



Strategic Plan 2009 – 2014

VISION

CHIP will be recognized as a leader in maximizing the success of families through its superior delivery of services that is centered in its home visiting model and grows because of its effective financial stewardship.

MISSION STATEMENT

CHIP of Greater Richmond enriches the lives of children and the community by providing comprehensive services, in partnership with parents, to improve the overall health, well-being and independence of families.

VALUES

Accountability and Stewardship

- ✓ CHIP is responsible for providing families with high quality services and for respecting the integrity and dignity of those we serve.
- ✓ CHIP is responsible for providing a healthy, safe, and supportive work environment for its staff.
- ✓ CHIP board and staff members are responsible for maintaining a steadfast commitment to their work, pursuing professional excellence, and supporting the CHIP mission.
- ✓ CHIP is a responsible steward of the resources entrusted to it by individual donors, corporate contributors, and community partners.

Excellence, Quality, and Learning

- ✓ CHIP delivers superior, innovative services to families enrolled in its programs and to the community at large.
- ✓ CHIP remains results-driven, while operating with flexibility to emerging trends and changing needs.
- ✓ CHIP promotes a family-centered approach to individual health and well-being.
- ✓ CHIP recruits, develops, and supports quality staff members who perform at a high level of excellence.

Integrity, Respect, and Honesty

- ✓ CHIP maintains and promotes the ethical standards of the respective professions of its staff.
- ✓ CHIP is inclusive and respectful of all people, including the families it serves, the community it supports, and the staff it values.
- ✓ CHIP engages its families with cultural competency, understanding, and respect. CHIP, its board, staff, and families accept responsibility for their respective actions.

Commitment and Partnership

- ✓ CHIP advocates zealously and steadfastly on behalf of families.
- ✓ CHIP is committed to the continued learning for itself as an organization, for the staff it supports, and the families it serves.
- ✓ CHIP expects the families it serves to be responsible for their participation in and commitment to the CHIP program.
- ✓ CHIP believes in strong partnerships with other organizations serving families and their communities as a means of accomplishing our work.
- ✓ CHIP responds to the needs of our families, our partners, and the community at large.

GOAL – LEADERSHIP DEVELOPMENT:

To provide board and staff leadership that will enable CHIP to be the premier human services organization in Central Virginia and employer of choice.

Strategy A: Develop a comprehensive recruitment, orientation and criteria program for Board participation to support growth, development and sustainability of CHIP.

Measure: Board and staff members reflect the diversity of the community and provide capabilities needed to ensure effective oversight and management.

Initiatives/Tasks:

1. Recruit Board members with experience in five strategic themes (Leadership Development, Strategic Communications, Program Capacity, Technology Development, and Financial Capacity).
Responsibility: Board Development Committee, Director of Development, Executive Director
Resources: Board and Staff time
Timeframe: 2010-2011
2. Create orientation program for Board that includes ongoing support.
Responsibility: Board Development Committee, Executive Director
Resources: Board and Staff time; materials costs=\$100 annually (2010-2014)
Timeframe: 2010-2011
3. Establish clear criteria to meet leadership needs for board participation.
Responsibility: Board Development, Executive and Development Committees
Resources: Board and Staff time
Timeframe: 2010-2011

Strategy B: Create a work environment that is committed to being supportive, respectful, fair, and provides opportunities for professional development that maximizes each employee's potential. CHIP recognizes that its best asset is its employees.

Measure: Low turnover in key positions and ability to recruit and retain qualified clinical staff members.

Initiatives/Tasks:

1. Recognizing that our employees are our best asset, ensure that salaries and benefits remain competitive through comprehensive analysis process.
Responsibility: Senior Management Staff
Resources: Time and Money (salary increases up to 5%/year for all staff members)
Timeframe: 2010-2011
2. Develop a performance recognition program that acknowledges exceptional employee performance.
Responsibility: Senior Management Staff
Resources: Time and Money (\$1000/year to include gift cards, certificates, plaques for years of service, etc.)
Timeframe: 2010-2011
3. Initiate a comprehensive professional staff development process to enhance employees' individual growth within the needs of the organization.
Responsibility: Executive Director and Senior Management Staff
Resources: Time and Money (\$10,000)
Timeframe: 2011-2012
4. Develop an employee wellness program.
Responsibility: Senior Management staff
Resources: Time and Money (\$5,000-discount gym memberships, screenings/assessments, employee activities, etc.)
Timeframe: 2012-2013

Strategy C: Create an effective volunteer program for CHIP that advances the mission of CHIP while enhancing delivery of services and/or reducing costs.

Measure: Enhance overall organizational efficiencies while reducing overhead costs.

Initiatives/Tasks:

1. Conduct an organization-wide audit to determine volunteer need.
Responsibility: Board Development Committee, Director of Development, Executive Director
Resources: Survey tool, budget review, Board and Staff Time
Timeframe: Complete by 12/31/09
2. Develop a plan for recruitment, supervision, and retention of volunteers.
Responsibility: Board Development Committee
Resources: Board and Staff time, GRAVA Membership (\$35.00/year)
Timeframe: Complete by 12/31/10
3. Plan and implement volunteer “thank you”.
Responsibility: Board Development Committee (may include board member having volunteer coordination responsibilities), Director of Development, Executive Director
Resources: \$1000/year
Timeframe: 2011-2014

GOAL – STRATEGIC COMMUNICATIONS:

To make CHIP a household name creating an understanding of the mission that drives calls to action.

Strategy A: Establish Marketing Committee.

Initiatives/Tasks:

1. Obtain Board approval.
Responsibility: Board, Executive Director
Resources: Staff time
Timeframe: Complete by 12/31/09
2. Recruit members.
Responsibility: Board Development Committee, Director of Development, Executive Director
Resources: Staff time
Timeframe: Complete by 6/30/09 (Board Retreat)

Strategy B: Identify specific target audiences for growth and development opportunities and refine key messages and put in place action plans for each.

Initiatives/Tasks:

1. Preliminary audience identification e.g. – referral sources, donors, staff, volunteers and service provider partners.
Responsibility: Marketing Committee, Executive Director, Director of Development, Director of Clinical Services
Resources: Board and Staff Time
Timeframe: Complete by 6/30/10 initial document, then ongoing
2. Develop action plans for each specific audience including media partners.
Responsibility: Executive Director, Director of Development, Marketing Committee
Resources: Board and Staff Time
Timeframe: 2010-2011

Strategy C: Create and implement a strategic communications plan.

Initiatives/Tasks:

1. Develop branded communications materials in multiple media (print, electronic, web-based, etc.)
Responsibility: Marketing Committee, Director of Development, Executive Director
Resources: Board and Staff Time, \$25,000
Timeframe: 2010-2011
2. Clarify strategies for use of specific media outlets and entities.
Responsibility: Marketing Committee, Director of Development, Executive Director
Resources: Board and Staff Time
Timeframe: 2011-2012
3. Establish timeframes and success measures and implement the strategic communications plan.
Responsibility: Marketing Committee, Director of Development, Executive Director
Resources: Board and Staff Time, \$50,000-to include contracted labor
Timeframe: 2011-2012

GOAL – PROGRAM CAPACITY:

Build on strength of CHIP Service Delivery Model to increase the number of families served and maximize their success.

Strategy A: Refine and broaden measures of success in the areas of family health status, school readiness, and economic stability

Measure: Identify short and long term targets and measures of success.

Initiatives/Tasks:

1. Expand family health status measures
Responsibility: Director of Clinical Services, Executive Director, Program Committee
Resources: Staff time
Timeframe:
Women's Health, Dental Health, Mental Health and Family Planning 2009-10
Family members beyond the children 2010-2011
Chronic Illness 2011-2014
2. Report on school readiness indicators
Responsibility: Director of Clinical Services, Executive Director, Program Committee
Resources: Staff time
Timeframe:
PAT 2009-2011
Literacy Support 2010-2012
Developmental screenings, referrals made, services received, progress 2009-2010
2. Determine indicators for economic stability
Responsibility: Director of Clinical Services, Executive Director, Program Committee
Resources: Staff time
Timeframe:
Review CHIP of Virginia recommendations 2009-2010
Modify CHIP of Virginia as needed 2009-2011
Adopt new measures 2010-2012

Strategy B: Build on the strength of CHIP's asthma case management model to address other chronic health issues impacting children

Measure: Increase earned income opportunities to support long term sustainability; clearly define scope of service; and expand case management to address additional health care needs

Initiatives/Tasks:

1. Maintain and grow in the capacity to provide asthma related services.
Responsibility: Director of Clinical Services, Executive Director, Program Committee
Resources: Staff and volunteer time and staff member training (\$500/year)
Timeframe:
 - Increase MCO referrals and reimbursements: 2009-2012
 - Continue to deepen relationship with Bon Secours: 2009-2014
 - Explore service and reimbursement opportunities with other hospital systems: 2010-2011
 - Provide continuing education to maintain staff's knowledge about state of the art asthma treatment: 2009-2014
 - Demonstrate measurable results and cost savings: 2009-2014

2. Define how mental health treatment will be provided within CHIP's model of care
Responsibility: Director of Clinical Services, Executive Director, Program Committee
Resources: Staff and volunteer time and staff member training (\$1000/year)
Timeframe:
 - Assess and refine current practice: 2009-2011
 - Evaluate utilization and need among families served: 2009-2011
 - Explore reimbursement opportunities: 2010-2011
 - Provide continuing education to maintain staff's knowledge about state of the art mental health treatment: 2009-2014
 - Explore partnership opportunities to secure services to clients in need: 2011-2014
 - Develop targets and measures to demonstrate proven results: 2010-2112

3. Explore other health related opportunities that could be addressed by current model of care
Responsibility: Director of Clinical Services, Executive Director, Program Committee
Resources: Staff and volunteer time
Timeframe:
 - Women's Health Care 2010-2011
 - Diabetes and Childhood Obesity 2011-2012

Strategy C: Engage in effective partnerships to increase number of families served and leverage partnership support to maximize the success of families

Measures: Evaluate existing partnerships to maximize efficiencies of scale.

Initiatives/Tasks:

1. Assess community needs and identify areas for potential growth and expansion
Responsibility: Executive Committee and Executive Director
Resources: Staff and volunteer time
Timeframe: 2010-2014

2. Define characteristics of a strategic partnership and establish a due diligence process for potential partners
Responsibility: Executive Committee and Executive Director
Resources: Staff and volunteer time
Timeframe: 2009-2010

3. Evaluate relevance of existing partnerships
Responsibility: Executive Director, Director of Clinical Services
Resources: Staff time
Timeframe: 2009-2014

Strategy D: Increase efficiency and quality by continuing to implement CQI process

Measure: Each staff member will work at capacity and each family will have a service plan that will be monitored for goal achievement.

Initiatives/Tasks:

1. Document CQI Process
Responsibility: Director of Clinical Services, Home Visiting Services Coordinator
Resources: Staff and Volunteer time
Timeframe: 2009-2010
2. Continue to refine case management level system
Responsibility: Director of Clinical Services, Home Visiting Services Coordinator
Resources: Staff time
Timeframe: 2009-2010

Strategy E: Increase numbers of families served to respond to community needs

Measure: One team will be added to increase overall families served (60 families)

Initiatives/Tasks

1. Hire one Registered Nurse and two Outreach Workers
Responsibility: Director of Clinical Services
Resources: Staff time and money-\$270,000
Timeframe: 2012-2013

GOAL – TECHNOLOGY DEVELOPMENT

Increase CHIP's use of technology to improve communication, productivity and efficiency, while being fiscally and environmentally responsible.

Strategy A: Analyze and determine the hardware and software needs as they relate to operations, development/marketing, and clinical services.

Measure: Hardware and software needs are identified along with cost and staffing estimates

Initiatives/Tasks:

1. Survey staff members, board members, and community partners.
Responsibility: Administrator
Resources: Staff time
Timeframe: 2009-2010
2. Upgrade system (server and Virtual Private Network) to accommodate future technology needs.
Responsibility: Administrator
Resources: \$10,000 - complete system upgrade
Timeframe: 2009-2010.

Strategy B: Create an electronic record keeping system to reduce paperwork, improve quality and accuracy, and increase time spent with families.

Measure: Electronic record system is fully utilized with the specified cost and time parameters.

Initiatives/Tasks

1. Refine existing database to function as an electronic record system.
Responsibility: Administrator

Resources: \$10,000/year - equipment maintenance and service (based on 75/hour data control at 60 hours per year and 350/month for hardware support)

Timeframe: 2010-2011

2. Educate staff members to prepare for updated system.

Responsibility: Administrator

Resources: Staff time

Timeframe: 2011-2012

3. Purchase laptops/tablets and wireless cards.

Responsibility: Administrator

Resources: \$19,000 (\$11,000 - laptops for all direct service staff members and \$8,000 for wireless cards and monthly access)

Timeframe: 2011-2012

4. Hire/contract with individual to maintain system.

Responsibility: Administrator

Resources: \$60,000

Timeframe: 2012-2014

Strategy C: Create a secure log-in portal for board members and community partners to access information (e.g., program evaluation, policies, strategic plan, meetings, events, and third party reimbursement opportunities, etc.).

Measure: Case managers are able to access client and third party reimbursement information through a secure site.

Initiatives/Tasks

1. Create a secure portal accessed through the CHIP of Greater Richmond website

Responsibility: Administrator

Resource: \$5,000 - secure portal access and software plus monthly access costs

Timeframe: 2010-2011

2. Assess need related to third party reimbursements and make changes to system as needed.

Responsibility: Administrator

Resource: Staff time

Timeframe: 2012-2013

GOAL – Financial Capacity:

Generate increased funding to enable CHIP to continue to grow in order to meet the needs of those it serves.

Potential Strategies:

- Become lead agency for local government funding of services and for corporate and foundation funding for home visiting services. Listen to funding sources and really tie in to partnership model.
- Keep expenses lean and maintain quality of services.
- Significant improvement in financial margins, increase revenue over expenses.
- Establish open reserves to earn income from investments.
- Forward funding at LEAST three months.
- Diversity and increase of funding sources, particularly individual and corporate.
- Individual contributions to 40% of annual budget.
- Grow the endowment.
- Own a building to reduce occupancy costs.