



# **Agency Goals**

**Fiscal Year**

**2011-2012**

## **Fiscal Year 2011-2012 Agency Goals**

I am pleased to present CONCERN's agency goals for FY2011-2012. The pages that follow detail agency goals developed in six critical areas of CONCERN's operations – Counseling Services; Foster Care and Adoption; Fundraising, Marketing, and Public Policy; Maryland Programs; Residential Services; and Corporate. These goals are a product of our strategic planning process, which brings ideas and staff from every corner of the agency together to identify and prioritize annual and long-term agency goals. For each area, you will find the name of the committee chair, the corporate consultant (if applicable), long-term goals, and FY2011-2012 annual goals. Each committee meets regularly throughout the year, and written quarterly progress reports are issued by each committee.

The environment in which we currently offer our services is certainly a challenging one. The hard work, creative thinking, and level of commitment of those who have been involved in our strategic planning and goal setting should help us to remain optimistic about CONCERN's continued ability to meet the needs of children, youth, and families in Pennsylvania and Maryland. Thanks to everyone who has contributed to making this process a successful one.

Glenn J. Hillegass, Executive Director

**CORPORATE STRATEGIC PLANNING COMMITTEE  
GOALS - Fiscal Year 2011-2012**

**Committee Chair: Mike Korenich**

**Committee Participants: Sandee Burns, Glenn Hillegass, Mary Beth Hughes, Paul Rieger, Kevin Stichter, Eileen Walters and Ginny Ysa. Also, selective feedback from Linda Mertz, and Art Silverman.**

- 1. Long-Term Goal** – CONCERN’s business model will be defined by specific strategic direction from the Corporate Office.

**Annual Goals**

1. The Corporate Office will focus on the impact of the current economic and service environments and will provide direction regarding business development to be included in FY2013 business plans.

Lead Responsibility: Corporate Office  
Projected Completion: January 31, 2012

2. CONCERN will actively participate in the process of influencing the legislative and regulatory environments that impact the agency and our delivery of services in Pennsylvania and Maryland, including compiling complete resource family email lists and developing staff competency in issue advocacy.

Lead Responsibility: Development Director/Corporate Office  
Projected Completion: June 30, 2012

3. CONCERN will implement an electronic client file archiving process in our Maryland office and use that experience to create a plan for electronic client file archiving agency-wide.

Lead Responsibility: Technology Committee  
Projected Completion: January 31, 2012

- 2. Long-Term Goal** – CONCERN will establish a written Quality Assurance program for each CONCERN division.

## Annual Goals

1. A structured Quality Assurance Summary will be developed for each CONCERN division, with the subsequent goal of being able to identify procedures that could be generalized agency-wide.

Lead Responsibility: Quality Assurance Administrator and Work Group

Projected Completion: June 30, 2012

2. CONCERN will review each of our outcome measures and assess its continued use and relevance.

Lead Responsibility: Quality Assurance Committee

Projected Completion: January 31, 2012

3. **Long-Term Goal** – CONCERN will develop a process for evaluating and optimizing the support provided to the agency by the Corporate Office.

**(This long-term goal is being retired, as the Corporate Support of Sites Survey, report, and action plan, is expected to continue in the next fiscal year.)**

Submitted by Mike Korenich, Planning Committee Chair

**CONCERN Counseling Services Strategic Plan  
Fiscal Year 2011-12**

**Committee Chairs:** Linda Messner and Terry Drake  
**Corporate Consultant:** Paul Rieger  
**Group Members:** Jana Berg  
Elizabeth Deitrich  
Shannon Goss-Brown  
Tanya Jones  
Gina Manidis  
Janet Sena

- 1. Long-Term Goal Statement:** CONCERN Counseling Services will implement improvement projects to maximize program viability, quality and productivity.

**Annual Goals**

1. CONCERN Counseling Services will implement the protocols for improving authorized vs. delivered services in each of the agency's behavioral health and rehabilitation services programs.

Lead Responsibility: North Central and Eastern Region Directors

Projected Completion Date: November 1, 2011

2. CONCERN Counseling Services will develop and implement advanced autism programming in the North Central CCS Region.

Lead Responsibility: Clinical Supervisor, Wellsboro and TSS Supervisor, Lewisburg

Projected Completion Date: January 1, 2012

- 2. Long-Term Goal Statement:** CONCERN Counseling will provide a continuum of quality mental health services to meet the needs in the communities we serve.

**Annual Goal**

1. CONCERN Counseling Services will research, develop and implement a specialized counseling program to address the increasing mental health treatment needs of Pennsylvania's growing elderly population and their families.

Lead Responsibility: North Central Region Director and Lewisburg Clinical Supervisor

Projected Completion Date: March 15, 2012

2. CONCERN will develop resources and programming corresponding with Pennsylvania's Early Childhood Mental Health initiatives.

Lead Responsibility: Directors of North Central and Eastern Region CCS  
Operations

Projected Completion Date: June 30, 2012

3. **Long-Term Goal Statement:** CONCERN Counseling Service will develop privately funded programs.

#### **Annual Goals**

1. CONCERN Counseling Services will review federal laws expanding mental health coverage through 2014. Opportunities to expand and develop private funded programming will be documented in a written plan.

Lead Responsibility: Director of Behavioral Health Services and  
Administrative Manager for CCS

Projected Completion Date: March 15, 2012

2. CONCERN Counseling will develop and implement a plan to refine and market the Employee Assistance Program.

Lead Responsibility: Clinical Supervisors Fleetwood and Lehigh Valley

Projected Completion Date: February 1, 2012

Rev. 7-11-11

**FOSTER CARE AND ADOPTION STRATEGIC PLANNING  
COMMITTEE  
Fiscal Year 2011-2012  
Proposed Goals**

**Committee Co-Chairs:** Cindy O'Neil and Diane Devlin

**Corporate Consultant:** Mary Beth Hughes

- 1. Long Term Goal -** CONCERN will strive for a standard of excellence in placement services, working to become a provider of choice for placing agencies.

**Annual Goals**

1. CONCERN will adopt a strengths based approach in working with children and their families; staff and resource families will be trained to implement the approach.

Lead Responsibility: Selected Workgroup/Training  
Administrator/Adoption Supervisor  
Project Completion: June 30, 2012

2. CONCERN will increase organizational capacity to decrease rejected referrals by 15% in one year.

Lead Responsibility: Regional Directors/Adoption Supervisor/  
Medical Services Coordinator  
Project Completion: June 30, 2012

- 2. Long Term Goal -** CONCERN will improve safety, permanency, and well being outcomes for children and youth in our care.

**Annual Goals**

1. CONCERN will offer enrichment trainings to prepare resource families for working with specialized populations thus increasing placements and decreasing placement disruptions.

Lead Responsibility: Training Administrator/Selected  
Workgroup/Adoption Supervisor  
Project Completion: June 30, 2012

2. CONCERN will develop a mediation training to enhance staff and resource families' skills in handling difficult behaviors.

Lead Responsibility: Training Administrator/Selected  
Workgroup/Regional Directors  
Project Completion: December 31, 2011

3. Through quality casework visits, CONCERN will enhance the well being and quality of life for children in our care by monitoring timely access to education, behavioral health, medical and dental care, as well as extra-curricular activities and community involvement.

Lead Responsibility: Regional Directors  
Project Completion: December 31, 2011

4. CONCERN will strive toward 100% compliance with completing medical/dental/EPSTD services for children in foster care according to state regulations.

Lead Responsibility: Regional Directors/QA Administrator/  
Medical Services Coordinator  
Project Completion: June 30, 2012

- 3. Long Term Goal - CONCERN will recruit and retain sufficient resource families to meet the diverse needs of children referred for placement services with particular emphasis on increasing the capacity to care for children with medical needs and keeping children in their home school districts.**

#### **Annual Goals**

1. CONCERN will evaluate which recruitment strategies have been most effective in each region and will utilize the Recruitment and Retention Meetings to eliminate ineffective strategies and maximize resources allocated toward more effective strategies to be noted in annual business plans.

Lead Responsibility: Agencywide Recruitment and Retention  
Committee/Regional Directors/  
Medical Services Coordinator/Adoption  
Supervisor  
Project Completion: June 30, 2012

- 4. Long Term Goal - CONCERN will strive to be the provider of choice for counties referring clients preparing for life transitions**

#### **Annual Goals**

1. CONCERN will train staff and resource families to adequately prepare children who are facing transitions (adoption, independence, and reunification).

Lead Responsibility: Selected Workgroup/Adoption Supervisor  
Project Completion: June 30, 2012

- 5. Long Term Goal** - CONCERN will utilize innovative approaches to create opportunities for the meaningful involvement of legal families in their children's lives during placement.

**Annual Goals**

1. CONCERN will identify and adopt a training curriculum regarding quality visitation practices.

Lead Responsibility:	Supervisors/Training Administrator
Project Completion:	June 30, 2012

## FUNDRAISING, MARKETING, AND PUBLIC POLICY STRATEGIC PLANNING COMMITTEE

**Facilitator:** Art Silverman

**Corporate Consultant:** Mike Korenich

**Recommendations for the Strategic Planning Group:** Based upon feedback from the Strategic Planning Group and extended discussions about the role of this Planning Committee at our meetings of January 10, 2011 and June 7, 2011, the following recommendations are presented as the best way forward.

1. The Fundraising, Marketing, and Public Policy Strategic Planning Committee will be disbanded as of June 30, 2011.
2. Art Silverman, Development Director, will be reassigned to membership in the Corporate Strategic Planning Committee, where fundraising and public policy goals could be developed when needed and his participation more valuable. As discussed in our June 7 meeting, direction for these activities comes from the Board of Directors, the CONCERN Fund Development Committee, and through Corporate, not CONCERN sites, so this is an appropriate reconfiguration.
3. Decisions about agency marketing are operational decisions that are built upon business plans, and **business plans** are where these goals are developed, tracked, budgeted for, and measured. There is no need for a separate group establishing marketing goals outside of the business plan process. In fact, having a separate group has caused some confusion.
4. The first four annual marketing goals presented in the June 7, 2011 Strategic Planning Group meeting can be implemented as operational tasks through our Development Department, and will be treated as tasks to be accomplished but not as agency goals. The fifth goal, regarding the rewriting of CONCERN's Mission Statement, will be referred to Corporate for future consideration and action, but would not be an agency goal.

We see the above as a natural follow up to the discussions at our January 10 and June 7 Strategic Planning Group meetings, and a reflection of the growth and evolution of our strategic planning process.

**The above proposal was accepted by the Strategic Planning Group, and will be in effect for FY2012.**

**MARYLAND PROGRAMS STRATEGIC PLANNING COMMITTEE**  
**FISCAL YEAR 2011-2012**

**Committee Chair:** Carrie Knebel

**Corporate Consultant:** Mary Beth Hughes

**Committee Participants:** Bambi Harmon, Consuella North, Kelly Golden, Dr. Bruce McClure,  
Valerie Rheinheimer, Lolita Gleaton, John Green, Erik Johnson, Teeda Jagne, Dana Fay, Helena Santos-Collins, and Megan Smith.

1. **Long Term Goal** – CONCERN will expand its array of services to ensure the long-term health of the Maryland Regional Office.

**Annual Goals**

1. The Maryland Regional Office will develop and implement a program that will address job readiness and career development utilizing the Ansell-Casey Life Skills Assessment Tool.

Lead Responsibility: Assistant Regional Director/ Supervisors/ Caseworkers/ Foster Home Developer

Projected Completion: June 30, 2012

2. The Maryland Regional Office will expand the number of foster homes that specifically serve medically fragile youth, mothering teens, and older youth.

Lead Responsibility: Regional Director/ Assistant Regional Director/ Foster Home Developer/ Medical Services Coordinator

Projected Completion: June 30, 2012

3. The Maryland Regional Office will explore Family Finding as a tool for permanency planning.

Lead Responsibility: Regional Director/ Assistant Regional Director

Projected Completion: December 31, 2011

4. The Maryland Regional Office will continue to explore the opportunity of providing Behavioral Health Services in our community.

Lead Responsibility: Regional Director/ Assistant Regional Director/ Director of Behavioral Health Services

Projected Completion: December 31, 2011

5. The Maryland Regional Office will explore utilizing SPIN with parents and youth to enhance communication, deepen parenting skills as well as meet the individual goals of youth and their families.

Lead Responsibility: Regional Director/ Assistant Regional Director/ Teeda Jagne/ Caseworkers certified in SPIN

Projected Completion: January 31, 2012

**RESIDENTIAL PLACEMENT STRATEGIC  
PLANNING COMMITTEE  
Fiscal Year 2011-2012  
Proposed Goals**

**Committee Chair:** Kevin E. Stichter

**Committee Participants:** Bob Cohick, Greg Girolamo, Jane Longazel and residential staff through site specific staff meeting feedback.

**Long-Term Goal** – CONCERN residential programs will respond and adapt to the needs of the counties by being creative and flexible in this competitive market.

**Annual Goals**

1. Residential programs will continue to monitor state initiatives and implement programmatic changes to comply with these initiatives.

Lead Responsibility: Director of Residential Services/Residential Directors  
Projected Completion: June 30, 2012

2. Each residential site will develop and implement possible program alternatives/initiatives that would be supported by their referring counties.

Lead Responsibility: Director of Residential Services/Residential Directors  
Projected Completion: June 30, 2012

3. Residential programs will enhance their current marketing strategies to meet the changing residential placement environment.

Lead Responsibility: Director of Residential Services/Residential Directors  
Projected Completion: June 30, 2012