



**Family Service  
of Roanoke Valley**

# Summary Engage 2020 Strategic Plan

Our vision is a community invested in health and well-being, recognizing inherent strengths and respecting the honor and dignity of all. Our mission is to transform lives by healing trauma and restoring hope for families and individuals of all ages through mental health counseling, case management and life skills education.

## The Strategic Planning Process



## Our Values

We recognize inherent strengths in every individual and assume positive intent in every interaction.



*Professional and ethical behavior*

*Consistent, purposeful communication to promote engagement*



*Creativity and innovation*

*Quality in our program services and interactions with the community*



*Diversity and cultural sensitivity*

*Being a part of a caring community*



## Environmental Scan

The environment in which Family Service is meeting needs:

### Community Drivers

Providing services collaboratively and across program models to create collective impact.

### Human Services Drivers

- Working with the whole person / family
- Increased need for services
- Healthcare reform
- Focus on trauma
- Changing payment models
- Changing funding landscape
- Community partners / collaboration

### Societal Drivers

- Community demographic changes
- Seniors desiring to age in place
- Mental health prevalence in current events
- Substance use/abuse/misuse crisis

## Strategy Development

Within the context of the identified drivers and community focus, our mission and values must be directed to addressing the aspirations and needs of our clients, working together with them to realize their life goals, while achieving measurable outcomes.

### In Support of Communities

- We recognize the importance of connections within the community--including resources and support structures--and work to initiate, develop and maintain those relationships.
- We are committed to helping people in the Roanoke Valley maintain independence, health and well-being.

### In Support of Children and Families

- We are committed to providing every child in the Roanoke Valley with therapeutic support to overcome childhood trauma and encourage resiliency.
- We will work with families to help them succeed in ways that enable them to contribute within the community.

### In Support of Older Adults

- We will provide support to seniors, and others with limited resources, in the Roanoke Valley to live full and independent lives.
- We will provide low-income seniors, or those with limited mobility, access to mental health and case management services.

## Areas of Focus

### Strengthen People and Culture

#### 1 Communications Plan

- Implement a comprehensive Communications Plan facilitated by a third party.
- Focus on defining a central identity for the agency.
- Create messaging that connects the agency across programmatic areas and communicates the central identity.

#### 2 FSRV Training Institute

- Provide leadership and professional development for non-profit and for-profit personnel a direct service providers.
- Determine the best business model for training local leaders and raising revenue.
- Utilize institute to meet goals of engagement culture.

#### 3 Culture of Engagement

- Focus on talent recruitment and retention, employee recognition and communication, and connectedness.
- Explore strategies to enhance fundraising and grant-seeking activities incorporating support from board and staff.
- Consider impact of total benefits on employee engagement.

### Reinforce Programs and Impact

#### 1 Program Audit

- Use community focus groups as starting point.
- Determine the process for engaging the Board of Directors, Leadership Team, staff and community members in defining intended impact of agency and analyzing activities based on Matrix Map model.

#### 2 Service Delivery

- Continue to explore wrap-around services for families and individuals of all ages.
- Review intake, billing, service delivery and utilization review processes.
- Explore efficiency in service delivery including the need for a separate sliding scale fee client waiting list, counselor case load management, and cross-agency services.

#### 3 Unmet Needs

- Identify areas of potential unmet needs emphasizing the agency mission.
- Consider focus on trauma exposed/underserved populations.
- Consider expansion of personal affairs management.

### Guarantee the Vitality of FSRV

#### 1 Financial Review

- Use community focus groups as starting point.
- Determine the process for engaging the Board of Directors, Leadership Team, staff and community members in defining intended impact of agency and analyzing activities based on Matrix Map model.

#### 2 Client Experience and Outcomes

- Explore budgetary implementation of needed improvements in technology and physical plant as well as investment in staff and board.
- Consider options to expand influence of program beneficiaries and supporters.
- Identify agency activities with additional capacity and develop plans to maximize revenue.

#### 3 Collaboration and Partnerships

- Explore shared services and mergers.
- Continue to stay apprised of grant and funding trends.
- Engage board, staff and community members to invest in mental wellness.