

Strategic Initiatives/Goals/Objectives



2019 - 2021

Freedom House 2019 – 2021 Strategic Initiatives/Goals/Objectives

STRATEGIC INITIATIVE: PROGRAMS

STRATEGIC GOAL: *PROMOTE AND MAINTAIN HIGH QUALITY, COST EFFECTIVE AND ACCESSIBLE PROGRAMS AND SERVICES THAT ARE RESPONSIVE TO THE NEEDS OF THE TARGET POPULATION.*

#	Objectives / Actions	Leader	Year						Performance Goal	Progress / Status
			Y1 Months		Y2 Months		Y3 Months			
			1-6	7-12	1-6	7-12	1-6	7-12		
1.0	Identify programs / services priorities and initiatives consistent with state and local needs.									
1.1	Examine and identify Freedom House data in conjunction with NJ Department of Human Services data, to identify current gaps and redundancies in SUD / Co-occurring programs and services.	Clinical Directors, Executive Director, Compliance Coordinator	X	X	X	X	X	X	Create and implement a treatment services needs assessment plan	
2.0	Identify, prioritize and implement evidence-based best practice standards for program services.									
2.1	Seek out local expertise and / or workshops to provide training to the staff regarding evidence-based practices.	Clinical Directors, Executive Director, Medical Director	X	X	X	X	X	X	Implement / attend trainings	
3.0	Develop and implement program capacity to treat the co-occurring (SUD/MH) client.									
3.1	Identify staff with the appropriate skills and license to provide services to the co-occurring client.	Executive Director, Compliance Coordinator	X	X					Staff identified, services implemented	
3.2	Research NJ Mental Health / Co-occurring Standards and begin standards compliance activities.	Executive Director, Compliance Coordinator, Medical Director	X	X					Obtain Mental Health Licensing	
3.3	Research Medicaid Billing policies and codes to ensure optimum revenue	Executive Director, Compliance Coordinator, Medical Director, Director of Finance	X	X					Maximize revenue within existing services.	

4.0	Develop and implement Ambulatory Detoxification and Partial Care programs.									
4.1	Research NJ Ambulatory Detoxification and Partial Care Standards and begin standards compliance activities.	Executive Director, Compliance Coordinator	X	X						Obtain NJDH licensing for Ambulatory Detox
4.2	Develop a Business Plan for Ambulatory detox and Partial Care service capacity for Board review / approval.	Executive Director, Compliance Coordinator		X						Obtain NJDH licensing for Ambulatory Detox.
4.3	Apply for NJ Ambulatory Detoxification and Partial Care licensing	Executive Director, Compliance Coordinator		X						Board-approved Ambulatory Detox Business Plan
4.4	Completion of compliance activities, and licensing inspection	Executive Director, Compliance Coordinator			X					Inspection conducted in relation to licensure
5.0	Expand Transitional Housing capacity.									
5.1	Research, develop a Business Plan for expansion of Transitional Housing services.	Executive Director, Clinical Directors, Compliance Coordinator, Director of Finance	X							Transitional Housing capacity expansion plan
5.2	Get Board approval and begin implementation of the Transitional Housing expansion plan.	Executive Director, Clinical Directors, Compliance Coordinator, Director of Finance		X						Board approval / Implementation of the Transitional Housing capacity expansion plan
5.3	Research and develop Halfway House programming based on need and available resources.	Executive Director, Clinical Directors, Compliance Coordinator, Director of Finance			X					Established Halfway house for women.
5.4	Consider creation of a staff position to find / arrange for housing / employment	Executive Director, Clinical Directors, Director of Finance			X					Established relationships for Transitional Housing supports
5.5	Research and establish partnerships to support increased Transitional Housing capacity.	Executive Director, Clinical Director, Director of Marketing		X	X	X	X	X		Established relationships for Transitional Housing supports
6.0	Research and Develop Tele-medicine service.									
6.1	Research NJDH Standards, develop a Business Plan for Tele-medicine services and seek Board approval.	Executive Director, Clinical Directors, Director of Finance Medical Director			X	X				Tele-medicine services Business Plan and Board approval.
6.2	If needed, apply for license to provide tele-medicine services.	Executive Director, Compliance Coordinator				X				Begin provision of Tele-medicine services.
6.3	If approved, begin implementation and standards compliance activities regarding tele-medicine service.	Executive Director, Clinical Directors, Director of Finance Medical Director				X				If needed. Apply and obtain NJDH license to provide Tele-medicine services.

7.0 Develop capacity to provide Employment Services.										
7.1	Research, develop a Business Plan for Employment services and seek Board approval.	Executive Director, Clinical Directors, Compliance Coordinator, Director of Finance		X	X					Employment services Business Plan and Board approval.
7.2	If approved, begin implementation and standards compliance activities regarding tele-medicine service.	Executive Director, Clinical Directors, Director of Finance			X	X				Begin provision of employment services.
7.3	Collaborate with DVR to supplement resident's salaries while providing on-the-job training.	Executive Director, Employment Specialist, Director of Finance					X			Contract / agreement with DVR.
8.0 Develop a more complete Alumni Development Program.										
8.1	Develop and implement a survey to alumni / clients that would generate feedback regarding what they want in an Alumni Program.	Marketing Director, Compliance Coordinator	X							Client and Alumni survey developed, implemented and summarized for review.
8.2	Develop and implement an upgraded Alumni Development Program based on client / alumni feedback.	Executive Director, Marketing Director, Clinical Director, Alumni Volunteer		X						Alumni Development Plan implementation
9.0 Investigate and Develop Opportunities for Social Enterprise. (Carryover from previous Freedom House Strategic Plan)										
9.1	Seek to create training / vocational opportunities for residents within a new business. Suggestions to consider: thrift store, green construction company, landscaping company	Executive Director, Marketing Director, Director of Finance					X			Training schedule
9.2	Consider collaborating with existing businesses.	Executive Director, Marketing Director, Director of Finance					X			Collaboration agreements
9.3	Develop a business plan for any new venture to ensure profits, thereby subsidizing treatment costs.	Executive Director, Marketing Director, Director of Finance					X			Completed business plan.

STRATEGIC INITIATIVE: FACILITIES / OPERATIONS

STRATEGIC GOAL: *PROVIDE FOR THE CONTINUOUS IMPROVEMENT OF THE EXISTING FACILITIES AND CREATE PROCESSES FOR EXPANSION, BUILDING IMPROVEMENTS, MAINTENANCE AND UTILITY SERVICES TO MEET THE NEEDS OF FREEDOM HOUSE AND CLIENTS.*

#	Objectives / Actions	Leader	Year						Performance Goal	Progress / Status	
			Y1 Months		Y2 Months		Y3 Months				
			1-6	7-12	1-6	7-12	1-6	7-12			
1.0	Develop a complete Freedom House Facilities Plan.										
1.1	Research, develop and seek Board approval of a 3-year plan for facilities development, expansion, and maintenance.	Board, Executive Director	X	X						Board-approved facilities plan.	
1.2	Begin the implementation of the Freedom House Facilities Plan in identified phases.	Executive Director		X	X	X	X	X		Implemented Facilities Plan.	
2.0	Research and consider expansion of facilities for existing programs.										
2.1	Research /evaluate the replacement/ expansion of Freedom House halfway house programming.	Executive Director, Director of Finance	X							Make decision to expand halfway house programming; Include in Facilities Plan	
2.2	Research/evaluate expansion of transitional housing to serve women.	Executive Director, Director of Finance	X							Make decision to expand women's transitional housing stock / Include in Facilities Plan	
2.3	Research/evaluate expansion of The Family Afterward program.	Executive Director, Director of Finance, The Family Afterward Program Coordinator	X							Make decision to expand facilities to accommodate the Family Afterward program.	
3.0	Develop a building maintenance plan.										
3.1	Identify major facility systems and research periodic maintenance requirements.	Facility Manager		X						Complete access evaluation	
3.2	Review and establish / continue maintenance contracts and schedules.	Facility Manager, Director of Finance	X	X	X	X	X	X		Maintenance contracts / schedules	

STRATEGIC INITIATIVE: DEVELOPMENT / MARKETING / PUBLIC RELATIONS / BRANDING

STRATEGIC GOAL: *ENSURE THE GENERAL PUBLIC AND COMMUNITY STAKEHOLDERS ARE KNOWLEDGEABLE ABOUT ADDICTION AND CO-OCCURRING TREATMENT SERVICES THROUGH PUBLIC EDUCATION, ADVOCACY AND SERVICE DELIVERY ACTIVITIES TO PROMOTE RECOVERY AND REDUCE STIGMA.*

#	Objectives / Actions	Leader	Year						Performance Goal	Progress / Status
			Y1 Months		Y2 Months		Y3 Months			
			1-6	7-12	1-6	7-12	1-6	7-12		
1.0	Improve Freedom House “brand” awareness in the community and general public.									
1.1	Open, maintain and strengthen relationships with the local community through all forms of media.	Executive Director / Director of Marketing	X	X	X	X	X	X	Implementation of the Freedom House Marketing Plan	
1.2	Identify, prioritize and promote advocacy issues / areas.	Executive Director / Clinical Director	X	X	X	X	X	X	Establish semi-annual contacts, create schedule of events	
1.3	Identify topics / audiences for community events / meetings.	Executive Director / Director of Marketing	X	X	X	X	X	X	Conduct events / meetings	
1.4	Consider the development of a Freedom House “Speakers Bureau”.	Executive Director / Director of Marketing		X					List of approved Freedom House speakers / topics	
1.5	Sponsor events / engage stakeholders in discussions about addiction and mental health.	Executive Director / Director of Marketing				X	X	X	Sponsor event(s)	
2.0	Update and Diversify Freedom House’s Marketing Plan.									
2.1	Complete a full review of the Freedom House Marketing Plan effectiveness, needs and strategies.	Executive Director, Director of Marketing, Development Committee	X	X					Recommendations for updating of the Freedom House Marketing Plan	
2.2	Research the feasibility of budgeting for a full-time equivalent dedicated to marketing	Executive Director, Director of Marketing, Director of Finance		X					Decision to include FT marketing position in Freedom House budget	
2.3	Include the marketing of Outpatient Treatment services (different plan for each location)	Director of Marketing		X	X	X	X	X	Inclusion of Outpatient Treatment services component	
2.4	Consider including the marketing of Prevention services	Director of Marketing		X	X	X	X	X	Inclusion of Prevention services component	

3.0	Actively support and cultivate external relationships that can positively impact Freedom House.									
3.1	Identify, cultivate and utilize new corporate and public partnerships.	Executive Director, Director of Marketing			X	X	X	X	Increase the number of new contacts / relationships	
3.2	Identify / expand relationships with local educational institutions (universities / Boards of Education, etc.)	Executive Director, Director of Marketing		X	X				Increase the number of new contacts / relationships	
4.0	Evaluate the cost / benefit of an organizational name change.									
4.1	Identify / develop and conduct a community survey to ascertain name recognition.	Executive Director, Volunteer College Interns			X				Survey implementation /	

STRATEGIC INITIATIVE: INFORMATION TECHNOLOGY / PERFORMANCE IMPROVEMENT

STRATEGIC GOAL: *INVEST IN APPROPRIATE HARDWARE AND SOFTWARE TECHNOLOGY TO ENSURE COMPLIANCE WITH CURRENT / FUTURE SYSTEM REQUIREMENTS AND DATA SECURITY.*

#	Objectives / Actions	Leader	Year						Performance Goal	Progress / Status	
			Y1 Months		Y2 Months		Y3 Months				
			1-6	7-12	1-6	7-12	1-6	7-12			
1.0	Complete an Freedom House Information Technology Needs Assessment; Update and Implement the Information Technology Plan										
1.1	Complete a needs assessment for hardware, software, security etc. with recommendations for IT upgrade.	IT Consultant (August ETech), Office Manager		X						Needs Assessment completed.	
1.2	Update the current IT Plan based on current plan effectiveness and assessment results.	Compliance Coordinator			X					Updated IT Plan.	
2.0	Research, purchase and implement an Electronic Medical / Health Records Software System.										
2.1	Research, interview, and select EHR vendor.	EHR Committee	X							Vendor selected	
2.2	Implement EHR	EHR Committee	X							EHR Implemented	
3.0	Ensure HIPAA privacy and data security.										
3.1	Familiarize all staff with HIPAA requirements and ensure workspaces are in accordance with confidentiality standards.	Office Manager in consultation with IT Consultant (August ETech)	X		X			X		Freedom House HIPAA compliant	
4.0	Research the potential for providing web-based services.										
4.1	Research New Jersey rules pertaining to determining the feasibility of the provision of web-based treatment services.	Executive Director, Clinical Directors, Compliance Coordinator						X		Requirements identified and understood by Freedom House staff.	
4.2	Survey current clients for willingness to engage web-based services.	Compliance Coordinator						X		Survey Summary Report	

STRATEGIC INITIATIVE: HUMAN RESOURCES / WORKFORCE DEVELOPMENT AND MANAGEMENT

STRATEGIC GOAL: *ENSURE THE FULL ORGANIZATIONAL UTILIZATION OF THE TALENTS, EXPERTISE AND KNOWLEDGE OF FREEDOM HOUSE STAFF AND OTHER COMMUNITY STAKEHOLDERS TO OPTIMIZE EFFECTIVE, EFFICIENT ORGANIZATIONAL PERFORMANCE AND PROFESSIONAL DEVELOPMENT.*

#	Objectives / Actions	Leader	Year				Performance Goal	Progress / Status		
			Y1 Months		Y2 Months				Y3 Months	
			1-6	7-12	1-6	7-12	1-6	7-12		
1.0	Develop and implement a staffing model / plan including an analysis and organizational chart.									
1.1	Develop CARF approved Staff Summary including position, duties, credentials, and program locations	Compliance Coordinator, Director of Finance	X							
1.2	Review and revise agency staffing policy and procedure	Compliance Coordinator, Director of Finance		X						
2.0	Develop an annual review process for staffing to build accountability into a Workforce Development program. Develop an appropriate review program for Freedom House Leadership.									
2.1	Research outsourcing of Human Resources	Executive Director, Compliance Coordinator, Director of Finance		X						Final decision outsource vs internal
2.2	Review and revise employee evaluation policy and procedure	Compliance Coordinator		X						Policy and procedure revised for approval at annual Board meeting
2.3	Implement Workforce Development Program	Outsourced Provider Or Executive Director, Compliance Coordinator, Director of Finance			X					Workforce Development integrated into all aspects of agency operations
3.0	Develop and implement an active staff recruitment, staff selection and staff retention plan.									

3.1	Formalize recruitment, selection and retention initiatives based on Freedom House assessed needs/criteria.	Outsourced Or Executive Director, Director of Finance	X	X					Completed staffing plan.	
3.2	Complete an annual salary and benefits review to ensure Freedom House remains competitive in the workplace.	Outsourced Or Executive Director, Director of Finance		X		X		X	Completed annual reviews.	
4.0	Promote organization team-building and other initiatives to address the needs of staff.									
4.1	Conduct annual staff satisfaction survey.	Compliance Coordinator		X		X		X	Completed survey	
4.2	Establish internal Staff Activity Committee	Executive Director		X					Committee Established	
4.3	Staff Activity Committee to plan and implement annual schedule of staff outing/team building activities	Newly established Committee			X		X		Bi-annual events conducted	
4.4	Staff Activity Committee to plan and implement annual staff retreat	Newly established Committee		X		X		X	Annual Retreat conducted	

STRATEGIC INITIATIVE: LEADERSHIP

STRATEGIC GOAL: *ENSURE A LEADERSHIP CULTURE, WHICH WILL ENABLE FREEDOM HOUSE TO ACHIEVE ITS MISSION, VISION, AND BE A RECOGNIZED LEADER IN THE PROVISION OF BEHAVIORAL HEALTH SERVICES.*

#	Objectives / Actions	Leader	Year						Performance Goal	Progress / Status
			Y1 Months		Y2 Months		Y3 Months			
			1-6	7-12	1-6	7-12	1-6	7-12		
1.0	Recruit, engage, diversify and utilize Board members effectively in promoting Freedom House’s mission and vision.									
1.1	Formulate and implement a Board Member Recruitment Plan.	Executive Director, Director of Marketing, Board Committee		X	X	X	X	X	Creation / implementation of Board recruitment plan.	
1.2	Ensure new board members receive a full orientation.	Executive Director, Director of Marketing, Board Chair	X	X	X	X	X	X	Implemented new Board member orientation.	
1.3	Create a Board member list of acronyms	Compliance Coordinator	X						List created and distributed	
1.4	Ensure on-going Board education.	Executive Director, Director of Marketing	X	X	X	X	X	X	Implement Board training component	

STRATEGIC INITIATIVE: FINANCE

STRATEGIC GOAL: *ENSURE FINANCIAL VIABILITY OF FREEDOM HOUSE THROUGH EFFICIENT AND RESPONSIBLE FINANCIAL MANAGEMENT AND TO MAXIMIZE THE FINANCIAL GROWTH AND STABILITY OF FREEDOM HOUSE.*

#	Objectives / Actions	Leader	Year						Performance Goal	Progress / Status
			Y1 Months		Y2 Months		Y3 Months			
			1-6	7-12	1-6	7-12	1-6	7-12		
1.0	Ensure appropriate working capital for Freedom House.									
1.1	Cultivate relationships with local, state and national organizations for organizational funding options.	Executive Director, Director of Finance	X	X	X	X	X	X	Establish meetings with funder representatives.	
1.2	Regularly re-evaluate fixed / variable costs (e.g., supplies, equipment, etc.) to ensure Freedom House maintains best price status.	Executive Director, Director of Finance	X	X	X	X	X	X	Best price status established.	
2.0	Facilitate the identification of new or emerging funding sources and fundraising activities for Freedom House financial goals / objectives.									
2.1	Identify payer source(s) and determine the sustainability of specific programs and services.	Executive Director, Director of Marketing, Compliance Coordinator	X	X					Complete payor sustainability.	
3.0	Maintain a responsible cash financial reserve.									
3.1	Establish a cash reserve target to be maintained for Freedom House.	Executive Director, Director of Finance, Finance Committee	X	X	X	X	X	X	Established financial reserve target.	
3.2	Diligently monitor daily cash flow	Executive Director, Director of Finance, Finance Committee	X	X	X	X	X	X	Adequate cash reserve	