



STRATEGIC PLAN

2021-2023

VISION

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Executive Summary

The future we face now looks incredibly different than what we had foreseen when our 5-year strategic plan was developed for 2016-2021. In 2020, the 4th year of that plan, rapidly changing events powerfully spotlighted deep inequalities, which have taken a disproportionate toll on communities of color.

Spaulding's long history of working with children and families of color in the metro Detroit area has been a constant reminder of how race and socioeconomic status can impact the trajectory of a child's life. This 2020 spotlight on systemic inequities, which continues to impact our families, has made it imperative that we laser-focus our beliefs, practices and resources around inclusion and empowerment going forward. To this goal we harness our fullest effort in 2021 and beyond.

We began last June by engaging with our 31 diverse stakeholders, including staff, board members, foster and adoptive parents, former foster youth and vendors, with the purpose of bringing their multiple perspectives and lived experiences to develop a clear vision of equity and inclusion for the agency. They know well that the type of change we envision requires a great deal of intentionality, collaboration and accountability.

Our plan builds a framework for addressing a significant number of emerging challenges that children, families, our workforce and communities are facing today. At the core of the 2021-2023 strategic plan we focus on four areas: Human Resources, Programs, Fundraising, and Budget & Finance.

The plan will strengthen our efforts on: a) building a diverse and inclusive workforce; b) expanding the use of technology to address inequities and families' unmet needs; c) building and enhancing partnerships with community and business organizations; and d) diversifying our funding streams. Importantly, the work plan was developed identifying the individual(s) responsible for each activity, laying out the timelines for milestones associated with various objectives and goals, and establishing metrics for evaluating effectiveness.

Out of the national turmoil of the past year, Spaulding derives hope and inspiration that our contribution to inclusion and empowerment will play a lasting effort towards times changing for the better.

Mission Statement

In partnership with families, communities, organizations, states, and the nation, Spaulding for Children's mission is to assure that all children grow up in safe, permanent families and have the help they need to be successful in life.

Strategic Planning Process Overview

The 2021-2023 Strategic Plan is the collaborative product of a diverse group of stakeholders that came together in June, 2020 to form a Strategic Planning committee. The committee consists of several board members, a cross-section of Spaulding's employees, former foster youth, foster and adoptive parents and vendors. The planning process was led by Judy Muhn, an independent consultant from Nonprofit Enterprise at Work (NEW).

The committee began its work in July with a review of the stakeholder survey findings and a summary of a focus group conducted previously with foster/adoptive families. Over the next few months, committee members met to discuss the agency's strengths, opportunities, assets, results and the impact we wanted to create. The committee then created a vision statement grounded in diversity and inclusion, and identified four focus areas for the plan: Human Resources, Programs, Fundraising, and Budget & Finance.

The committee formed four workgroups to address each one of the identified focus areas. During this process, several meetings were held with the full committee and workgroups resulting in the development of SMARTIE (Specific, Measurable, Attainable, Relevant, Time-Bound, Inclusive and Equitable) goals, objectives and metrics to measure effectiveness. The draft of the plan was presented to Board members and to staff for input.

This new approach to strategic plan development reflects our commitment to diversity and inclusion and has highlighted the benefits of including the voices of stakeholders in decision making processes.

2021-2023 Strategic Guiding Principles

To accomplish the goals of the 2021-2023 strategic plan, the following principles will remain the focus of our work to ensure successful implementation and sustainability of our efforts:

- Creating a work culture that taps into the unique talents and strengths of employees lead to greater employee satisfaction and higher performance.
- Embracing diverse perspectives and leveraging differences lead to better solutions to families and community challenges.
- Equitable access to resources supports families, promote children's safety and stability, and contributes to family and community well-being;
- Building relationships and effective collaboration bring diversity of thoughts, drive innovations, engage and realize the power of donors and community/business partners.

2016-2021 Strategic Plan Accomplishments

The 2016-2021 Strategic Plan ended one year earlier than intended as a result of the extraordinary impact of the pandemic and social unrest on families and communities. The FY16-21 plan included four goals: Program Development and Funding; Research and Evaluation; Leadership & Partnership; and Continued Quality Improvement. Through a variety of activities, ad hoc committees and initiatives, we made substantial enhancement in each of the focus areas. Examples of some of the accomplishments are listed below:

Goal 1: To develop programs and obtain funding to support prevention and family support, and preservation programs.	<ul style="list-style-type: none"> ✓ Secured funding for 10 grant projects ✓ Built new partnerships with community and business organizations and private foundations ✓ Diversified funding sources ✓ Increased brand awareness
Goal 2: To develop and implement a mechanism for on-going research and evaluation, and development of evidence-based interventions.	<ul style="list-style-type: none"> ✓ Expanded participation of CFS staff in grant making processes ✓ Developed, evaluated and disseminated evidence-informed family development models ✓ Familiarized management staff with elements of implementation science and built capacity to implement an evidence-based model
Goal 3: To be viewed as a leader in the field by government, private agencies and the public at large by expanding partnership at the local, state and national levels to strengthen the agency's footprint on child welfare, including the prevention, foster care and adoption arenas.	<ul style="list-style-type: none"> ✓ Secured funding from a global business organization to develop and implement a volunteer program ✓ Secured funds from a private foundation to support COVID impacted families in the CFS programs ✓ Secured partnerships with government and private organizations ✓ Secured sponsorships from business organizations to host community focus events; ✓ Secured partnerships with non-traditional partners ✓ Participated in national, state, county and local committees and task forces
Goal 4: Continued focus on continuous quality improvement.	<ul style="list-style-type: none"> ✓ Established ad hoc and ongoing committees to address challenging issues ✓ Received COA re-accreditation ✓ Established processes for employee participation in policy development ✓ Implemented quality improvement projects ✓ Implemented new employee performance management tool ✓ Established a task force to develop a remote workforce guide ✓ Trained employees and implemented public health protocols to prevent the spread of COVID ✓ Provided diversity, inclusion and unconscious bias training sessions to entire workforce ✓ Developed and standardized PQI project recommendations ✓ Developed and implemented an inclusive and empowered strategic planning process

2021-2023 Strategic Goals, Objectives and Measurements

FOCUS AREAS	STRATEGIC FOCUS	GOALS
Human Resources	Diverse and inclusive workforce & supportive work environment	Develop and sustain a high performing, highly engaged and diverse workforce at all levels, and an environment where employees' talents and unique perspectives are valued and leveraged.
Programs	Equitable access to services and supports for families with varying levels of needs.	<p>Provide accessible and equitable services and supports for families and employees</p> <p>Develop a structured framework designed to reflect Kinship parents needs</p>
Fundraising	Donor relationship management that effectively engages and supports inclusion	<p>Increase brand awareness</p> <p>Raise cash and in-kind donations</p> <p>Enhance donor relationship management</p>
Budget & Finance	Diverse and inclusive budgeting and procurement structure	<p>Create an agency that has financial literacy</p> <p>Diversify Spaulding's funding streams</p> <p>Promote stakeholders' involvement in budget development</p> <p>Implement procurement procedures to support supplier diversity</p>

2021-2023 Strategic Goal and Objectives: Human Resources

Goal 1: Through strategic partnership and collaboration Spaulding for Children will attract, develop and retain a high performing, inclusive, diverse and equitable workforce and foster a healthy, safe, well equipped and productive workforce.			
CORE THEMES	OBJECTIVE	TASKS	METRICS
Diverse and Inclusive Recruitment Practices	Implement outreach recruitment strategies and build a sustainable, diverse and inclusive workforce	Assess and analyze recruitment practices.	Recruitment and hiring data
		Establish key performance indicators for strategic recruitment outreach	
		Identify and address barriers for inclusion and advancement opportunities	
		Establish strategies to develop a talent pipeline & manage candidate profiles.	
		Evaluate recruitment activities	
Work Environment	Create a positive work environment and foster a diverse, high performing workforce.	Update annual survey	Staff's survey and performance management tools
		Assess and analyze satisfaction with work environment	
		Assess and align policies and practices	
		Enhance diversity, inclusion, teamwork, and promote work-life balance.	
		Establish effectiveness of the performance management system and standardize evaluation format	
		Review and make recommendations of performance reward practices	
Retention Practices	Implement retention practices that motivate, develop, and communicate a commitment to the well-being of staff.	Conduct retention rate comparison analysis	Staff's annual and exit surveys
		Identify and address barriers that lead to employee's decision to leave or stay	
		Conduct review and recommend employee retention strategies	

2021-2023 Strategic Goal and Objectives: Programs

Goal 1: Through the use of technology, we will increase the ways we meet the needs of our families and staff			
CORE THEME	OBJECTIVE	TASKS	METRICS
Equitable Access to Resources	Technology will be used to increase access to services and supports to families	Assess families' barriers to access/use of technology	% of families using technology to access services and supports
		Identify most critical need, and develop and implement the action plan	
		Identify and address any barrier that inhibit kinship parents' access to tools and technology	
Goal 2: Develop a kinship model that uses mentors, coaches and navigators that will result in a culture change of increased stability of kinship placements			
CORE THEME	OBJECTIVE	TASKS	METRICS
Kinship Navigator Model	Kinship parents have access to mentors, coaches and/or navigators.	Develop a needs assessment process	Kinship assessment tool;
		Provide kinships parents with access to mentoring/coaching opportunities	
		Develop and implement an intervention model	% of parents utilizing mentors
		Develop evaluation approach	Wellbeing of kinship families and their kin children
		Incorporate model into Quality Improvement plan	

2021-2023 Strategic Goal and Objectives: Fundraising

Goal 1: Increase Fundraising Revenue			
CORE THEME	OBJECTIVE	TASKS	METRICS
Donor Engagement	Increase donor and prospective donor engagement	Secure a volunteer/intern to assist with management of donor database	Cash and in-kind revenue
		Identify potential partner organizations	% of board and staff annual giving
		Segment donors and develop tailored communication plan	# of donors engaged in events
		Develop a Board giving campaign	
		Develop a staff giving campaign	
		Create opportunities for donor involvement in agency events	
Goal 2: Increase Brand Awareness			
CORE THEME	OBJECTIVE	TASKS	METRICS
Branding	Community and Business Organization Engagement	Identify events hosted by the agency and opportunities for partnering with business and community organizations	Social media data Website traffic
		Identify issues that matter to potential partner organizations and explore collaborations	Newsletter readership
		Conduct post event follow up through newsletter stories with participating organizations	Number of partnerships
		Create a survey to monitor level of name recognition	# of media covered activities
Goal 3: Build Comprehensive Donor Profiles			
CORE THEME	OBJECTIVE	TASKS	METRICS
Donor Relationship Management	Donor Retention	Research and select donor management tools	75% of data is accurate
		Identify issues that matter to donors and opportunities for engagement	Number of new donors and repeat donors
		Determine strategic fundraising opportunities, donors' role and communication strategies	
		Celebrate and recognize donor support through local and social media	

2021-2023 Strategic Goal and Objectives: Budget & Finance

Goal 1: Create a Financially Literate Workforce			
CORE THEME	OBJECTIVE	TASKS	METRICS
Financial Literacy	Develop and implement financial literacy training and tools for Management Team	Obtain feedback from staff to create a financial literacy curriculum and an implementation plan	Pre-and post-training surveys
		Create user-friendly financial reports and a review schedule for each group and agency staff	
Goal 2: Diversify Funding Streams			
CORE THEME	OBJECTIVE	TASKS	METRICS
Funding Source Diversification	Increase the agency's revenue outside of federal grants	Identify core staff, programming and revenue and expenses not tied to federal grants.	Number of non-federal grant applications
		Calculate the gap in budget if no federal grants are obtained and areas where costs can be reduced	
		Work with the fundraising committee to identify opportunities for increased revenue	
		Apply for 5 foundation/corporation grants each year	
Goal 3: Inclusive Budget Development			
CORE THEME	OBJECTIVE	TASKS	METRICS
Inclusive Budgeting	Develop a process that allows for stakeholder involvement in budget preparation	Involve management in budget development and obtain feedback from staff	Budget preparation participation and satisfaction with level of engagement
		Provide staff with a macro view of the agency budget performance	
Goal 4: Standardize the Procurement Process			
CORE THEME	OBJECTIVE	TASKS	METRICS
Equitable Procurement	Develop a standardized and equitable procurement process	Involve managers in the development of a comprehensive process to support supplier diversity	Number of contracts with minority-owned business/vendors
		Provide supplier diversity training to all employees responsible for procurement	
		Ensure supplier diversity is incorporated in the procurement planning process	