our E.H.R. is capable of such communication. <p>Astor's E.H.R. will communicate with identified labs, pharmacies, PCP's for meaningful sharing of health information.</p> <p>Nurses and Physicians will E-prescribe, check lab reports via computer and share medical information with PCPs via computer.</p>	Implementation and assessment of the E.H.R. is tracked through the work plan process, QA, CQI and the monitoring committee of the Astor Board of Directors.
Astor develops a plan to assure appropriate size and sustainability for clinics in order to provide the highest quality of care to children and families.	Develop a model budget and three-year plan for sustainability for clinics.	Model budget, sustainability and work plans developed and tracked.
Medical Aspects of Psychiatric care will be supported by the appropriate	Astor programs will employ nurses to provide medical case management, to communicate with Primary Care Providers (PCPs), to monitor	Vital signs and heights/weights of children on psychotropic medication are tracked by nurses.

Objectives	Strategic Actions	Measures Of Success
GOAL TWO: PROVIDE EXCELLENCE IN SERVICES AND PROGRAM ACCESS FOR THE CHILDREN AND YOUTH THAT WE SERVE AND THEIR FAMILIES		
use of nurses.	<p>lab work as needed and to perform vital signs and heights/weights as needed.</p> <p>Assess need for nursing services w/in all program types; hire and train nurses and place in programs as needed.</p>	Nurses communication with PCPs regarding children's psychotropic medications, medical histories, illnesses & treatment, and lab reports is reported in medical records.

Objectives	Strategic Actions	Measures Of Success
GOAL THREE: ASSURE THAT THE FACILITIES & SYSTEMS THROUGH WHICH ASTOR PROVIDES CARE, EDUCATION AND TRAINING MEET THE HIGHEST STANDARDS OF SAFETY, ACCESSIBILITY AND WORK ENVIRONMENT		
<p>Astor's programs and work place environment reflect a culture of wellness and safety that supports our core values of respect and dignity.</p>	<p>Our facilities and parking are safe and accessible for children, families and staff.</p> <p>Facilities have adequate storage space so that hallways remain safe and uncluttered.</p> <p>Children, families and staff are assured that building temperatures are conducive to work and healing.</p> <p>Office spaces are adequate for both work and clinical care.</p>	<p>Safety concerns are reported through the QA/CQI process.</p> <p>Work plans and Impact checklists track initiatives and improvements.</p>
<p>Astor provides the technology and related support needed for employees to complete their assigned responsibilities competently and stress-free.</p>	<p>Clinical care and quality is enhanced by implementation of an Electronic Health Record System.</p> <p>Astor sites have access to updated online technology such as Skype in order to improve clinical treatment and organizational communication and efficiency.</p>	<p>Work plan and implementation checklists track development and are reported through Executive Cabinet and the CQI process as appropriate to the committees of the Astor Board.</p>

Objectives	Strategic Actions	Measures Of Success
GOAL THREE: ASSURE THAT THE FACILITIES & SYSTEMS THROUGH WHICH ASTOR PROVIDES CARE, EDUCATION AND TRAINING MEET THE HIGHEST STANDARDS OF SAFETY, ACCESSIBILITY AND WORK ENVIRONMENT		
<p>Astor staff members have the resources needed to provide quality services to children and their families.</p>	<p>Reporting procedures and paperwork systems are streamlined with Lean Six Sigma so that more time can be spent on providing services to children and families.</p> <p>The impact planning checklist is used to provide appropriate office space and work tools for employees and appropriate clinical and meeting spaces for children and families.</p> <p>A technology plan will be created that speaks to agency goals and objectives of improving agency efficiency, increasing training capacity for staff and improving client outcomes and support.</p>	<p>L6S process improvements, work plans and impact planning checklists are created and reported through the CQI process.</p>
<p>Astor facilities and grounds are consistently comfortable, aesthetically pleasing, safe and conducive to provision of services. These qualities brand the building "Astor".</p>	<p>Upon entering an Astor site, visitors are greeted with the mission of the organization prominently posted as well as artifacts that convey our work with children and families and the history of the organization.</p> <p>The Tilden and Byron Astor Day Treatments will be combined in a more appropriate space. The POD facility at the Tilden Clinic will be eliminated.</p> <p>Designs will be developed for the appropriate size and design of RTC/HTP space and a funding plan will be develop to acquire adequate financing of the renovations.</p> <p>Astor will expand into Ulster County (facilities).</p>	<p>Work plan and Impact planning checklists monitor implementation related to facilities and systems.</p>

Objectives	Strategic Actions	Measures Of Success
GOAL THREE: ASSURE THAT THE FACILITIES & SYSTEMS THROUGH WHICH ASTOR PROVIDES CARE, EDUCATION AND TRAINING MEET THE HIGHEST STANDARDS OF SAFETY, ACCESSIBILITY AND WORK ENVIRONMENT		
<p>Parents feel that they are a part of the Astor team working to heal and support their child.</p> <p>Identify and prioritize repair, replacement and space needs for Astor facilities.</p>	<p>Parents have designated, adequate and private space to meet with their children and/or relax and talk with other parents.</p> <p>Maintain an updated needs list.</p>	<p>Work plan and impact planning checklists monitor implementation.</p> <p>Consumer survey measures parent satisfaction.</p> <p>Needs list is monitored by Executive cabinet quarterly.</p>

Objectives	Strategic Actions	Measures Of Success
GOAL FOUR: PROVIDE TRAINING OPPORTUNITIES AND RESOURCES THAT GUARANTEE THE PROVISION OF QUALITY CARE FOR CHILDREN AND THEIR FAMILIES AS WELL AS THE ABILITY TO MEET THE HIGHEST STANDARDS OF SERVICE PROVISION		
<p>Astor staff members have the training needed to provide quality services to children and their families and recognize that training is a core component of the agency culture.</p>	<p>Staff is provided training and support in both time and change management including involvement in Lean Six Sigma processes to increase efficiencies.</p> <p>Staff members are provided with continuous training opportunities in up-to-date modalities and interventions that enhance their clinical skills.</p> <p>Staff members are provided training opportunities in diversity as well as opportunities to participate in dialogue about institutional racism.</p>	<p>Staff training and process improvements are tracked through the QA/CQI process.</p> <p>Work plans are developed and monitored.</p>
<p>Astor's supervisors have the skills needed to train, motivate and improve their abilities to provide quality services and support to children and their families.</p>	<p>Astor's supervisors are provided with practical management training and resources so that they can confidently hire, support and transition staff when necessary.</p> <p>Supervisors are "trained trainers" and are able to provide support to their staff.</p> <p>A core curriculum for internal training is developed that provides excellence in the continuous quality of supervision provided by Astor's management.</p>	<p>Work plan is developed and monitored.</p> <p>Trainings are reported through QA and the CQI process.</p> <p>Staff satisfaction survey measures level of satisfaction with training and self-confidence in skills.</p>

Objectives	Strategic Actions	Measures Of Success
GOAL FIVE: EXPAND ASTOR'S POSITIVE PUBLIC PROFILE TO COMMUNICATE OUR EXPERTISE AND PROMOTE PARTNERSHIPS IN ORDER TO ENHANCE OPPORTUNITIES TO IMPROVE CARE FOR CHILDREN AND THEIR FAMILIES		
<p>The Astor brand as well as the services provided are known and respected in the communities we serve.</p>	<p>Staff is oriented to and clearly understands the appropriate use of the Astor brand.</p> <p>External communications are consistent and positive regarding Astor and relationship with the media is positive.</p> <p>Board members are trained and have the resources needed to speak about Astor's mission and programs in the community</p> <p>Staff knows how to access communication information, brochures, etc. from public folders.</p> <p>Outreach Plan is further developed and implemented (Hudson Valley and Bronx).</p> <p>Internal marketing materials are in sync with external materials.</p> <p>Elevator Speech and Talking Points materials are further refined for Board members.</p>	<p>Activities are reported and monitored through the External Relations Committee of the Board.</p>
<p>Increase our expertise in and appropriate opportunities for use of social media.</p>	<p>Continue use of email blasts and the Astor blog to communicate.</p> <p>Explore and keep abreast of other social media opportunities to promote Astor services to the community, our children and families and staff members.</p>	<p>Astor's use of social media (blog, Twitter, Facebook, etc.) is tracked and reported through the External Relations Committee of the Astor Board.</p> <p>Relevant contact with legislators, policy makers and development of white papers is reported to the Board through the Executive Director.</p>

Objectives	Strategic Actions	Measures Of Success
GOAL FIVE: EXPAND ASTOR'S POSITIVE PUBLIC PROFILE TO COMMUNICATE OUR EXPERTISE AND PROMOTE PARTNERSHIPS IN ORDER TO ENHANCE OPPORTUNITIES TO IMPROVE CARE FOR CHILDREN AND THEIR FAMILIES		
	<p>Increase awareness of Astor with policy makers, particularly in the Bronx.</p> <p>Develop a communications plan for outreach to policy makers in the Bronx.</p> <p>Develop white papers and a plan for distribution to key policy makers.</p>	<p>Development of white papers is indicated in the Annual Report.</p> <p>A work plan for outreach to policy makers is developed.</p>
<p>Referral sources and outside stakeholders express a high level of satisfaction with Astor's services and responsiveness.</p>	<p>Develop white papers and a plan for distribution to key policy makers. Program areas develop plans to communicate information and gather feedback from referral sources and stakeholders.</p> <p>Program areas develop a collaborative stakeholder survey instrument for agency-wide use.</p> <p>Evaluate and identify opportunities for increased revenue streams from paid services, mergers and new program opportunities.</p>	<p>Stakeholder survey instrument.</p>

Objectives	Strategic Actions	Measures Of Success
GOAL SIX: EXPAND OUTREACH TO BROADEN RESOURCE DEVELOPMENT AND CAPACITY		
<p>Increase Astor's annual unrestricted funding.</p>	<p>On-going cultivation of key stakeholders.</p> <p>Engage in annual fundraising campaign.</p> <p>Maintain and publicize list of organizational needs on the Astor website.</p> <p>Implement four "Astor's 360 degree Program," to give current and prospective donors an opportunity to attend a special presentation and tour featuring the work of Astor (Hudson Valley and Bronx).</p>	<p>Activity is tracked through the External Relations Committee of the Astor Board of Directors.</p>
<p>Pursue alternatives to government funding in order to diversify funding sources.</p>	<p>Explore opportunities for a planned giving program and implement if appropriate.</p> <p>Increase financial support obtained from foundations, corporations and individuals:</p> <ul style="list-style-type: none"> • Increase outreach to former staff members. • Continue outreach to foundations with specific programmatic requests and invitations to program officers to visit Astor sites. • Increase use of social media to demonstrate the impact that corporate investments are making to Astor and the community. <p>Evaluate and identify opportunities for increased revenue streams from paid services, mergers and new program opportunities.</p>	<p>Evaluation of need/implementation of a planned giving program is tracked through a Work Plan.</p> <p>Contributions and development activities are tracked through the External Relations Committee of the Board.</p> <p>Work plans and Impact Planning checklists are implemented as necessary when opportunities arise.</p>