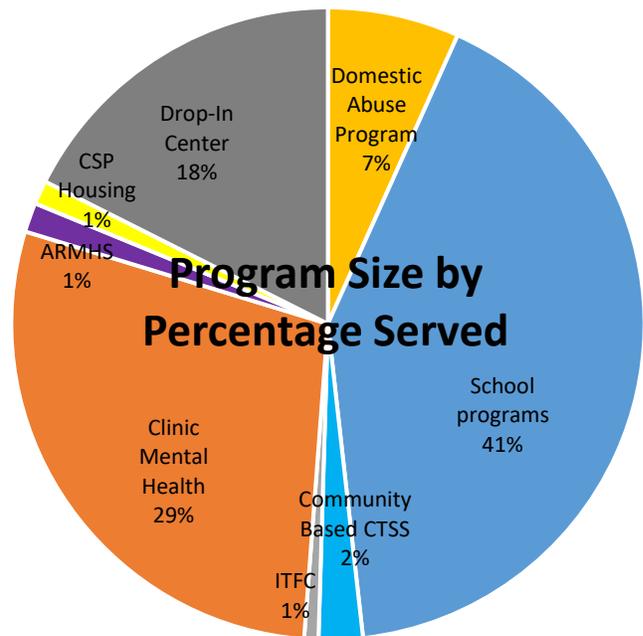
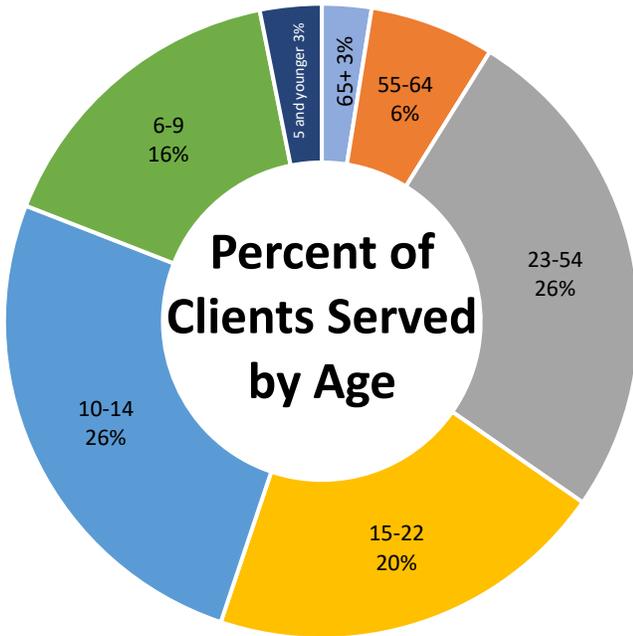


2020-2022 Strategic Plan

<p>Our Mission: The organization’s mission is to provide exceptional and affordable mental health services for families, children, youth, and adults in our community.</p>	<p>Our Vision: The organization’s vision is to be the agency of choice providing accessible, person-centered and creative services, strategies and solutions that promote mental wellness in our community while honoring the uniqueness and dignity of every individual.</p>	<p>Our Values: Family Centered Advocate Quality Sustainability People as Greatest Asset Proactive Outreach</p>
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Our Programs and Services

Lee Carlson Center for Mental Health & Well-being accomplishes its mission in the following ways:

1. Providing multi-site holistic and integrative clinical mental health outpatient therapy services for children, adolescent, young adults, adults, couples and families including psychiatric care and psychological testing and psychoeducational services
2. Providing domestic abuse services for survivors, perpetrators and their children and families who have witnessed domestic violence.
3. Providing multi-site holistic and integrative school-based mental health services for children of all ages and their families including outpatient and rehabilitative therapies, peer support and early childhood.
4. Providing holistic and integrative adult services centered on individuals with severe and persistent mental illness including drop-in center services, support groups, yoga, arts and nutrition programming. In addition, providing housing support services and Adult Rehabilitative Mental Health Services (ARMHS), Community Support Programming (CSP), Housing Support Services (HSS), Housing Stabilization Services (HSS) and transportation.
5. Providing holistic, integrative and intensive In Home (CTSS) rehabilitative mental health Services for Children and Families, Intensive Outpatient Treatment in Foster Care Services (ITFC), Psychoeducational Services and Parent Coaching.



Our Goals

Model of Care Goal:

Advance the gold standard for mental health care in our community.

<i>Strategies</i>	<i>Considerations</i>
1. Build on current relationships and create new partnerships in areas spanning more preventative/proactive early interventions to recovery from debilitating mental health conditions.	Schools, community, center-based, clinic settings, daycares, foster care, parents, caregivers, key stakeholders including counties
2. Build awareness of client needs and leverage our strengths of adaptability and flexibility to develop new, innovative, and customized initiatives for partners and stakeholders.	Nurturing Everyday Wellness “NEW,” Early Childhood MH Innovations, supporting community mental health alongside Law Enforcement
3. Develop Early Childhood Institute to deliver the gold standard model for school, community, family, and provider solutions to early childhood mental health.	Expert service expertise, consultation, training
4. Determine what type of HQ facility will reflect staff expertise and needs, and create a gold standard experience for welcoming clients and community while helping them navigate tailored services.	
5. Leverage our skilled leadership’s on-the-ground experience and nuanced understanding for partners and clients and our unique, collaborative team approach for holistic care resulting in high stakeholder satisfaction.	

Staffing and Operations Goal:

Deploy staff with the right skills to meet the needs of our community with operations that effectively resource our mission.

<i>Strategies</i>	<i>Considerations</i>
1. Broaden support across all levels of the organization to engage, develop and model self-care for the well-being of our staff so we are able to care for our clients.	
2. Increase professional development and training opportunities to empower staff based on assessing needs.	Backfilling, cross-training
3. Design a permanent, centralized home base HQ facility to engage and fulfill staff, client, and community needs.	Amenities, green space
4. Strive to be the employer of choice by seeking feedback to recruit and retain a diverse workforce that better reflects our client base through different talent pipelines and increased cultural competence and partnerships.	Graduates, interns, therapist pools, out of state



Finances and Fundraising Goal:

Drive for sustainable, long-term financial stability.

<i>Strategies</i>	<i>Considerations</i>
1. Evaluate shifts in current funding and seek supplemental funding from different sources.	Donors, grants, in-kind
2. Explore impact of potential changes to Telehealth waivers that could present long-term business and clinical opportunities	Regulations, ethics
3. Consider financial factors for new HQ facility.	Location, real estate market, transportation, customization, timelines and leader for capital campaign, build vs. lease, community funding role
4. Analyze cost-benefit of expansion in geographic offerings, remote worker staffing models, Telehealth options and recruitment of new customers.	Access, the right tech platform, client preferences, blended options, staff capability

Services Goal:

Advance and invest in programming and services that respond innovatively to the changing needs of our community and customers.

<i>Strategies</i>	<i>Considerations</i>
1. Expand and improve access/use of virtual technologies and clinical policies/training/skills in the use of technology as an optional means of service to clients that can deliver quality outcomes and reduce access and affordability barriers such as time, travel, flexibility, etc.	Telehealth
2. Consider increased community access and services possible with new HQ facility.	Getting people onboard with Early Childhood Institute and other existing and new programs more effectively housed there
3. Consider geographic expansion into new markets.	Home-based services, county partnerships, supporting foster care, neighborhood approach with school/clinic proximity
4. Increase client access with no waitlists.	Internal referrals
5. Identify potential clients seeking related assistance.	Homeless, social service recipients, Families First Title IV-E foster care prevention services and MA Funded intensive mental health

Background and Context

2020-2022 Planning

At the end of 2019, Lee Carlson leadership began planning for the next three-year strategic plan cycle for 2020-2022. Due to unprecedented COVID-19 circumstances, the originally proposed schedule was postponed for several months. During this period, pulse check surveys were sent separately to the Board and Staff Leadership for their feedback. Building on the success of the previous plan, the surveys incorporated a new Appreciative Inquiry approach for Lee Carlson, emphasizing a SOAR analysis (Strengths, Opportunities, Aspirations, Results). A follow-up feedback session was held by the Staff Leadership team. Results from both Board and Staff Leadership surveys were compiled and synthesized into key themes for broader review and discussion to identify new priorities.

Two strategic planning meetings were held in June 2020 (Board) and July 2020 (combined Board and Staff Leadership). Notably, both of these sessions were held virtually for the first time due to COVID-19 limitations.

- Key agenda items for the Board meeting included an Icebreaker, Strategy Sustainment and Advancement, Feedback on Survey Themes, Overview of Three Emerging Priorities (Telehealth, Early Childhood Institute, Geography and Facilities), and Strategic Priority Breakout Discussions and Debriefs.
- Key agenda items for the combined Board and Staff Leadership meeting included an Icebreaker, 2020-2022 Goals/Strategies Process and Review, and Strategic Priority Breakout Discussions and Debriefs for each of the four goals (Model of Care, Staffing and Operations, Fundraising and Finances, and Services).
- Final feedback from the two sessions was compiled into a draft Strategic Plan which went through several iterations and preliminary reviews.

The final 2020-2022 Strategic Plan was approved by the Board on August 26, 2020.

Strategic Planning Committee

Steve Helseth Board Chair	Julie Tschida Board Vice-Chair	Kevin Rohe Board Treasurer	Vickie Pitney Board Member
Bobby Thibault Board Member	Lenny Austin Board Member	Sue Butler Board Member	Alan Wiley Board Member
Rob Edwards Chief Executive Officer			
Susan Fullerton Chief Operating Officer	Rance Rand Chief Financial Officer	Alyssa Larson Director of Community Based Programs	Katie Rudek Director of School Linked Mental Health
Sue Vang Operations Specialist	Stefanie Wallace Director of Clinics	Amber Haley Director of Intensive Mental Health Services	Brittani Locker Operations Coordinator

Karin Goettsch, Facilitator