



# Strategic Plan Accomplishments

*Fiscal Year 2017*

# Table of Contents

Note from the President & CEO.....	1
Balanced Scorecard Background.....	2-3
Strategy Development.....	3
Fiscal Year 2017 Strategy Map.....	4
Objectives and Measures.....	5-12

## A Year in Review

A note from our President & Chief Executive Officer



**“The Balanced Scorecard (BSC) provides managers with the instrumentation they need to navigate to future competitive success.”**

Robert S. Kaplan, The Balanced Scorecard: Translating Strategy into Action

I am proud of our Board of Directors for allowing and supporting Open Hearts Family Wellness, as a cutting edge organization, implement a non-traditional (for nonprofits) strategic planning process (utilizing the balanced scorecard). This is our “report card” representing our focused efforts in FY 2017.

Our team has combined tactical and strategic measures as appropriate to the objective.

Where no baseline was available, we had to create one, so we used a tactical measure to build on. Where we had data and could formulate a baseline for performance we could be strategic about how to measure the objective. This process is work, asking all our staff to be focused on objectives that were easily understood, and asking our leadership team to invest in tracking, accountability and transparency. All of our staff knows that the Balanced

Scorecard is my “report card” to our Board of Directors. They are often surprised by the transparency.

Open Hearts understand the competitive nature of our work. We understand the need for sensitivity and compassion in serving families. We understand the need to live our Values every day in service to every client. We believe this approach to strategic planning gives us the competitive edge to be successful.

## A little about who we are who we serve...

### ***We are....***

105 Employees (74 females & 31 males)

Ethnic demographic: 19% Black, 38% Hispanic, 45% white, & 3% two more groups

### ***We serve....***

An average of 1,300 children and families a year

Ethnic Breakdown: 12% Black, 55% Hispanic, 23% White, & 3% Native American

# Balanced Scorecard Background

A balanced strategic plan

## Overview

The Balanced Scorecard (BSC) method is a tool that was developed originally by Dr. Robert Kaplan of Harvard University and Dr. David Norton. Today, the BSC is used by a variety of businesses, across all sectors and industries, to drive performance management, sustainability and strategy orientation for long-term success. The tool was engineered to focus on a balance of performance measures, instead of the typical financial focus of strategic planning activities, which gives adopters the benefit of truly understanding the critical inner workings of their operations as they relate to strategic success.



## Perspectives

The BSC breaks an organization down into four perspectives, which help to organize the goals and measures of the strategic process into distinct points of view.



### *Client Service*

This perspective focuses on the outcome of the work of Open Hearts, the satisfaction and success of our work with those we serve.

### *Financial Stewardship*

This perspective focuses on the financial stability and performance of the organization.

### *Business Process*

This perspective takes a view of the internal processes that guide the day-to-day functions of the organization.

### *Organizational Capacity*

This perspective views performance through the lenses of capacity, such as human capital, infrastructure, technology, culture etc.

## Strategic Themes

The strategic themes are four primary themes that help to guide the goal development of the organization. These themes function as a fence around the mission statement to ensure that new proposals and initiatives fit within the bounds of the mission as determined by the Board of Directors. If a new initiative does not fall within the bounds of one of the strategic themes, it can be determined that it does not correlate with the mission of the organization, therefore, should not be adopted.

## Strategic Objectives

On an annual basis, strategic objectives, or goals, are reviewed and selected. These objectives reflect the continual performance improvement activities that the organization selects to work towards achieving the overall mission and vision. An example of an objective could be: Improve Client Satisfaction.

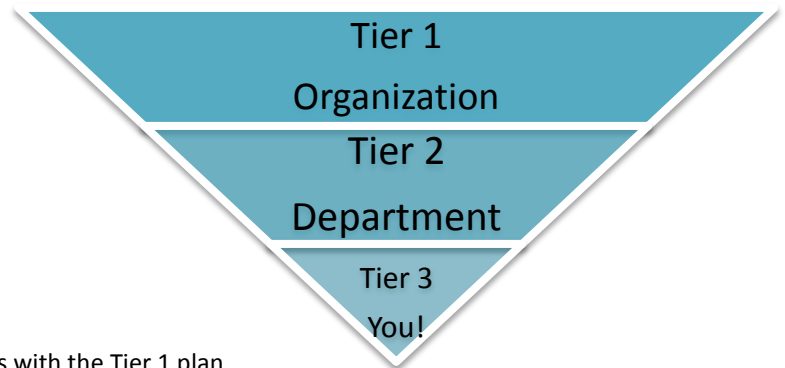
## Measures

Each objective that is selected will have at least one metric that will be tracked over time to reflect the performance of that objective. In order to produce effective performance, baseline and target measures are set at the beginning of the year for each measure. These measures will be tracked throughout

the year in order to determine the performance of the strategic objectives and any gaps in efficiency/effectiveness. It is important that measures are tangible, clear and understood by the team members of the organization.

### Tier Structure

One of the most critical processes of implementing the Balanced Scorecard is to develop the cascade effect. This cascading model creates support systems through the organization that work towards the overall strategic goals. The cascade is referenced as the Tier Structure and is broken out by:



**Tier 1** – the organization-wide strategic plan

**Tier 2** – the departmental strategy map that aligns with the Tier 1 plan

**Tier 3** – the individual staff member goals that align with the Tier 2 departmental plan

## Open Hearts Strategy Development

A process with heart



In Fiscal Year 2016, Open Hearts (then formally, Youth Evaluation and Treatment Centers) began implementation of a Balanced Scorecard method for strategic planning. This method was selected by the Open Hearts Board of Directors due to its focus on aligning business activities with the mission and vision of the organization. The Balanced Scorecard brought not only a mission focus to strategy, but also a culture of data collection and a move towards strategic goals versus tactical.

In February 2016, Youth Evaluation and Treatment Centers re-branded as Open Hearts. This initiative towards re-naming the organization also came with development of a new Mission Statement, Vision and Values.

### **Our Mission**

We are devoted to community well-being. We walk beside our clients to inspire a healthy future.

### **Our Vision**

A quality future for the individuals we serve.

### **Our Values**

#### **Servant Leadership**

The servant-leader shares power and genuinely puts clients and staff first.

#### **Professional Excellence**

Commitment to providing superior service and modeling the highest standards.

#### **Bold & Innovative**

Proactive in taking risks to propel our mission forward.

This new mission statement helped guide the process of developing strategic themes.

#### *Community Impact*

Expand outreach using an integrated approach.

#### *Dynamic Services*

Living in a state of readiness to meet community needs.

#### *Innovative Growth*

Seize strategic opportunities.

#### *Valued Partnerships*

Develop and manage purposeful relationships.

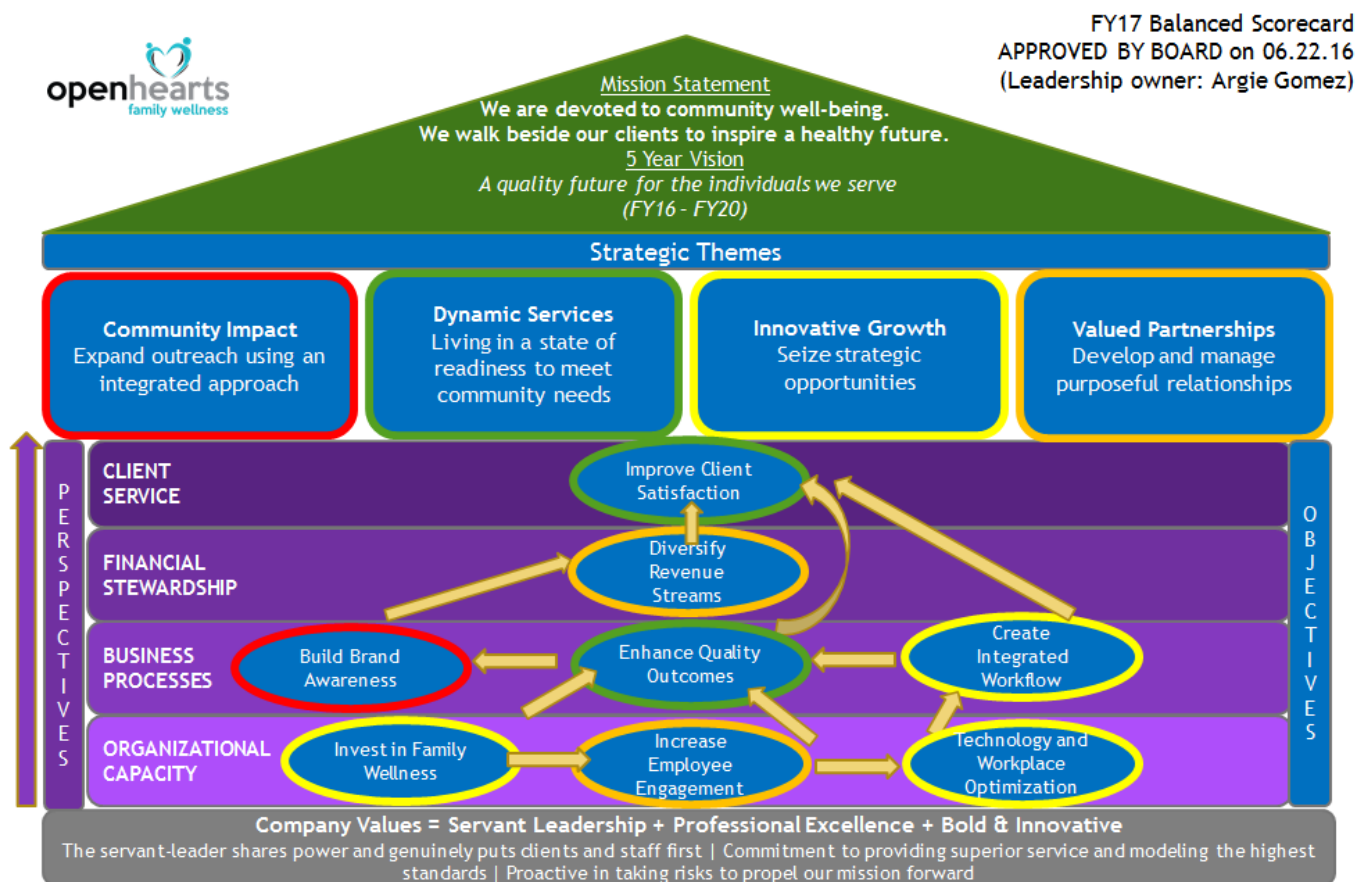
## Fiscal Year 2017 Strategy Map

Everything we do, and everything we seek to be

For fiscal year 2017, the major focus of the strategic operations of Open Hearts were to set up a foundation of capacity and process that could support ongoing strategic efforts. As can be seen

throughout the objectives and measures in the strategy map described below, the majority of the objectives, (6/8) were in the Business Process and Organization Capacity perspectives. With major

initiatives coming up in FY2018 and beyond, it was the goal of Open Hearts Board of Directors to prepare for the environmental, industry and competitor changes in FY2017.



Tier One Strategy Map for Entire Company

## Objective: Invest in Family Wellness

Perspective: Organizational Capacity

Strategic Theme: Innovative Growth

With the re-brand to Open Hearts, a major initiative taken on by the organization has been to influence team members, clients and the community to be better educated about their wellness. The objective, Invest in Family Wellness was selected to support driving the foundation of wellness into staff members.



### Measure: Embed Co-Active Coaching Model

Co-Active Coaching is a coaching methodology that is used by Open Hearts staff, both internally and externally. The fundamental concept of Co-Active Coaching is to develop collaborative, empowering relationships.

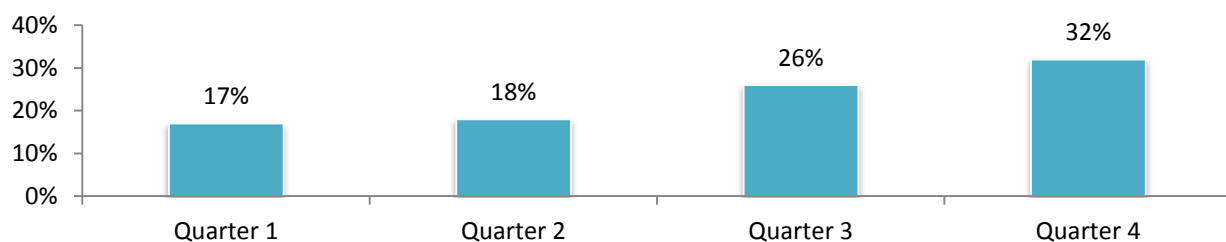
It was an important process for Open Hearts to ensure that the model of Co-Active Coaching was fully embedded in internal training and support protocols. Trainings were developed and included in all new hire orientation sessions for Fiscal Year 2017. \*\*\* Throughout the year, additional workshops were developed for small groups of supervisory and support staff. These workshops focused on hands-on application of Co-Active Coaching methodologies as well as conflict resolution. The result of these workshops was very positive, leading to stronger skills in the teaching topics for the staff participating.

### Measure: Professional Development Funds

As part of its overall benefit package, Open Hearts supports staff in their professional development by offering a \$1,600 annual Professional Development Fund for each team member. Continual development of professional skills, education and experience at industry conferences has been viewed by Open Hearts to be a critical function of the perception of wellness by staff.

Prior to Fiscal Year 2017, the average use of the fund has hovered between 20-30%. In effort to increase the use of Professional Development Funds, additional funds were set aside in the annual budget to support staff in using their personal funds. Additionally, each staff member worked with their supervisor at their Annual Performance Appraisal to identify a course, training, skill-building session etc. that they would be interested in participating in during the year.

## Use of Professional Development Funds % of Goal



### Measure: Develop and Implement Wellness Plan

In order to drive wellness within the Open Hearts team, it was imperative that a comprehensive wellness plan was developed. Throughout the year, Wellness Champions were identified throughout the organization and a Wellness Committee met frequently

to develop a draft of a Wellness Plan that would incorporate wellness activities, including notices, events, articles, education etc. consistently throughout the year. The plan was developed in accordance with the Substance Abuse and Mental Health Services Administration – Eight Dimensions of Wellness. Wellness activities occurred throughout FY2017 with a focus to perform the full implementation of the plan in FY2018.



## Objective: Increase Employee Engagement

Perspective: Organizational Capacity

Strategic Theme: Valued Partnerships

As with any organization, employee engagement and retention of team members is a crucial step in a sustainable operation. Employees, who are engaged and fulfilled by their work, tend to not only stay longer, but work more effectively. It has been a focus of Open Hearts to make strategic efforts specifically towards staff engagement in order to better support the longevity and performance of the organization.



Measure: Increase the Retention Rate

The three year baseline retention rate at Open Hearts was 50%. During strategic planning sessions, the target of 70% for the annual retention rate was set. In reviewing industry standards for behavioral health non-profits in Phoenix Arizona, low retention in front line staffing positions frequently pulls retention rates well below 80%.

Throughout the year, the average number of quarterly staff separations was 14.75, reflecting an overall 42% retention rate for the year. Although the goal for the year was not met, the results of each quarter were carefully reviewed by the Leadership Team and the Board of Directors. Efforts were implemented to increase communication with staff to gather feedback and insight into what tactics would improve retention.

Measure: Increase Employee Survey Results (ie. Participation Rates)

Annually, Open Hearts has routinely performed Employee Satisfaction Surveying. These surveys have been done differently at each implementation and very rarely utilized the same set of questions. This does not support tracking of data, or improvement of response ratings. For FY2017, to combat this issue, the Employee Survey was completely redesigned with a focus on reducing the number of questions and increasing the value derived from the questions asked. The new survey was released twice in FY2017, once in January and once in June. Participation rates went from 54% to 77%. This improvement in participation rates resulted in significantly more data, which allowed predictive analysis and correlation studies to be performed. This analysis will support target setting for FY2018 as the agency moves towards increasing scores of specific survey questions.

## Objective: Technology and Workplace Optimization

Perspective: Organizational Capacity

Strategic Theme: Innovative Growth

A lack of technological and physical space capacity can create significant bottlenecks in operations. Focusing on continually reviewing and enhancing technology is critical to the ever-changing behavioral health sector. Similarly, as a growing organization, the physical space of the offices used must be reviewed on a routine basis.



Measure: Enhance Technology Systems and Implement Dashboards

One of the primary focuses for success with this measure was to implement the new Treatment Plan module in the Electronic Health Record system that Open Hearts utilizes. However, during the first quarter it was announced by the EHR Company that the Treatment Plan module was delayed indefinitely. Open

Hearts shifted focus to more tangible efforts for the year such as improving the efficiency of the EHR with the modules that currently existed. Improvements to the EHR included: implementing electronic signatures on visit documentation, automating key reporting for leadership members, developing dashboards for each



program leadership member for daily monitoring of program targets and release of mobile application for the EHR.

In addition to the efforts within the EHR, the technology team at Open Hearts also developed initiatives to replace approximately half of the agency's laptops and improve the effectiveness of internet connectivity at both sites by changing internet providers. This effort resulted in significant improvements in internet speed and therefore production of staff. Finally, another major initiative included switching cell phone carriers from T-Mobile to Verizon. This change not only increased performance of mobile technology, but allowed each staff member to receive a brand new smart phone with a secure hotspot to increase efficiency of visit documentation.

#### Measure: Conduct Real Estate Feasibility Study

Space allocation at the Phoenix office has been a difficult subject for many years. The Board of Directors and Executive Leadership of Open Hearts have previously considered the options of performing significant renovations to the Phoenix Office, or purchasing a new Phoenix site. As the organization moves forward with new programs, the increased needs for space have continued to grow. Throughout the year, efforts on this measure focused on reviewing local real estate, the structure and use of Phoenix as well as other options for space allocation. In June 2017, the Board of Directors approved the proposal to move forward with expanding the Tempe office, thereby doubling the square footage and allowing programs to move into the Tempe office to better allocate staffing resources across both offices. The new lease for Tempe has been signed, and efforts have already begun to move staff to the Tempe office permanently.

## Objective: Build Brand Awareness

Perspective: Business Process

Strategic Theme: Community Impact

When Open Hearts re-branded in February 2017, a major push in marketing the new name was identified as a strategic need for the following few years. Ensuring that community partners, funders, clients and other stakeholders knew not only our old name, but our new name and the full comprehensive services that we offer is critical to our ongoing success.



#### Measure: Develop communications that maximize community interactions

Finding the most advantageous form of social marketing that will reach the widest group of stakeholders has been an ongoing process. In FY2017, a marketing plan was developed that focused on consistent, informational postings to various social media platforms. Using Facebook, Linked In and by developing a therapeutic Pinterest page, Open Hearts was able to make thousands of touches to community members.

#### Measure: Host outreach events

The Open Hearts team continued to place an emphasis on attending community forums, exhibits, trainings and hosting events as possible. The target for FY2017 was to attend or host 4 community outreach events throughout the year. Outreach activities occurred at three local community schools, one college event and one larger autism awareness community event was sponsored and hosted by Open Hearts in the 85015 zip code to celebrate Autism Awareness Month.

## Objective: Enhance Quality Outcomes

Perspective: Business Process

Strategic Theme: Dynamic Services

The behavioral health environment is quickly becoming heavily aligned with concepts such as Value Based Purchasing or Pay for Performance. These types of concepts reimburse and incentivize providers with payment programs based on the outcomes of their clients. In order to maintain competitive and innovative in the arena, a focused effort on developing, reporting and assessing quality outcomes is imperative.



Measure: Develop and implement Performance Quality Improvement Plan

Targets for this measure were to first develop a PQI plan that would be implemented during the fiscal year as well as to begin collecting the data for the last two quarters of the year. A comprehensive plan that identified quality improvement measures as well as clinical outcome measures was developed during the first two quarters of the year. The first committee meeting to review quarterly data occurred in April with a variety of staff from different levels of the organization in attendance. The conversation provided much insight into operations and additional room for growth in future data collections.

Measure: Develop reporting mechanism for PQI data

In coordination with the plan, a dashboard was created to house and report on all of the data. Over the continual reporting of the quarterly committee, this dashboard will be updated and reviewed to determine how it can be distributed to stakeholders. This dashboard is available to all staff of Open Hearts.

Measure: Implement Compliance Plan

The Compliance Plan that was drafted to correspond with the Quality Assurance efforts was approved by the Board of Directors in June 2017. This plan incorporates ethical practices and expectations of all staff, a whistleblower process as well as reporting mechanisms for reports of fraud, waste and abuse to the Board of Directors. Training will be conducted early in FY2018 to acclimate staff to the new processes.

## Objective: Create Integrated Workflows

Perspective: Business Process

Strategic Theme: Innovative Growth

Waste through process is a common problem with organizations, especially when processes aren't easily found via documented workflows. The analysis of workflows is a critical process to ensure that all opportunities for efficiencies are found in the day-to-day work of all positions.



Measure: Develop standardized "Playbook" for all operational workflows

Throughout the year workflows were documented by all programs and administrative functions of the organization. These workflows were shared with team members to identify barriers to efficiency and to increase understanding of processes. A branded

Playbook template was created in order to organize workflows into handbooks that could be reviewed with new employees and used as reference points to ongoing staff questions. As of the end of the year, workflows are complete and formal playbooks exist for three out of four programs and the administrative wing.

## Objective: Diversify Revenue Streams

Perspective: Financial Stewardship

Strategic Theme: Valued Partnerships

As an organization that is funded primarily by one large funding source and a handful of smaller fee-for-service contracts, the diversification of funding is imperative to the longevity and service variations needed to maintain a competitive edge.

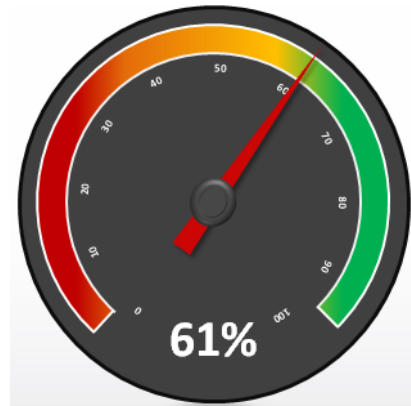
Measure: Increase sources of public and unrestricted dollars

The baseline value of unrestricted funds prior to FY2017 was \$10,000. The target set for the year was to bring in \$50,000 in donations and unrestricted funds. The resources to achieve this level of public support were thin throughout the year and thus led to the organization bringing in, throughout the year \$12,277. In addition to these funds, however, efforts in grant writing did result in an award of an additional \$5,000 which will be received by Open Hearts in FY2018. Many

grants that were submitted in FY2017 are still awaiting notice of potential awards.

Measure: Identify targets and submit funding or grant proposals

A target was set for the year to identify and submit funding or grant proposals for 1-3 partners. Efforts were increased in the second half of the year and by the end of the fiscal year, over 7 grants were researched, written and submitted for response. Open Hearts was notified of award on one proposal and awaits results on the others.



## Objective: Improve Client Satisfaction

Perspective: Client Service

Strategic Theme: Dynamic Services

How do we know that we do a good job? It is a question we often ask ourselves and our families. At the end of the day it is the most important part of the work we do, as knowing that our clients (and families) are not only satisfied, but feel that we excelled in their care, is a key to driving success of the mission.

Measure: Develop and implement satisfaction surveys

In prior years only employee satisfaction surveys have been a consistent practice at Open Hearts. In FY2017, a target was set to develop three different satisfaction surveys: a partner, client and employee survey. These surveys were designed with the support of a professional in the field of psychometrics and surveying to ensure that Open Hearts was asking the most impactful and appropriate questions. Throughout the year the employee survey was released twice, the client survey and the partner survey once each.

Measure: Increase participation in surveys

Due to the fact that low response rates are common in satisfaction surveys, Open Hearts set a target to increase participation rates for surveys that were implemented more than once throughout the year. Between the two employee surveys that were released, response rates increased from 54% to 77%. This was considered a major effort at the end of the year, to gain support and buy-in from staff in surveying. Participation rates will continue to be focused on in the other surveys in FY2018.



Measure: Assess parent needs and develop a strategy

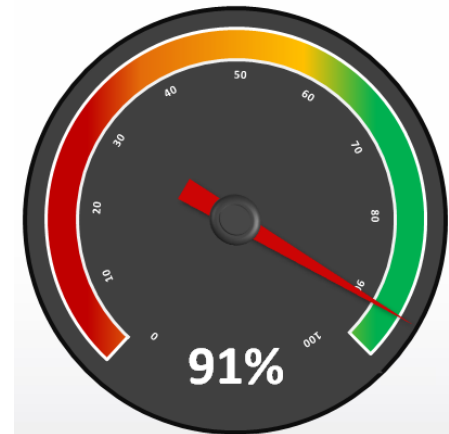
Sometimes asking parents directly, “What do you need to support you?” can gain invaluable information. Throughout the year, Open Hearts team members worked with families to understand their needs, and let them know we were listening. Additional resources

were built in teams to support these outreach efforts and then to develop the strategy for addressing those needs. Out of these efforts, two parent groups were created. The focus of the parent groups were to bring parents together in a 16-week program to support one another, learn skills and build confidence as their children are in services.

## Overall Results

A year of growth

For Open Hearts, FY2017 was a year of significant accomplishment. The Balanced Scorecard objectives were **stretch goals** and required capacity building of the leadership staff as well as coordinated efforts with teams at all levels. An annual result of 91% completion of all scorecard goals is a very proud result and shows clear commitment from the Board of Directors and staff of Open Hearts to achieve stellar results. The work this year has built capacity in many areas as well as set baselines for outcome and data tracking. The foundation that has been set has created the opportunity for even stronger **stretch goals** for the next year.



## Where are we going in FY 2018?

The Open Hearts Board of Directors has approved a Balanced Scorecard for FY2018 that focuses on the Quadruple Aim:

- Enhance Client/Patient Experience
- Improving Population Health Outcomes
- Managing/Reducing the Cost of Care
- Provider Well-Being/Experience



These four areas of focus will be the drivers to all projects and initiatives undertaken through the FY2018 strategic efforts. In addition, Open Hearts will focus on acquiring key revenue sources and continuing our clinical practice transformation.

Open Hearts will deliver integrated care utilizing the best practice of Facilitated Referral Model. This approach is guided by the SAMSHA – HRSA Center for Integrated Health Solutions published material entitled “Integrating Behavioral Health and Primary Care for Children and Youth” and other best practice publications and research.

*The future is bright!*