



Wayside Youth & Family Support Network Strategic Plan 2015-2019

MISSION

Empowering children, young adults and families to achieve greater independence and emotional well-being.

VISION

Wayside will be the "Go To" resource for children, young adults, families, and communities within our catchment areas.

VALUES

Strength, Hope and Resiliency

1 RESPOND

(Our "Audacious" Goal): Wayside will RESPOND to the needs of the communities we serve with immediate access to our services.

Action Step 1.1: Wayside will realign the structure of our community-based teams to decrease service silos, maximize staff time dedicated to direct service, increase community responsiveness and improve external relationships.

Action Step 1.2: Wayside will cross-train staff in multiple service modalities so as to better adapt to the needs of the children and families in our communities

2 SUPPORT

Wayside will SUPPORT our staff team by investing in the hiring and development of a highly trained, diverse and satisfied staff team.

Action Step 2.1: Wayside will raise employee compensation and benefits to competitive levels, which will support our goals of increasing recruiting, retention and decreased service wait time.

Action Step 2.2: Wayside will develop and implement robust and efficient strategies for recruiting and on-boarding of staff.

Action Step 2.3: Wayside will focus substantial efforts upon diversity and inclusion across the agency, becoming an affirming and welcoming community as a result.

Action Step 2.4: Worker safety will be a primary priority in all Wayside programs and sites.

Action Step 2.5: Wayside will focus significant efforts upon leadership development, including development of diverse staff and training/on-boarding of new Wayside managers.

Action Step 2.6: Wayside will improve staff-retention strategies so that staff turnover is not a barrier to service access.

Action Step 2.7: Wayside will develop technological efficiencies in order to minimize staff time spent in administrative tasks.

3 REINVEST

Wayside will continue to REINVEST in our overall financial health and infrastructure.

Action Step 3.1: Wayside will achieve annual operating and capital budget plans throughout the life of the Plan.

Action Step 3.2: Wayside will maximize administrative efficiencies and reduce our administrative costs from 10% to below 9% by the end of 2018.

Action Step 3.3: Wayside will achieve and maintain state of the art facilities and computer infrastructures that are safe, functional, and secure.

4 EXPAND

Wayside will EXPAND key programs to meet community needs and decrease service wait times.

Action Step 4.1: Wayside will grow staff teams, diversify our service models, and increase the volume of families receiving services in the following communities: MetroWest, Blackstone Valley, Waltham/Watertown, Lowell, Malden and Sturbridge. We will consider expanding in Worcester, Franklin, and other communities contiguous to current Wayside locations.

Action Step 4.2: Wayside will expand our ability to serve diverse populations by increasing bilingual and bicultural capacity across all programs.

Action Step 4.3: Wayside will develop our expertise and clinical staff to be a significant resource for LGBTQ youth and families.

Action Step 4.4: Wayside will explore growth opportunities for Transition Age Youth programming.

Action Step 4.5: Wayside will explore growth opportunities for Wayside's Therapeutic Afterschool Programming.

Action Step 4.6: Wayside will continue the recent expansion of day services at the Wayside Campus: partial hospitalization at the Wayside Day Center, and special education at Wayside Academy.

Action Step 4.7: Wayside will respond to community need for family-centered programs, and will be prepared to develop a Family Resource Center if funded.

Action Step 4.8: Wayside will expand our well-regarded care coordination services as a Family Networks Lead Agency, Community Service Agency (CSA), Continuum Program provider, and in the future, health home coordination.

5 IMPROVE

Wayside will IMPROVE the quality of our services and the service experience of the children, young adults and families we serve.

Action Step 5.1: Program sites will be clean, professional, and welcoming to all members of the diverse Wayside community

Action Step 5.2: Wayside will develop and improve external communication tools – website, social media, telephone and print – to help those seeking Wayside services find them easily.

Action Step 5.3: Wayside will provide seamless care coordination and collaboration to all those receiving multiple Wayside services.

Action Step 5.4: Wayside will expand the capacities of its long term residential treatment model via thorough adoption of the Building Bridges principles.

Action Step 5.5: All Wayside programs will adopt trauma-informed approaches to support those we serve.

Action Step 5.6: Wayside staff will hold leadership roles in key community and statewide task forces/committees.

Action Step 5.7: Wayside staff will engage in writing, research, and/or conference presentations to the professional community.

6 ADAPT

Wayside will ADAPT to the changing health care environment by improving integration with primary care and ensuring we remain on the "leading edge" at all times.

Action Step 6.1: Wayside will develop key partnerships with primary care providers.

Action Step 6.2: Wayside will develop and market key strengths and staff areas of clinical expertise by gathering, benchmarking, and reporting on outcomes data strategically.

Action Step 6.3: Wayside will realign agency structures to ensure significant improvement in clinical quality, risk management and corporate compliance.



Building Strength, Hope & Resiliency