



2024-2029

STRATEGIC PLAN

There's no place like home!





Mission

Empower children to thrive, strengthen families, and enrich communities.

Vision

York County is a community where children and families have access to safety, stability, mental health care, and resources they need.



Scan to learn more
about CHOY and
our impact.

EXECUTIVE SUMMARY



Children's Home of York's (CHOY) 2024-2029 strategic plan aims to provide direction as CHOY sharpens its best-in-class programs and services while meeting emerging needs.

This effort is grounded in our team-oriented culture and commitment to meeting children and their families where they are when they need us.

Inherent in this plan is the assumption that we are committed to its existing programs and services throughout the duration of this plan. Therefore, this planning document does not address funding and managing these programs. Rather, this plan articulates strategies to meet emerging needs and those of existing program repertoire.

This strategic plan will:

- Provide strategy for sustainable growth.
- Address weaknesses and challenges.
- Include voices from all levels of the organization.
- Keep us mission-focused by providing a clear roadmap.
- Focus on families, children, and our team.
- Create avenues for strengthening relationships with resource families.
- Provide improved communication opportunities inside and outside CHOY.
- Protect our legacy for future generations.
- Demonstrate leadership in the sector.

The 2024-2029 Strategic Plan is grounded in our mission to empower children to thrive, strengthen families, and enrich communities.

Additionally, its four strategic goals create a path toward realizing our vision: York County is a community where children and families have the access to safety, stability, mental health care, and resources they need.

WHAT WE LEARNED

STRENGTHS

- Leadership and the entire team
- Reputation
- Longevity
- Culture
 - Innovative
 - Creative
 - Responsive
 - Caring
- Programming
- Highly efficient

WEAKNESSES

- Communication (within and outside the organization)
- Recruitment of resource families equipped to handle very hard cases
- Lack of awareness outside the inner circle
- Limited staff for certain roles (i.e., case managers)
- Resource families not supported

OPPORTUNITIES

- Leaning into the hardest cases
- Expanding mental health programming for families
- Increased knowledge of trauma
- Cultivate new relationships
- Volume of need

THREATS

- Staffing
- Funding - at the mercy of federal and state government (need for diversification)
- The volume of need - long waiting lists, children in shelters
- Complexity of needs of children

WHAT WE WILL ACCOMPLISH

01

We will provide impactful programs while remaining fiscally responsible.

02

We will have an effective and robust communication strategy.

03

We will be a leader in the industry that attracts and retains diverse, qualified, loyal, and driven team members.

04

We will develop two additional programs or service lines to meet unmet needs in our community.



STRATEGIC GOALS

TIMING: EOY 2029, THEN ONGOING

GOAL 1: STRIVING FOR EXCELLENCE

Metrics

1. Identify industry standards, create a benchmark, and % goal for improving benchmarks.
2. Feedback in the form of surveys of resource families shows improvement.
3. Facilities study and plan are created.
4. Board scorecard is developed and implemented.

We will provide impactful programs while remaining fiscally responsible.

Exceed industry standards for outcomes and benchmarks.

- Determine industry standards and emerging best practices in our field and ensure that we abide by them by February 2025.
- Evaluate and implement an improved system for tracking outcomes and benchmarks through a balanced scorecard in February 2026.

Optimize the use of all appropriate technology by July 1, 2025.

- Increase compliance through the use of an Electronic Health Record (EHR) in January 2026.
- Determine which software resources are best suited for communicating with various audiences in July 2025.
- Ensure integration of all software platforms to avoid inefficiencies in July 2026.

Provide facilities that create a safe, trauma-informed, and home-like environment by February 2025 (annually).

- Conduct a facilities assessment and develop a facilities plan in February 2025 and re-evaluate annually.

Create revenue-generating strategies to help fund new standards for excellence by January 2027.

Ensure the Board is high-performing.

- Implement better Board development practices.
 - Annual Training by September 2024.
 - Self-evaluation via a Board scorecard by June 2024.

Ensure resource families have the skills to meet the complex needs of the youth we serve.

- Improve the support of and communication with resource care families.
 - Evaluate the process for recruiting, supporting, and retaining resource families by June 2025.
 - Provide access to resources for self-care for resource families by June 2026.
 - Provide access to additional training for resource families by June 2026.
- Conduct a periodic survey and evaluation process of resource families' performance to identify how to support them better by June 2025.
 - Create a platform for feedback to hear the needs of resource families.



TIMING: EOY 2026, WITH IMPLEMENTATION 2027 ONWARD.

GOAL 2: COMMUNICATION

Metrics

1. Every task and objective under this goal is completed by the deadline.

We will have an effective and robust communication strategy.

(Internal Communication) Expand and diversify communication channels across all levels of the organization by January 2025.

- Assess current internal and external communication methods.
- Develop talking points for program supervisors by June 2024.
- Reinforce that supervisors are accountable to ensure team members are informed (via the morning huddle) by June 2024.
- Communicate via written, audio, electronic, and visual materials daily by June 2024.

(Internal Communication) Create an internal marketing and communications policy to document the method and frequency of communication with team members by January 2025.

(External Communication) Conduct a marketing, communications, and brand audit in January 2025.

- Develop a marketing and communications playbook for external audiences.
 - Define audiences.
 - Develop communication pillars/key messages for targeted audiences.
 - Create a PR strategy.
 - Establish which platforms and communication mediums are best for target audiences.
 - Offer marketing and communications trainings for team members.
 - Attract and hire a diverse team (see goal 3).
- Add capacity to this effort via a paid position or contract services with an agency.



TIMING: EOY 2029, THEN ONGOING

GOAL 3: STAFFING

Metrics

1. Use net promoter score.

We will be a leader in the industry that attracts and retains diverse, qualified, loyal, and driven team members.

Attract and retain team and Board members who reflect the community we serve.

- Recruit and hire with a focus on adding cultural diversity to the team (staff, Board, and resource families).
 - Expand recruitment from non-traditional sources that would reach new and more diverse audiences by June 2025.
- Improve cultural competency.
 - Train and educate team members to help people celebrate, value, and respect cultural diversity and commit to ongoing DEI work by June 2025.

Create and maintain attractive and competitive compensation packages.

- Evaluate the current benefits package by June 2024 (annually thereafter).
 - Promote a competitive benefits package in hiring practices by June 2024.

- Provide more professional development opportunities for team members by June 2025.
 - Develop a “pathways program” (a tiered classification system) for professional development, career advancement, leadership, and financial compensation increases. This could include a paid internship program by July 1, 2025.

Offer necessary and desired training opportunities.

- Offer specialized training for team members based on their roles and responsibilities.
 - Develop training partnerships with other organizations for long-term growth (e.g., local colleges or hospitals).
 - Explore whether local colleges can offer classes or programs for DSP positions by June 2025.
 - Explore state programs for DSP positions by June 2025.
- Create a coaching and mentoring program for employees and resource families in January 2028.



TIMING: PROGRAMS OR SERVICE LINES IDENTIFIED BY EOY 2029, THEN IMPLEMENTATION 2030 ONWARD.

GOAL 4: PROGRAMS

Metrics

1. Activity metric showing that this has been achieved by the deadline.

We will develop two additional programs or service lines to meet unmet needs in the community.

Through a market study, identify at least two community needs in April 2025.

- Survey of community and government partners to identify unmet needs.
- Shadow or observe other agency programming.

Conduct an evaluation process to identify our unique strengths and attributes by January 2025.

Develop sustainable programs and business models for new programs or service lines by April 2028.

- Increase community partnerships to share expertise better and boost new services.





STRATEGIC PLAN OBJECTIVES TIMELINE

FISCAL YEAR 1

- June 2024 – Implement better Board development practices through self-evaluation via a Board scorecard.
- June 2024 – Develop talking points for program supervisors.
- June 2024 – Reinforce that supervisors are accountable to ensure team members are informed (via the morning huddle).
- June 2024 – Communicate daily via written, audio, electronic, and visual materials.
- June 2024 – Evaluate the current benefits package and promote a competitive benefits package in hiring practices.

FISCAL YEAR 2

- September 2024 – Implement better Board development practices with annual training.
- January 2025 – Expand and diversify communication channels across all levels of the organization.
- January 2025 – Create an internal marketing and communications policy to document the method and frequency of communication with team members.
- January 2025 – Conduct a marketing, communications, and brand audit (see related objectives).
- January 2025 – Conduct an evaluation process to identify CHOY's unique strengths and attributes.
- February 2025 – Determine industry standards and emerging best practices in our field and ensure that we abide by them.
- February 2025 – Provide facilities that create a safe, trauma-informed, and home-like environment.
- February 2025 – Conduct a facilities assessment and develop a facilities plan.
- April 2025 – Through a market study, identify at least two community needs.
- June 2025 – Evaluate the process for recruiting, supporting, and retaining resource families.
- June 2025 – Conduct a periodic survey and evaluation process of resource families' performance to identify how to support them better and create a platform for feedback to hear the needs of resource families.
- June 2025 – Expand recruitment from non-traditional sources that would reach new and more diverse audiences.
- June 2025 – Train and educate team members to help people celebrate, value, and respect cultural diversity.
- June 2025 – Provide more professional development opportunities for team members, including developing a pathways (or tiered) system.
- June 2025 – Develop training partnerships with other organizations for long-term growth (e.g., local colleges or hospitals).

FISCAL YEAR 3

FISCAL YEAR 4

FISCAL YEAR 5



July 2025 – Optimize the use of all appropriate technology.



July 2025 – Determine which software resources are best suited to communicating with various audiences.



January 2026 – Increase compliance through the use of an EHR.



February 2026 – Evaluate and implement an improved system for tracking outcomes and benchmarks through a balanced scorecard.



June 2026 – Provide access to resources for self-care for resource families.



June 2026 – Provide access to additional training for resource families.



July 2026 – Ensure integration of all software platforms to avoid inefficiencies.



January 2027 – Create revenue-generating strategies to help fund new standards for excellence.



January 2028 – Create a coaching and mentoring program for employees and resource families.



April 2028 – Develop sustainable programs and business models for new programs or service lines.