

Internal and External Service Integration

Vision: We work closely with institutional, state, and local partners as well as our colleagues across services and programs to advocate for and maximize resources, collaborative environments, fluid structures, and seamless care.

Key Results

Seamless Client Experience

Increased/improved collaboration/ integration with external service providers

Increased/improved collaboration/ integration within Howard Center

Customer Value Proposition

Clients: Client/person centered care (right service, right time, right place, client experience); seamless, integrated, easy to access, quality care

Service Delivery

Operational

- Integrate and better coordinate programs and services internally
- Implement an integrated Quality Improvement (QI) system
- Implement system for more widely sharing staff expertise and resources across the agency

Relationship Management

- Create/deepen partnerships with local and state stakeholders
- Create/deepen internal relationships across programs and services

Innovation

- Increase co-location of services
- Partner with other DAs or local entities for service delivery
- Integrate health/mental health/substance use screening into intake process & service delivery

Infrastructure Needed

People

- Training/Education: organizational change, multi-disciplinary teaming, implementation of standardized assessment tools
- Identified leader for integrated QI system

Information

- Ongoing assessment of integration opportunities and impact
- Common language to describe integrated structures and systems
- Baseline data on the quantity and quality of existing collaborations/ integrations/ relationships
- Seamless client experience defined and baseline data gathered

Systems/Organization

- Integrated leadership structure to support/lead increased program/service integration
- Physical space for program integration where warranted
- Structures for staff who do similar work to better collaborate
- Leadership and structure for multi-disciplinary treatment teams
- MOUs with service collaborators
- Staff "asset inventory" database for staff expertise and resources

Financial stability and independence

Vision: *We are organizationally resilient in the face of ever changing environmental conditions. We have sufficient resources to make the choices we feel are in the best interest of clients, staff, and our community and are confident in our ability to provide quality and sustainable programs and services.*

Key Results



Increase % of non-governmental funds

Increase days of operating cash on hand

Increased investment in capital infrastructure

Increased ratio of current total assets relative to current total liabilities

Customer Value Proposition



Community: Understand what HC does; access to quality care

State/Funders: Quality, effectiveness, productivity, value, innovation, leadership, risk tolerance

Staff/agency: Sustainable, programs/ jobs, having an impact

Service Delivery



Operational

- Determine which programs and services we will and will not sustain (based on sustainability, mission, and effectiveness) and implement decisions
- Operational program/process improvements
- Intentionally budget for margin to increase cash reserves
- Increase diversified philanthropic activities

Relationship Management

- Increase awareness of the impact and value of our services
- Advocacy for streamlined and sustainable funding

Innovation

- Establish innovative partnerships, programs and services
- Become a Center of Excellence

Infrastructure Needed



People

- Develop program level business acumen for fiscally sound program management
- Increased pool of leaders from all levels of the organization with capacity to facilitate the establishment of innovative partnerships

Information

- Evaluate programs and services for alignment with mission, effectiveness and financial sustainability
- Develop capacity to measure and articulate value of our services
- Regular (no less than monthly) program level monitoring on revenue related data