

# STRATEGIC PLAN

## *Introduction*

This Strategic Plan has been developed by the administration in order to provide a disciplined approach to the management of Pathways Behavioral Health Service Inc over the next three years.

## *Mission*

Our mission is defined by our faith and commitment to our values. The mission statement concisely communicates the overarching purposes that encompass all of the services and activities that we undertake as a company. As part of this strategic process we have revamped our mission statement.

**Our Mission is to honor God by creating an atmosphere of teamwork, optimism, and honesty to help anyone with a disability achieve a greater quality of life!**

## *Vision Statement*

A key component of strategic planning is the development of a future vision! In developing this strategic plan, we have decided to implement a new vision for the company.

**Our vision is to be eastern North Carolina's most family and community-oriented provider agency for those with special needs!**

## *SWOT Analysis*

In organizing this Strategic Plan, we conducted a SWOT Analysis on the company to assess the internal and external variables that we should take into consideration. Our goal after doing this was to form goals and plans to help the company grow and improve into the next three years while also minimizing threats and addressing weaknesses so that they do not hinder the success of the organization.

### Strengths

- Provide the best pay compared to other agencies like us
- Family
- Good Communication
- Have been involved in a couple community event in recent years

### Weaknesses

- Delay of paperwork: turning in late/hard to get up with guardians for paperwork
- Low funds for growth and events
- Low employee backups
- Not many benefits
- Office space limited, not professional, not very confidential
- Will for company incomplete

## Opportunities

- Form relationships with organizations in the surrounding communities
- Organize and host a community event for special needs
- Volunteer for Special Needs Baseball
- Technology upgrades to improve paperwork efficiency and functionality
- Ads

## Threats

- Not well-known company
- Losing clients due to death or leaving
- Governing regulations changing

## **Focus Areas and Three-Year Goals**

The healthcare environment can be uncertain at times, but despite this, Pathways remains committed to three focus areas: high-quality healthcare, operational excellence, and financial stewardship.

### **Focus Area 1: High-Quality Health Care**

Pathways goals related to high-quality health care are aligned with CARF standards

*Goal 1: Improve client and employee experience through increased access to high-quality service*

Pathways has learned about client and employee experiences through a variety of ways, including surveys and meeting face to face. Employee's and clients have expressed their interest in accessing their information electronically, therefore Pathways will focus on developing and launching a member portal over the next three years.

*Goal 2: Expand and strengthen partnerships for healthier communities*

Pathways recognizes the value in collaborating with others to advance its mission. Collaboration with agencies such as ours and local resources will provide a greater value for all in the community. There are many programs and organizations that we are interested in building and maintaining relationships with:

1. The ARC of NC
2. The Autism Society
3. Trillium Health Resources
4. Easter Seals
5. Special Needs Baseball
6. Hour Special Place
7. Etc. This list is not limited to only those who serve special needs individuals

*Goal 3: Host a community event for special needs individuals*

Pathways is interested in providing a community event that is not available locally now. We will advocate to local businesses to provide volunteers and resources to bring

people together for a good cause. By providing this valuable resource to special needs individuals it will increase the quality care they are receiving from us.

## **Focus Area 2: Operational Excellence**

Pathways is committed to improving efficiencies to support clients and employees in accessing the right level of care when they need it. Operational excellence requires an intentional focus on strengthening core components of the organization's infrastructure- IT, communications, workforce and data analytics. Pathways will strengthen the organizations infrastructure by achieving the interrelated goals.

*Goal 1: Improve the health and wellness of our members through improvements in quality, access and efficiencies.*

Pathways is committed to exploring and finding new ways to provide more efficient care. Investing in the IT infrastructure will allow for improved quality, access, and efficiencies across the entire company. For example, Pathways will expand to include an online secure server over the next three years. Pathways is also going to transition all annual paperwork to be electronically signed. Guardians and parents lead busy lives and providing this function to them would be beneficial and provide a secure way for files to be signed online.

*Goal 2: Strengthen and sustain a high-functioning, efficient workforce*

Having backup staff has been a weakness of Pathways. Our strategy to remedy this is to create a job ad for back up staff for each county we serve. By doing this we can have a database available of more employees that can potentially pick up the extra work.

*Goal 3: Provide a better office space for employees and clients*

Pathways is committed to providing the best environment for clients and employees. To enhance or operational excellence, Pathways must grow into a larger location to ensure that we can provide more possibilities to the community, clients, and employees. Our company demographics indicate that we have 60% of the company in craven county so the most ideal area for a new office would be in or around this county.

## **Focus Area 3: Financial Stewardship**

*Goal 1: Enhance responsible business practices*

Pathways remains committed in business practices that support future growth of the company. There are many aspects over the next three years that will be completed to ensure the responsibility of the company.

- Complete will for the company
- Research and implement new benefits for employees when financially able
- Allocate funds for growth