Who we are

The Children’s Home is a child and family serving organization that provides a variety of service and supports in a relationship-based model that promotes growth and development. The Agency endorses collaboration at all levels of the organization and between all valued members of our teams and communities. Our core principles for providing a safe and therapeutic environment are based on:

- Relationship Based
- Family Involved
- Ecologically Oriented
- Trauma Informed
- Developmentally Focused
- Competence Centered

Contact us

1182 Chenango St, Binghamton NY 13901
(607) 772-6904
info@chowc.org
www.chowc.org

*Community sites and services throughout Binghamton and Norwich*

“Do your work with all your heart and you will succeed.”
Our plan is a living document that will drive new initiatives, create broader opportunities, and cultivate deeper relationships. Therefore, routine monitoring, feedback, and accountability is key to ensuring progress is being made in achieving our goals and vision.

The management plan is divided into multi-layered sections to represent our 4 Quality Pillars, themes and broad concepts within those pillars, goals that are driven by these concepts, and task items recommended by participants. Each goal section has a designated department or senior leader that will drive the multidisciplinary workgroup to goal attainment.

Progress toward achieving strategic goals will be tracked through quarterly meetings with the work groups under each Quality Pillar. These work groups will report out to the Executive Director and the Vice President of Quality. Execution of strategies will be categorized in four stages of implementation: Idea, Goals, Action, and Success. Outcomes will be tracked by the Performance and Quality Improvement Department through the identified measures and evidence for each goal area.

Reports generated by PQI and individual work groups will be presented as dashboard reports to Board of Directors, Agency Leadership, Parent and Youth Advocacy Committees, and effected teams throughout the organization.
Methodology

This strategic plan is the culmination of research, analysis, and planning led by the Vice President of Quality, Kim Stratton. In keeping with our Mission and Vision, a collaborative process was utilized that drew valuable input from a variety of individuals and groups that the Children’s Home influences and is influenced by each day. Activities included research about national and regional trends impacting child welfare; mission review; internal and external stakeholder gatherings; organizational performance analyses; staff, youth, parent, and caregiver surveys and focus groups; employee forums; and planning workshops.

We would like to thank Ms. Paula Russell of Binghamton University’s Center for Learning and Teaching for sharing her expertise and facilitation skills that enhanced our process.

A heartfelt thank you to our families, community, partners, and collaborators for their valuable input and thoughtfulness. The journey outlined in our Strategic Plan for the next three years is truly a product of invested participants from every level and group of the Children’s Home. This is a living document that was created through an all-inclusive diversified process.
Mission, Vision, Values

MISSION STATEMENT
We partner with children, families and communities to inspire hope, develop skills and cultivate healthy relationships for positive futures.

VISION STATEMENT
We envision a collaborative, caring community where children and families lead happy, healthy and fulfilling lives.

VALUES & PRINCIPLES
Hope - We believe in the possibility for growth, change and forgiveness. We nurture that belief in ourselves and in others.

Respect - We believe in the best in others regardless of who they are. Our words and actions recognize the needs and individuality of each person we serve or with whom we work.

Healing - We promote a climate where people feel safe and experience improved physical, emotional and spiritual health.

Caring - We show compassion in how we treat others. We show sensitivity to their concerns, problems or pain. We reassure them that they are not alone.

Integrity - We are honest in what we say and do. Reliability and competence are fundamental in developing trust.

Responsibility - We hold ourselves accountable for our decisions and actions. We believe every person has the capacity to make decisions and realize that there are consequences.

Collaboration - We use teamwork to accomplish more than any of us could by working alone. We believe we can best serve and care for others by blending the talents and dedication of many caring people and organizations.

Stewardship - We make wise use of the resources entrusted to us.

Quality Infrastructure

ENSURE THAT THE CHILDREN’S HOME HAS THE FINANCIAL, TECHNOLOGICAL AND PHYSICAL INFRASTRUCTURE IT NEEDS TO ADVANCE ITS MISSION

High quality business practices, sound financial performance and facilities comprise the foundation that empowers the Children’s Home to respond to new challenges and opportunities in ways that promote growth and further our Mission and Vision to benefit those we serve.

Goals:

- Update Technology Supports for Programs & Services
  - Automated training database
  - Utilize Evolv and ADP to promote efficiency of business practices and report functions
  - Streamline business practices with other provider agencies

- Property management and planning to support growth
  - Expand programs into the community for easier access for families and service providers
  - Update the space on campus to reflect the growing needs of the youth, families, staff, and programming
  - Manage ongoing program improvements, updates, and refurbishing

- Capture over $1 million in grant funding

Measures: Budget, buildings, grants received
ATTRACT AND RETAIN A QUALITY WORKFORCE THROUGH EFFECTIVE RECRUITMENT, SELECTION, TRAINING, SUPERVISION AND RECOGNITION

An effective workforce that is dedicated to drastically reducing coercive techniques and restraints is fundamental to our ability to accomplish our Mission. It is our foundational belief that healing happens through relationships. Our greatest asset toward creating brighter futures is the connection youth and their families experience with people who are caring, committed, well trained and supported, and oriented toward the best interest of the future. Healing occurs when staff are able to balance expectations with compassion, action with self-reflection, and inspire hope and healing in the hearts of young people and their families whom have been impacted by trauma.

Goals:

- **Create a marketing strategy competitive with like agencies**
  - Redesign of electronic and paper marketing materials
  - Comprehensive marketing plan to impact outcome for prospective employees, donors, and foster parents
  - Develop agency brand

- **Support an engaged, talented, and diverse workforce at all levels**
  - Recognition system to improve employee satisfaction and sense of appreciation
  - Create clear career paths and development opportunities to leadership and advancement
  - Sustain an effective Cultural Competency Committee with voices from many populations

- **Promote skill development and competency in staff at all levels**
  - Structured mentoring programs, supervision standards, and training opportunities that will directly impact skill attainment
  - Defined leadership programs and supports for qualified candidates
  - Expanded training department

- **Adherence to Evidence Based Practices to impact staff competency and youth experiences**
  - Fidelity results from TCI, CARE, and BBI to be fully implemented and sustained
  - Immediately and Drastically reduce use of coercive techniques**
  - Agency culture reflects a trauma informed model in a physical and emotional sense
  - Families and Youth involved decision making on multiple levels

**Measures:** Minimize staff vacancies, increase diversity & talent spectrum, Work Environment Scale, reduce incidents & restraints, manuals

Leadership with a Vision

Thank you for reviewing the Children’s Home Strategic Plan for September 2019-2022. This plan sets our course as we uphold the mission, vision and values of our Foundresses. Built on a foundation of over a century of dedicated service, this plan is focused on the future and the evolving needs of those we serve. The plan will guide our decision making and help us know how to say “yes” to new opportunities to assist children and families.

We are in the midst of a dynamic period of growth and expansion. We are developing new services in new communities, reinvigorating existing programs, and ensuring that those we serve have the opportunity to build fulfilling lives. We are committed to building upon our four pillars of quality: from these pillars, we are focused on helping children and families build lives of health, happiness and success. We will partner with government stakeholders, community supporters and, most importantly, the people we serve. We will measure and report on areas where we succeed, struggle, and adjust this plan. Throughout the next three years we will honor the commitments we have made in this plan.

I invite you to engage with us in the necessary work of supporting children and families - we value your input and suggestions. We are grateful to the many community members, families and children, who contributed to this plan. I am appreciative of the many dedicated team members who have shared their wisdom in creating this plan. We are blessed with many employees, benefactors, Board members and friends who make our work possible and successful. Thank you for all you have and will do to give life to our Strategic Plan. We look forward to the days ahead!

Sincerely,

[Signature]
Quality Relationships

CULTIVATE VALUED AND COLLABORATIVE RELATIONSHIPS WITH STAFF, FUNDERS, DONORS, COMMUNITY PARTNERS AND THOSE WE SERVE

Strong and positive relationships are the active ingredients to achieving brighter futures. The problems confronting the children and families today are too broad and complex to solve alone. Our Mission and Vision propel us to leadership in advocating for the best interests of youth and families. Reaching out to new and existing partners creates learning, resources and opportunities that enhance the lives of those we serve.

Goals:

- Family and Youth Directed Services on all levels and programs
  - Increase face to face contact and conversations
  - All-inclusive meetings, participation, and contributions
  - Youth Advisory Council
  - Parent Advocacy Board
  - Restraint Reduction, Prevention, and Elimination
  - Culturally Responsive Actions
- Practice of One Team One Agency Philosophy
  - Communication improvements between departments and individuals
  - Meetings tailored to effective communication, accountability, problem solving, self-reflection, and production
  - Active supervision, supports, and engagement
- Collaborative decision-making practices with external stakeholders
  - Timely and effective communication streams
  - Collaborative trainings and opportunities
  - Break down barriers to communication and resistance

Measures: Youth & Family participation rates, Youth, Family & Customer satisfaction surveys, incident reports, Work Environment Survey, meeting minutes, training sign in sheets

Quality Programs and Services

DEVELOP NEW AND SPECIALIZED SERVICES THAT MEET THE EVOLVING NEEDS OF THOSE WE SERVE

The heart of our Mission is providing services that positively impact the lives of children. The Children’s Home is a service organization with a proud history of over a century of caring. From our beginnings as an orphanage though our transformation from a Residential Treatment Center into a Comprehensive Child Welfare Organization, we have responded to the changing needs of children and families by providing a continuum of meaningful, cost-effective and outcome-driven services. A range of options for treating specialized needs of youth and families impacted by trauma will be considered. We see these strategic goals as most critical.

Goals:

- Reduce length of stay in care by promoting in home family care and community-based services
  - Remodel Foster Care unit and services
  - Expand services to new counties
  - Additional supports and trainings for foster parents
- Become a premier provider agency
  - Community treatment services
  - Day School expansion with Community School Model
  - Certified in Evidence Based Practices (CARE, DBT, others as identified)
- Expand Agency footprint on community, services, and outcomes
  - Combined complex for behavioral, physical, and emotional needs
  - Intergenerational Housing
  - Improve training partnerships for employees, families, caregivers, and youth.

Measures: Occupancy, Activity Participation, Customer Satisfaction Survey, EBP certifications, contracts