



our little haven

CARING FOR CHILDREN & FAMILIES. MIND. BODY. SOUL.®



STRATEGIC PLAN

2021-2025



OUR LITTLE HAVEN

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Mission

Our Little Haven is relentlessly committed to providing early intervention services for children and families. Our community of professional caregivers create a safe, secure, and healing environment for those impacted by abuse, neglect, and mental or behavioral health needs. We make the hurting stop, the healing begin, and the love last one family at a time.

Who We Are

We are Caring for Children and Families. Mind. Body. Soul.

We serve the young child impacted by abuse, neglect, and mental or behavioral health needs through a suite of programs all designed to offer and facilitate early intervention. We offer both physical and mental health treatment to children during their formative years (ages birth through ten), coupled with treatment services for the entire client family.

Our Values

Guided by our belief in a Loving God . . .

We place the well-being of the child as our first and most important priority

We value the people who care for the children

We serve our families with love, care, and compassion

We are dedicated to the highest quality of service and professional expertise

We provide a loving, caring and nurturing environment

We embody a passion for our purpose

We are invitational, not expectational (we invite the community to help serve.)

Strategic Leadership Team

Scott Hummel, MSW, PhD (hon)
Executive Director

Lizette Smith, PhD
Director of Clinical Programs

Nicole Pashia, MA
Foster Care Program Manager

Shari Sullivan, RN
Coordinator of Medical Services

Michael Bahlinger
Director of Finance and Operations

Sarah Thomas, MSW, LCSW
Day Treatment Program Manager

Chris Muñoz, MS, CFRE
Development Director



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Through the help of Collaborative Strategies, Our Little Haven has entered into the 2021-2025 action phase of the strategic planning process. The Strategic Plan is a multi-year process that reflects the mission, goals, and foundation of Our Little Haven. The five Strategic Priorities are aligned with community needs and will guide the process over the next five years.

Through five Strategic Priorities, members of the Our Little Haven Strategic Leadership Team will plan, implement, and measure various aspects of the approved Strategic Plan.





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Program & Service Effectiveness

Providing best-in-class of early intervention services by utilizing the most effective and appropriate clinical technologies, interventions, and practices. Enhancing a collaborative/coordinated care model and evaluating and increasing access to care.

| Action Steps | Anticipated Long Term Impact | Initiation Date | Facilitator |
|--|--|-----------------|---------------------------|
| Research and incorporate effective clinical technology resources into services | Utilization of up to date practices that reduce staff time, increase outcomes, and reduce costs. | 1/1/2021 | Program Managers |
| Audit and enhance professional development efforts for professional staff | Continually enhance program services, increase retention, and identify program needs. | 1/1/2021 | Program Managers |
| Identify the relevancy of programmatic needs such as: Educational Support Specialist, Resource Specialist, Parent Aid Specialist | Improve program outcomes, reduce staff burden, broaden the range of services for the community | 6/1/2021 | Strategic Leadership Team |

We are committed to improving the well-being of vulnerable and under-served clients. We will do so by ensuring that clients have access to highly-effective, coordinated and comprehensive mental health care and foster care case management through the strategic planning process.

Lizette Smith, PhD
 Licensed Psychologist
 Director of Clinical Programs



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Diversity, Equity, & Inclusion

We are committed to creating a community where children are cherished. The recognition of our differences and our roles within Our Little Haven will lead to a more cohesive organization and quality impact for our community.

| Action Steps | Anticipated Long Term Impact | Initiation Date | Facilitator |
|---|---|-----------------|--|
| Identify and retain third party D, E, & I consultants | Utilize a professional approach that includes experience and up to date understanding of community needs and trends | 1/1/2021 | Strategic Leadership Team Facilitated through Sarah Thomas and Scott Hummel |
| Identify priorities based on D, E, & I audit conducted | Establish challenges and attributes of internal operations | 1/1/2021 | Strategic Leadership Team Facilitated through Sarah Thomas and Scott Hummel |
| Implement internal D, E, & I training, communication, and evaluation strategies | Increase the value and acceptance of all staff, clients, and partners | 1/1/2021 | Strategic Leadership Team Facilitated through Sarah Thomas and Scott Hummel |
| Implement volunteer and leadership D, E, & I training, communication, and evaluation strategies | Increase the value and acceptance of community and volunteer leadership | 1/1/2021 | Strategic Leadership Team Facilitated through Sarah Thomas and Scott Hummel |

Our Little Haven has an exciting opportunity to reflect on our mission and grow into a more diverse, inclusive and equitable agency. We are honored to be part of that process. Our hope moving forward is that Our Little Haven confronts change with open minds and open hearts so that we may better ourselves, our clients and our community.

Sarah Thomas, MSW, LCSW
Day Treatment Program Manager



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Organization Strength & Sustainability

Establishing an internal succession plan will further enhance the skills and strengths of our team. Leadership Life Cycle will be implemented by volunteer leadership and established as a permanent practice.

| Action Steps | Anticipated Long Term Impact | Initiation Date | Facilitator |
|---|---|-----------------|----------------|
| Review and/or develop succession plans for Agency Leadership, Development, and Program Management positions | Ensure future success of agency while implementing a strategy to meet future needs. | 6/1/2021 | Mike Bahlinger |
| Implement established Volunteer Leadership Life Cycle model | Illustrate the volunteer leadership process to leadership and community | 6/1/2021 | Scott Hummel |
| Implement strategies that lead to increased staff retention and enhanced recruiting efforts. | Increase workplace satisfaction and increase service outcomes | 1/1/2021 | Chris Muñoz |

By establishing a strong leadership foundation, Our Little Haven will be continually engaged in the future of our organization and prepared for shifts in our environment. This can be accomplished by implementing our Leadership Life Cycle and increasing our staff retention.

P. Scott Hummel, MSW, PhD
Executive Director



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Operations & Internal Optimization

We will prioritize internal and external communication strategies utilizing current resources. Internal ARC orientations and training will be made available. Enhanced Human Resources strategies will be researched and implemented.

| Action Steps | Anticipated Long Term Impact | Initiation Date | Facilitator |
|---|---|-----------------|---------------------------|
| Develop and implement enhanced internal communication strategies. | Increase collaboration, transparency, and comprehension of agency operations, goals, and milestones. | 1/1/2021 | Strategic Leadership Team |
| Provide comprehensive ARC training and facilitation. (Availability, Responsiveness, Continuity) | Increased utilization of ARC process and procedures by all staff | 1/1/2021 | Lizette Smith |
| Address various Human Resource strategies to meet agency needs | Implementation of HR practices that foster communication, address challenges and feedback. Ensure the privacy and comfort of staff in their roles | 7/1/2021 | Strategic Leadership Team |

Internal and external communication are crucial to Our Little Haven goals. We can meet our needs by addressing individual communication strategies as well as implementing the established ARC and PQI processes.

Mike Bahlinger
Director of Finance and Operations.



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Financial Strength & Sustainability

We will continue to diversify funding strategies by establishing relationships with local community leaders and companies with a local presence. Planned Giving strategies will be implemented and community impact will be illustrated as a part of development communication efforts.

| Action Steps | Anticipated Long Term Impact | Initiation Date | Facilitator |
|--|--|-----------------|-----------------------------|
| Evaluate the benefit of professional grant writing services | Increase foundation relationships and support | 7/1/2021 | Chris Muñoz |
| Increase local corporate engagement through leadership and support | Improved relationships between OLH and local major employers | 1/1/2021 | Scott Hummel Chris Muñoz |
| Incorporate Advisory Council into fundraising strategies | Improved relationships and increase communication with a larger group of community supporters | 4/1/2021 | Chris Muñoz |
| Increase frequency of web based fundraising and community efforts | Increase online engagement and agency exposure with community supporters, increase social media presence | 4/1/2021 | Chris Muñoz |
| Create and sustain Legacy Circle relationships | Opportunity to recognize key community members and engage in Legacy Giving strategies | 1/1/2021 | Scott Hummel |

We are grateful to our community of supporters. By establishing internal goals, we can build stronger relationships with community leaders and large organizations.

Kathleen Hummel, MSW, PhD
Therapeutic Director