

Gilead Community Services

Strategic Planning Executive Summary

FY19-21

Introduction and Plan Summary:

Our FY19-21 Strategic Plan continues to emphasize the growing importance of enhancing community access to mental health services while also continuing to expand and diversify Gilead's sources of revenue. Working closely and collaboratively with our valued community partners, we plan to employ innovative solutions to fill existing gaps in mental health care. We also plan to increase our fiscal stability through funding from diverse sources including for-profit enterprises, private donations, partnerships with local businesses, corporations, and foundations, as well as local and state agencies. We will continue to develop and sustain effective and innovative treatments that are implemented by stable, committed, and fairly-compensated staff who exemplify excellence, dedication, compassion, and innovation. In addition, we plan to continue to pursue opportunities to further integrate new and expanded healthcare services into our existing continuum of care. The FY19-21 Strategic Plan includes 5 Strategic Issues and 18 Strategic Goals.

Strategic Issue 1: Access to Services

- Goal 1: Broaden services
- Goal 2: New Programming
- Goal 3: Increase Visibility

Strategic Issue 2: Funding Diversification

- Goal 1: Add New Revenue
- Goal 2: Enhance Profitability
- Goal 3: Increase Fundraising

Strategic Issue 3: Employment Support

- Goal 1: Increase Compensation
- Goal 2: Increase Staff Satisfaction
- Goal 3: Ensure Adequate Staffing
- Goal 4: Enhance Staff Training

Strategic Issue 4: Service Quality

- Goal 1: Improve Outcome Measures
- Goal 2: Improve Client Satisfaction
- Goal 3: Maintain Competencies
- Goal 4: Sustain Best Practices

Strategic Issue 5: Healthcare Integration

- Goal 1: Enhance Collaboration
- Goal 2: Enhance Efficiencies
- Goal 3: Explore Mergers and Acquisitions
- Goal 4: Create a Resource Center Model

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Overview of the Plan

Purpose of the Plan. The purpose of this strategic plan is to articulate the major strategic issues confronting Gilead at the present time, and to shape 3-year goals and objectives to effectively address these issues.

Process Development. In order to create the FY19-21 strategic plan the Administrative Leadership Team and the Gilead Board of Directors followed the same process that had been developed for the FY16-18 planning process. However, for the FY19-21 strategic plan, a survey was developed to replace the role of the subcommittees in order to streamline the plan development process. The Strategic Planning Committee (SPC) included broad stakeholder representation. The tagline for this strategic planning process remains: "Every Voice Counts."

The SPC took care to distinguish between strategic and operational issues, emphasizing that although both were important, this process was to focus on strategic issues. Any operational issue that surfaced was identified and referred to the appropriate program or department plan.

The SPC continues to use the following documents to guide the strategic planning process. These documents are included in the appendix of this plan.

- Strategic Planning Pyramid (Building Blocks of Strategic Planning)
- Steps in the Strategic Planning Process
- Gilead Strategic Planning Flow Chart
- Participant Matrix (to help identify stakeholder input in the process)
- Strategic Planning Timeline
- An Outline for the Final Plan
- Membership of the Strategic Planning Team (SPT) – with representation from all identified stakeholder groups.

Strategic Planning Process

In 2019, separate meetings were held by the Board and the Administration/Executive staff to conduct an environmental analysis and identify strategic issues. The SPT integrated the ideas from these two retreats into a single list of five strategic issues, each with several goals.

Once the Strategic Issue and Sub Issues were developed, a survey process was designed and implemented modeled after the strategic planning process that was developed in 2016. The SPT and the administrative team worked together to synthesize the data from the Strategic Planning Survey with the updated data from the FY16-19 Strategic Plan in order to create the new and revised FY19-21 Strategic Plan. The individuals who served on the SPT and the survey recipients included representation from the following groups:

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- Executive Committee
- Administrative Committee
- Funders
- Donors
- Community Partners
- Program Participants
- Family Members
- All Program Staff
- Apartment Leadership Team
- Community Leadership Team
- Residential Leadership Team