

2020–2024 STRATEGIC PLAN SUMMARY

EXECUTIVE SUMMARY

Over the course of 2019 Wayside engaged in a comprehensive process to develop its 2020-2024 strategic plan. This effort was led by the Board of Directors and involved reaching out to external stakeholders, Wayside staff, key informant surveys and interviews, interviews of clients and parents, a review of our client satisfaction data, financial data, and workforce analysis.

The results were profound. Wayside is undertaking five specific impact goals:

1. **STRENGTHEN**, improve and measure the quality and impact of our services.
2. **EXPAND** existing programs services and geography, while strengthening the financial health of the agency.
3. **RESPOND** to the needs of a more focused Wayside mission population.
4. **CREATE** a culture of wellness for our employees to support them in the very difficult work they do for us, our communities and children and families.

5. **INVEST** in the career development of our employees to achieve long-term retention engagement.

Wayside will also be embarking on a number of strategic initiatives including advancing permanency work for all youth in our long-term residential programs.

STRATEGIC PLAN

GOALS & ACTION STEPS

1. STRENGTHEN

Wayside will strengthen, improve and measure the quality as well as sustained impact of our services.

Action Steps:

1. Strengthen caregiver skills to better manage care of our youth and their symptoms.
2. Increase family and community connections for families to engage and rely upon for support.
3. Advance our permanency work in our residential programs in order to achieve positive outcomes and lasting connections for all long-term youth.
4. Integrate DEI training into the treatment process with clients and families.
5. Improve diagnosis and treatment planning by using screening tools/assessments at regularly scheduled intervals during treatment.
6. Enhance the use of our Electronic Health Records and develop data collecting and reporting systems to continuously measure outcomes and sustained impact of our services post discharge.

2. EXPAND

Wayside will expand existing programs and services, grow into new geography/locations and strengthen the financial health of the agency in order to better serve youth and their families.

Action Steps:

1. Expand existing services where there is agency expertise, community need and profitability.
2. Increase capacity and services for Transitional Age Youth.
3. Leverage our internal expertise by conducting and providing workshops, consulting opportunities and trainings.
4. Develop strategic partnerships or potential mergers with other providers.

5. Increase capacity of adolescent residential programming through the building of a new group home at 3 Lockland Ave.
6. Develop service efficiencies using technology such as Telehealth, in order to increase access.
7. Increase program and service revenue by 50 percent over the next four years.
8. Expand development and marketing efforts to increase non-governmental revenue.
9. Research the benefits and potential impact of developing an agency volunteer program.

3. RESPOND

Wayside will respond to the needs of our mission population and communities.

Action Steps:

1. Prioritize access for those who are most in need and have limited options for services elsewhere.
2. Develop collaborative partnerships with other community providers to refer other clients in order to focus on mission population.
3. Develop programming/services for dual diagnosis/community-based addiction services.
4. Increase our capacity to provide more comprehensive services for autism spectrum disorders.
5. Enhance advocacy efforts through collaboration with trade organizations and other providers.
6. Provide training and certification in evidence-based, trauma-informed care models to meet the needs of youth and families.
7. Develop staff expertise through Wayside's Training Institute, online trainings and certifications (e.g. substance abuse).

4. CREATE

Wayside will build and support a culture of wellness that promotes overall health for employees.

Action Steps:

1. Develop an agency employee recognition program.
2. Provide training for supervisors to reduce caregiver fatigue/burnout.
3. Provide employees ongoing education about financial, physical and emotional wellness.
4. Collaborate with an external resource to impact the culture of wellness throughout the agency.
5. Organize and incorporate mindfulness activities and behavioral health resources to improve work-life balance.
6. Increase team building within programs and provide opportunities for employees to engage in social activities and cross-program collaboration with co-workers.

5. INVEST

Wayside will invest in career mentoring and development opportunities in order to become an industry leader in long-term employee retention and engagement.

Action Steps:

1. Implement the Wayside Career Map as well as career development plans for all full-time employees through a Career Development Coordinator.
2. Develop a system for internal job shadowing and cross-program collaboration to increase knowledge about agency positions/programs and to gain work experience outside of their current job.
3. Expand our internal recruitment system to increase career opportunities for current staff.
4. Develop a more robust compensation system, including the potential for merit pay.
5. Achieve higher year-over-year employee engagement retention and overall job satisfaction.