

New Beginnings Residential Treatment Center

STRATEGIC PLAN

2021

INTRODUCTION

The annual strategic plan development includes an in-depth analysis of the New Beginnings Residential Treatment Center organization. This analysis identified the strengths and weaknesses of New Beginnings Residential Treatment Center. Additionally, possible opportunities and threats to the organization were also identified. An important component of the analysis was board and staff input, client input, and input from external key stakeholders including referral sources and licensing/accrediting bodies. This input has been received through surveys, focus groups and discussions as they relate to the current and future needs of New Beginnings Residential Treatment Center.

INDUSTRY TRENDS

State and Federal Mandates

Priorities established in our strategic plan are influenced and will continue to be influenced by the state and federal government.

Funding Sources

Payment for treatment of persons served (clients) will continue to be limited and stringently managed, while expectations in terms of providing constant updates on client treatment will continue to expand.

Human Resources/Personnel

Staff resources will continue to be limited. Providers will experience an increasing need to recruit and retain competent staff.

Quality and Effectiveness of Care

In a changing and more competitive treatment industry, quality and effectiveness of care will need to be enhanced beyond minimal state standards for providers to remain competitive.

Coordination/Collaboration

Increased coordination and collaboration efforts with other providers of treatment services will be required.

PRIORITIES

This Strategic Plan is developed from key priorities identified by board, staff, clients and other key stakeholders during the analysis process.

- Ensure the quality and effectiveness of services resulting in positive client outcomes
- Ensure the future financial viability of New Beginnings Residential Treatment Center
- Recruit and retain competent and professional clinical staff

VALUES

The strategic plan recognizes the values of staff and clients with respect to the future planning activities of New Beginnings Residential Treatment Center. These values serve as the foundation for our mission.

New Beginnings Residential Treatment Center's values are reflected in our day-to-day activities as an organization designed to be about the business of providing quality service to our clients. The values we cherish most include the following:

- Respect will be offered to all clients, colleagues, stakeholders and the community at large.
- Integrity: the professional and personal conduct of our staff will consistently reflect our code of business and professional ethics. Violators will be reported without fear of reprisal, thereby not participating in a "code of silence."
- Diversity of Appreciation: We appreciate the value of cultural diversity and further the understanding of cultural differences through education, communication and sharing of culture-specific celebrations and recognitions.
- Excellence: We will take individual responsibility for our performance and constantly strive for excellence by seeking opportunities to learn and improve our competency, making our organization strong and better as a provider of care and a place to work.

MISSION

The mission of New Beginnings Residential Treatment Center is to provide services to children and their families in the least restrictive manner and according to their needs. We also focus on empowering children and their families to make healthy changes in both their choices and lifestyle in order to help them become more self-sufficient and more functional.

VISION

The vision of New Beginnings Residential Treatment Center is to continue to revolutionize and improve the delivery of individualized treatment to each client and their families.

SWOT ANALYSIS

STRENGTHS

- Excellent Leadership
- Flexibility of organization and hours of organization
- Ongoing and effective communication between all staff
- Staff supportiveness
- Location of the clinic-expanding Goleta Ave. location
- Administrator is available by phone 24/7
- Paperwork flow-ECR (Electronic Client Records)
- Quantity and quality of services
- History of organization
- State wide representation
- Staffing patterns and staff development
- Full-time Program Director
- CEU's (continuing education) for staff-online and on-site training
- Courteous friendly staff
- Accessible and convenient open hours for clients
- Health and fitness program
- Outside partnerships such as: Valley Home Health Care; Medical Director; Westwood Prep Academy; Teen Challenge for food service; Valley Counseling Services, Thrive Counseling, Flying High, Bureau of Vocational Services, Bridges Program, etc.
- Individualized and tailored treatment for each client
- Art therapy program
- Juvenile justice program
- IOP (intensive outpatient) for SUD (substance use disorder)
- Human trafficking program
- We are a QRTP (qualified residential treatment program)
- We are certified Juvenile Sex Offender Program
- Advancement
- Availability of overtime
- "Family" environment
- Independent Living Program
- Quality of care for persons-served
- Anti-bullying Program
- Screen Printing Program Expansion within Westwood Prep Academy (on-site school)

WEAKNESSES

- Difficulty maintaining quality behavior care staff in residential programs
- Difficulty maintaining affordable clinicians (clinical team)
- Employee turnover; recruiting competent people.
- Employee Package
- Multi-tasking employees which can lead to overworked employees

OPPORTUNITIES

- Continuing education/training in de-escalation and trauma informed care
- Increase clinical staff as client numbers increase
- Services now include outpatient services from ages 5 – adult
- More working relationships with additional county agencies

THREATS

- Cut/change in funding sources
- Covid-19
- New QRTP protocols
- New government mandates

STRATEGIC INITIATIVES

Six (6) Strategic Initiatives were identified by the strategic planning groups as a result of the complete SWOT Analysis. Strategic Initiatives guide the development of strategic goals/objectives and of Industry Funds. (see attached grids)

- I. Fiscal*
- II. Human Resources*
- III. Company Image*
- IV. Leadership*
- V. Performance Improvement*
- VI. Program Development*