



Harborcreek Youth Services

2022-2025 Strategic Plan

Overview/Introduction

This 2022-2025 strategic plan comes at a time of great change and growth at Harborcreek Youth Services. In 2021 (our 110th year), HYS achieved self-governance by mutual agreement with the Catholic Diocese of Erie. With that separation came the return of deeds to HYS' property, now permanently and solely associated with the mission of HYS. Construction is rapidly progressing on a new twelve-bed Psychiatric Residential Treatment Facility, the addition of which is anticipated to both meet statewide needs and achieve stabilization of revenue goals at the agency.

Three years of a global pandemic have greatly impacted the organization in unexpected ways. The pandemic prompted the organization to be adept in adjusting policies and communicating internally as effectively as possible to address the health crisis. Government loan and grant opportunities have provided support for an operating budget with decreased revenue as a result of decreased service utilization. The pandemic has also resulted in a nationwide staffing shortage and a call for higher wages for frontline workers, a phenomenon by which HYS is also impacted. As board members, HYS Leadership, and department Directors engaged in a series of meetings to develop this Strategic Plan, it was clear that our experiences these past three years have greatly influenced our vision of the future with regard to long- and short-term goals.

The Executive Strategic Planning group met to draft a first-ever Vision Statement and Values Statement, review the Mission statement and complete a Strengths-Weakness-Opportunities-Threats (SWOT) Analysis. As a result of that session, the group adopted the following statements:

Vision:

To serve as the premier trauma-focused provider in the state of PA so that youth and families can move forward with new hope and balance for a healthy future.

Values:

HYS is committed to the practice of the Sanctuary Principles of Non-Violence; Democracy; Social Learning; Emotional Intelligence; Open Communication; Social Responsibility; and Growth and Change.

The group also proposed a revised Mission Statement and recommended it to the Full Board for approval. This revised Mission Statement incorporates new opportunities for identity now that self-governance is achieved, as well as an intention to ensure potential youth, families and other stakeholders view Harborcreek as welcoming and inclusive:

Mission:

Using Sanctuary practices and principles, we help youth and families overcome adversity and build positive futures within a safe, holistic, trauma-focused environment that respects individuality, promotes healing and strengthens community.

The SWOT analysis completed by the Executive Strategic Planning group helped to inform department Directors as they looked ahead to critical needs and goals. This is evidenced by long term goals that address identified opportunities such as improving internal communication through the use of technology, focusing on staff development to improve proficiency in critical policies and practices, exploring a new method to mentor staff, and more.

With the adoption of this plan by the Board of Directors, HYS charts the course for the next three years of change and growth. This Strategic Plan will form the basis for annual plans with specific goals and objectives that affirm our vision, our values and our mission.

This 2022-2025 Strategic Plan, including the Long-Term Goals presented was approved by the HYS Board of Directors at the May 25, 2022 Board meeting at which time a quorum was present.

HYS 2022-2025 Strategic Plan
Departments and Long-Term Goals

- I. Governance
 - A. The Board will establish a policy on recruitment of Board Members, which will include efforts to recruit and retain members who reflect the diversity of our youth and families served.
- II. Administration
 - A. Physical Records
 - 1. Build new or convert existing storage space into waterproof, humidity and climate-controlled hardcopy records storage area that is safe and secure from data breaches, and easily accessible to all authorized staff.
 - 2. Reduce and/or phase out reliance on costly outside vendors to store archival client records.
 - B. Compliance
 - 1. Distribute accurate contact information to the wide network of HYS' stakeholders and referral sources.
 - C. Sanctuary/JEDI
 - 1. Using the agency's commitment to Sanctuary, promote awareness and action of matters related to Justice, Equity, Diversity and Inclusion
 - D. Employee Wellness
 - 1. Maintain an active staff wellness committee that provides helpful resources to staff to improve their wellbeing.
- III. Clinical
 - A. HYS will enhance our Trauma Focused treatment with Nature Based Counseling.
- IV. Medical
 - A. Study feasibility of purchasing and implementing an electronic Medication Administration Record (MAR).
- V. Finance
 - A. Study the impact of planned staff retirement on Payroll, Purchasing and other functions and determine agency needs.
 - B. Explore additional features and capabilities of our ECCA Payroll system that may benefit and improve quality of life for our staff.
- VI. Education
 - A. Students will be encouraged to increase utilization of school resources and programs in the language arts and pre-employment training.
- VII. Residential
 - A. Improve staff development/proficiency in key areas of HYS policy and treatment model.
 - B. Eliminate the use of floor restraints.
 - C. Attract more qualified staff to HYS.
- VIII. Building and Grounds
 - A. Create and facilitate a plan for a successful renovation of the Old Liberty Unit and adjacent space

- IX. MST
 - A. Study system capacity for sustainability of expansion of a fourth therapist; plan and implement as indicated.
- X. Human Resources
 - A. Improve communication between administration and employees through the use of video screens with effective content.
 - B. Implement Biometrics on Timeclocks to reduce errors.
- XI. Information Systems
 - A. Study agency needs with regard to personnel and other resources in IT, to determine if any additional positions are needed.