

	High Quality and Seamless Care	Communication	Family Driven	Leadership	Strategic Growth	Stability	Workforce
Strategic Goals (2017-2022)	<ul style="list-style-type: none"> • Improve Client Satisfaction • Assess and Monitor Program Outcomes • Promote Integration with Primary Care and Schools 	<ul style="list-style-type: none"> • Increase Referrals • Communicate Program Impact • Improve Communication • Optimize Technology 	<ul style="list-style-type: none"> • Integrate Family Voice • Strengthen and Empower Families 	<ul style="list-style-type: none"> • Increase Strategic Planning Capacity • Succession Planning • Increase Expert Knowledge • Organizational Structure • Key Performance Indicators 	<ul style="list-style-type: none"> • Establish Alliances and Partnerships • Increase Referral Opportunities 	<ul style="list-style-type: none"> • Fiscal Stabilization of Existing Programs • Revenue Diversification 	<ul style="list-style-type: none"> • Increase Employee Engagement • Increase Employee Retention
Measures	<ul style="list-style-type: none"> • Satisfaction Survey • Outcomes dashboard • Number of integrated care sites 	<ul style="list-style-type: none"> • Number of referrals to each LOB • Employee Engagement Survey 	<ul style="list-style-type: none"> • Number of employees identified as family advocates • Number of family centric trainings and interventions 	<ul style="list-style-type: none"> • Bronx succession plan • Organizational chart update • Successful program and regulatory audits • Reduction in repeat citations 	<ul style="list-style-type: none"> • Number of agency partners • Active list of referral sources 	<ul style="list-style-type: none"> • Overall P/L of each LOB • Total dollars raised • Total unrestricted dollars 	<ul style="list-style-type: none"> • Employee Engagement Survey • Salary comparisons to market • Trends in exit interviews

2017/2018 Objectives

- Measure client satisfaction in each LOB
- Measure client outcomes for each LOB
- Create Outcomes dashboard
- Advance the integrated care model within one existing or new medical practice
- Assess the RTC and make recommendations

- Analyze each LOB to determine referral vulnerability
- Create a plan to increase referrals where needed
- Include outcome data in public reports
- Develop capacity for web-based trainings and communication

- Adopt a comprehensive family/parent/community engagement model
- Educate managers on best practices for integrating family driven care in our work
- Increase training for staff on family oriented treatment programs
- Assess the number of employees identified as family advocates

- Align executive team with industry edge by attending an industry-lead planning session
- Develop a Bronx succession plan
- Launch monthly supervisor's newsletter
- Managers within each LOB present their business model to front-line staff
- Design a deliver-system organizational structure
- Develop KPI reports for each LOB

- Advance an integrated care model through one new partnership
- Assess existing referral gaps throughout each LOB
- Create a comprehensive list of agency partners and a strategy for potential linkages

- Determine the overall fiscal performance of each LOB
- Use increased capital and unrestricted contributions to support strategic growth plans and improve current programs

- Establish a baseline of employee engagement
- Measure current turnover rates and develop work plan to improve
- Compare salaries to market for each LOB



...Because every child deserves a childhood.

STRATEGIC DRIVERS

High Quality and Seamless Care

Create and deliver high quality children's behavioral health and educational services to meet the current and growing needs of our community.

COMMUNICATION

Effectively communicate, externally and internally, to increase operational efficiencies, increase the awareness of our programs and demonstrate the impact of our services and the value of this organization to the community.

FAMILY DRIVEN

Recognize that the family is the primary support system for the child. Create a culture that supports the child's successful development and is the first choice for opportunities and quality services to meet the needs of the child and family.

LEADERSHIP

Develop skill sets, encourage strategic thinking throughout the organization, and promote a long-range approach to problem-solving. Promote objective analysis

and strategic planning to position Astor both internally and externally as a leader in children and family services.

STRATEGIC GROWTH

Continue to develop long-term strategic partnerships with key local community partners for the purpose of optimizing the use of existing resources and improving access to quality care for children and families.

STABILITY

Achieve long-term financial stability by increasing the depth and scope of the agency's revenue base, maximizing efficiencies and evaluating program/services impact and sustainability.

WORKFORCE

Recruit, develop and retain a competent, culturally diverse, motivated and productive workforce, improve employee engagement, promote and reward innovation.



Our Mission:

Astor provides behavioral health and educational services offering children the opportunity to meet life's challenges, pursue their dreams, and reach their full potential.

Our Vision:

Astor will be the preeminent provider of behavioral health and educational services through high quality, comprehensive services to children and families in New York State.

STRATEGIC DRIVER: HIGH QUALITY AND SEAMLESS CARE

Create and deliver high quality children’s behavioral health and educational services to meet the current and growing needs of our community.

- **Improve Client Satisfaction:** Improve the youth and family experience of care.
- **Assess and Monitor Program Outcomes:** Evaluate current programs and services to determine overall effectiveness.
- **Promote Integration with Primary Care and Schools:** Increase the integration of health care and educational services to improve the overall health of populations served.

STRATEGIC DRIVER: COMMUNICATION

Effectively communicate, externally and internally, to increase operational efficiencies, increase the awareness of our programs and demonstrate the impact of our services and the value of this organization to the community.

- **Increase Referrals:** Increase referral relationships.
- **Communicate Program Impact:** Strengthen reporting of outcomes to demonstrate impact to the community.
- **Improve Communication:** Improve communications among employees, stakeholders, and our community to establish Astor as the preeminent provider.
- **Optimize Technology:** Utilize technology to improve communication.

STRATEGIC DRIVER: FAMILY DRIVEN

Recognize that the family is the primary support system for the child and create a culture that supports the child’s successful development and is the first choice for opportunities and quality services to meet the needs of the child and family.

- **Integrate Family Voice:** Engage and empower families as active partners through informed decision-making.

- **Strengthen and Empower Families:** Increase the use of family centered treatment principles throughout our behavioral health programs.

STRATEGIC DRIVER: LEADERSHIP

Develop skill sets, encourage routine strategic thinking throughout the organization, and promote a long-range approach to problem-solving and decision-making that involves objective analysis, thinking ahead, and strategic planning to position Astor both internally and externally as a leader in children and family services.

- **Increase Strategic Planning Capacity:** Increase professional development opportunities to advance planning and leadership skills.
- **Succession Planning:** Identify and train high-potential employees for key management roles. Build a strong middle management line.
- **Increase Expert Knowledge:** Develop subject matter experts to help improve and expand programs.
- **Organizational Structure:** Design sustainable leadership and infrastructure for existing and new programs.
- **Key Performance Indicators:** Provide managers data to support decision making and continuous improvement.

STRATEGIC DRIVER: STRATEGIC GROWTH

Continue to develop long-term strategic partnerships with key local community partners for the purpose of optimizing the use of existing resources and improving access to quality care for children and families.

Partners: *University, Government, Businesses, Community-Based Organizations, Healthcare Systems, Child- and Family-Serving Agencies, Local Authorities (fire/police), Family Support/ Advocacy Agencies.*

- **Establish Alliances and Partnerships:** Promote and pursue strategic alliances and partnerships to add value to payers, staff, and external stakeholders to expand service delivery and improve the quality of care and overall health of children and families.

- **Increase Referral Opportunities:** Increase accessibility to ancillary support services for children and families.

STRATEGIC DRIVER: STABILITY

Achieve long-term financial stability by increasing the depth and scope of the agency's revenue base, maximizing efficiencies and continuously evaluate program/services impact and sustainability.

- **Fiscal Stabilization of Existing Programs:** Demonstrate fiscal stability.
- **Revenue Diversification:** Diversify/increase revenue including capital and unrestricted dollars; develop processes for accessing capital to support growth.

STRATEGIC DRIVER: WORKFORCE

Recruit, develop and retain a competent, culturally diverse, motivated and productive workforce, improve employee engagement, promote and reward innovation.

- **Increase Employee Engagement:** Ensure employees understand their critical role in the organization and the children's behavioral health service delivery system, and consider themselves valued partners.
- **Increase Employee Retention:** Increase employee retention, and reduce turnover by utilizing management tools and data for continuous improvement.