



SPAULDING FOR CHILDREN STRATEGIC PLAN

2025-2028



EXECUTIVE SUMMARY

Spaulding for Children, established in 1968, is a private, non-profit child welfare agency dedicated to finding permanent, safe homes for children. Spaulding for Children focuses on older children, children with disabilities, sibling groups, and other children who need them most, providing them with the opportunity for adoption and a stable family life. The agency has gained international acclaim for its pioneering work and has trained over 200,000 professionals worldwide in its methods and philosophy.

What makes Spaulding for Children unique is its innovative approach and commitment to underserved children and families. The agency continuously develops new training curricula, publications, and videos that set the standard for adoption practices globally. Additionally, Spaulding's diverse funding strategy, which includes federal grants, private donations, and foundation support, ensures its financial stability and ability to continue its mission.

Spaulding for Children is committed to continuous improvement and prioritizes innovation, learning, and adaptability. This includes seeking feedback from communities served, partners, and Spaulding staff. Spaulding regularly evaluates its processes and outcomes to identify areas for enhancement and implements strategic changes to drive efficiency and effectiveness. By fostering a culture of curiosity and resilience, the organization not only meets the evolving needs of its clients but also sets industry standards.

This strategic plan is the embodiment of Spaulding for Children's dedication to providing the highest quality of services for children and families. It is a labor of love from the many staff who took countless hours to review reports, share ideas, create relevant priorities, and develop specific and concrete action to attend to the needs of the organization and communities served. Across 10 months of exploration and planning, over 50 Spaulding for Children staff and Board members participated across a variety of activities.

Thank you to all for your contributions to this Plan and this work.

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02.

VISION + MISSION



Vision: Spaulding for Children envisions all children and youth having a sense of belonging while living in safe, stable environments with the help they need to thrive in life.



Mission: In partnership with diverse communities, Spaulding for Children's mission is to develop and integrate revolutionary and innovative programs that provide families the support needed to enhance the care of children and youth with the pursuit of permanency.

03.

CORE VALUES

Core Value 1: Compassion

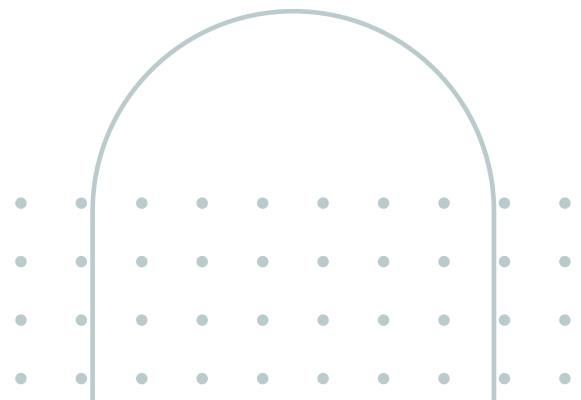
Treat each other and families with compassion and respect, recognizing that different situations demand flexible and varied approaches.

Core Value 2: Collaboration

Work with families to build trusting relationships and use teamwork to achieve common goals.

Core Value 3: Awareness

Staff should be open and able to view differences, they should not use their own experiences and background as a major guide when working with each other and with families.



INTRODUCTION

Spaulding for Children has a long history of dedicating intentional efforts into the creation and implementation of strategic plans. In the fall of 2023, Spaulding for Children leadership set out to design a comprehensive yet flexible process to create its new strategic plan. This process included the following phases:

Design

Creating a process that made sense to those engaging in it is critical to building a meaningful strategic plan. Spaulding for Children worked with MPHI consultants to outline a process that would take the time and energy needed to examine the landscape within and around Spaulding for Children and build relevant priorities and action plans from there. It was decided to use 2024 as a year to celebrate successes from the 2021–2023 plan and turn our sights to an updated plan for 2025–2028.

Vision & Mission

Strategic plans must have a goal to strive for and a clear description of the way that the group plans to get to that goal. For this iteration of Spaulding for Children’s strategic plan, the leadership team, along with the planning committee and MPHI consultants, spent time creating vision and mission statements that they felt reflected the current andscape of the adoption field as well as the evolved culture of the agency. These statements were approved by the Board of Directors in February of 2024.

Vision Statement: Spaulding for Children envisions all children and youth having a sense of belonging while living in safe, stable environments with the help they need to thrive in life.

Mission Statement: In partnership with diverse communities, Spaulding for Children’s mission is to develop and integrate revolutionary and innovative programs that provide families the support needed to enhance the care of children and youth with the pursuit of permanency.



Core Values

Leadership felt it was important to establish a set of Core Values to help shape the behavior and decision-making processes of Spaulding for Children.

The initial draft of values was taken from the guiding principles previously outlined for the agency. After reviewing and condensing with staff the above 4 important points were selected. Continued refinement of the core values took place in December 2024 during an all-staff meeting. While discussing the culture of the agency and reviewing the history of Spaulding, as written in the book “Chaos, Madness and Unpredictability”, it became clear that further work on the core values should occur. The book notes critical elements of the Spaulding way of doing the work and Compassion, Collaboration and Awareness were essential. By using the historical references from the book, it showed how the culture of the agency took shape over time and how that approach to the work remained crucial today. The core values had been long defined and infused with the culture of the agency. Revisiting the roots of the agency helped to lift up the definition of core values for Spaulding for Children.

Environmental Scan

The goal of this phase was to use data and dialogue to understand the landscape within Spaulding for Children. Again, with diverse staff engagement, a multitude of data points were explored – including staff feedback based on personal experiences. Using these sources, Spaulding for Children explored its strengths, weaknesses, opportunities, and threats using a SWOT analysis. The data sources included:

- Spaulding for Children’s 2021–2023 Strategic Plan
- 2022 Employee Satisfaction Survey
- 2024 Employee Satisfaction Survey
- Adoptive and Foster Parent Recruitment and Retention Plan Support (AFPRR) for Wayne County
- 2023 Corrective Action Plan (CAP)
- Chief Administrator Annual Assessment
- End of Year Reporting Data
- Annual Contract Evaluation Interim Report
- 2022 Annual Report
- Financial Statements
- 2023 Human Resources Overview

Priority Setting

By exploring the themes within the SWOT analysis, Spaulding for Children was able to identify priority areas for the 2025 – 2028 strategic plan. The initial priorities included:

1. Agency Framework: FAIR
2. Workforce
3. Programming
4. Financials/Growth



Note: Deeper in the process of action planning, it became clear to the planning team that focus on growth was most appropriate after progress was made on items 1–3. This initial plan will not include this priority area, but Spaulding for Children can return to the ideas initially identified when ready.

Listening Session

It was clear during the priority setting stage that ‘Workforce’ needed input from direct service staff to make sure that their voices were reflected in the plan. MPHI held a listening session for direct service staff where a facilitated conversation helped gather important experiences, insights, and considerations for the planning team to include during the action planning phase.

Action Planning

Once priorities were solidified, goals, outcomes, and specific strategies to deploy for the 2025 calendar year were drafted by the Leadership Team. Further work defined specific and concrete actions that are important to support each strategy. This draft will be the foundation of detailed action plans each year encompassed in the strategic plan and will be finalized and implemented by a variety of Spaulding for Children staff.

Plan Review and Feedback Session

The drafted strategic plan was shared with Spaulding for Children staff during their October 2024 All Staff meeting. Present members reviewed the plan and participated in Mentimeter polls to gather feedback to guide edits and considerations.

Implementation Plan and Progress Monitoring

During the last quarter of calendar year 2024, Spaulding for Children leadership will develop an implementation plan for moving the work forward. This will include using the action plans to designate a timeline and task list, including who will be responsible for which strategic planning activities. In addition, indicators will be selected to monitor how much progress is being made toward each of the selected priority area goals.

THE PLAN

Strategic Priority 1: FAIR framework

Overall goal of work in this priority area in 2025

Ensure that Fairness, Accessibility, Inclusion and Respect are foundational elements woven within and throughout Spaulding for Children's operations and culture.

Strategies to Deploy

1. Invest in the Groundwater Analysis training model to include a two-day training and strategy session with the management team and a one-day workshop with all staff.
2. Utilize the Building Bridges group to provide recommendations for incorporating FAIR framework into agency practice and culture.

Expected Outcomes

- 80% of SFC staff will complete Groundwater Analysis training.
- Staff use the charter to gain a greater understanding of SFC culture, have shared definitions of how and why the work is done, and answer questions about what to expect from their employer.
- Improvement in annual staff survey.

Strategic Priority 2: Workforce

Overall goal of work in this priority area in 2025

Spaulding for Children staff are supported, successful, and retained. This includes staff feeling properly equipped to do their jobs well and supported in achieving work/ life balance.

Strategies to Deploy

1. Gather information about the current realities of work/life balance and use pilots/PDSAs to test possible solutions for improvement.
2. Develop a plan for professional development and training.

Expected Outcomes

- Retention numbers increase (seen through data broken down multiple ways including positions, demographics, etc.).
- Measured improvements in Staff Survey components related to engagement.
- Improved compliance of requirements.
- Successful CQI projects.

Strategic Priority 3: Programming

Overall goal of work in this priority area in 2025

Spaulding for Children will strengthen and expand services, becoming more self-sustainable.

Strategies to Deploy

1. Strengthen and expand programmatic offerings.

Expected Outcomes

- Completed inventory of existing resources.
- Updated menu of programmatic offerings and complete schedule of related fees.
- Completed staffing plan to cover existing and new program offerings.
- Creation of a comprehensive partner list for marketing and dissemination.
- Completed marketing plan for awareness of existing and new service offerings.
- Maintenance and diversification of funding streams, leading to less dependence on federal funding and contracts.

06.

2025 ACTION PLANS

Action Plans help to define the specific steps an organization will take to make progress towards the goals outlined in the strategic plan. In an effort to operationalize strategies that felt urgent or first in a sequence, and to break the three-year plan timeframes of more focused energy, Spaulding for Children decided on a 12-month action planning process that will be reviewed and revised each year within the plan.