



Agency Goals

**2009-2010
Fiscal Year**

Fiscal Year 2009-2010 Agency Goals

I am pleased to be able to present CONCERN's agency goals for FY2009-2010. The pages that follow detail agency goals developed in six critical areas of CONCERN's operations – Counseling Services; Development, Fundraising, and Public Policy; Foster Care and Adoption; Maryland Programs; Residential Services; and Corporate. These goals are a product of our strategic planning process, which brings ideas and staff from every corner of the agency together to identify and prioritize annual and long-term agency goals. For each area, you will find the name of the committee chair, the corporate consultant (if applicable), long-term goals, and FY2009-2010 annual goals. Each committee meets regularly throughout the year, and written quarterly progress reports are issued by each committee.

The environment in which we currently offer our services is certainly a challenging one. The hard work, creative thinking, and level of commitment of those who have been involved in our strategic planning and goal setting should help us to remain optimistic about CONCERN's continued ability to meet the needs of children, youth, and families in Pennsylvania and Maryland. Thanks to everyone who has contributed to making this process a successful one.

Glenn J. Hillegass, Executive Director

CORPORATE STRATEGIC PLANNING COMMITTEE

Fiscal Year 2009-2010

Committee Chair: Mike Korenich

Committee Participants: Sandee Burns, Glenn Hillegass, Mary Beth Hughes, Paul Rieger, Kevin Stichter, Eileen Walters. Also, selective feedback from Linda Mertz, Art Silverman, and Ginny Ysa.

1. **Long-Term Goal** – CONCERN’s business model will be defined by a purposeful research and development process.

Annual Goals

1. CONCERN will actively participate in the process of influencing the legislative and regulatory environment that impacts the agency and our delivery of services in Pennsylvania and Maryland.
2. The results from the Relationship Management program will be monitored and reported out on a semi-annual schedule.

Lead Responsibility: Corporate Team
Projected Completion: June 30, 2010

3. CONCERN will develop a plan for electronic archiving of agency files and integrate that plan with the FY2011 business planning process.

Lead Responsibility: Technology Committee
Projected Completion: December 31, 2009

2. **Long-Term Goal** – CONCERN will establish a written Quality Assurance program for each CONCERN service.

Annual Goals

1. The Quality Assurance Committee will complete an information management system to collect state-required data in Pennsylvania and Maryland.

Lead Responsibility: Quality Assurance Committee
Projected Completion: December 31, 2009

2. The Quality Assurance Committee will develop a written internal audit procedure for CONCERN foster care client and foster parent files.

Lead Responsibility: Quality Assurance Committee
Projected Completion: June 30, 2010

- 3. Long-Term Goal** – CONCERN will identify a formal mentoring process which can be employed agency-wide for the purposes of staff development and succession planning.

Annual Goal

1. CONCERN will develop the documents and process to support the implementation of the mentoring plan reported in Q.2, FY2009, and identify a pilot site or program in which to test the plan.

Lead Responsibility: Executive Director and
Mentoring Model Team
Projected Completion: December 31, 2009

**CONCERN COUNSELING SERVICES STRATEGIC
PLANNING COMMITTEE
Fiscal Year 2009-2010**

Committee Chair: Linda Messner

Corporate Consultant: Paul Rieger

Committee Participants: Jana Berg, Elizabeth Deitrich, Terry Drake, Tanya Jones,
Gina Manidis, Janet Sena, Sam Williamson

1. Long-Term Goal – CONCERN will insure that the internal processes within Counseling Services are running as effectively and efficiently as possible

Annual Goals

1. CONCERN Counseling Services will continue to reorganize and structure programming as necessary in the expanding continuum of Concern's behavioral health programs.

Lead Responsibility: Director of Outpatient Programs and
Director of Community-Based Services
Projected Completion: June 30, 2010

2. CONCERN Counseling Services will research electronic record keeping and dictation services and complete a written cost-benefit analysis.

Lead Responsibility: Administrative Manager
Projected Completion: January 1, 2010

2. Long-Term Goal – CONCERN Counseling will provide a continuum of quality mental health services that meet the needs of the communities that we serve.

Annual Goals

1. CONCERN Counseling Services will complete the Community Residential Rehabilitation (CRR) model and implement this program across applicable agency service areas.

Lead Responsibility: Director of Behavioral Health and
Community CRR Supervisor
Projected Completion: June 30, 2010

2. CONCERN Counseling Services will develop and implement a work plan to engage professionals, providers, advocates and consumers in the Autism community in order to advance programming with clients on this spectrum.

Lead Responsibility: Director of Community-Based -Services and Selected Workgroup.
Projected Completion: June 30, 2010

3. **Long-Term Goal** – CONCERN Counseling Services will develop privately funded programs.

Annual Goal

1. CONCERN Counseling Services will develop a written plan and begin implementation in expanding Employee Assistance and Private Insurance programming.

Lead Responsibility: Director of Outpatient Programs
Administrative Manager
Projected Completion: January 1, 2010

4. **Long-Term Goal** – CONCERN Counseling Services will develop meaningful relationships with county, state and private agencies.

Annual Goal

1. Concern Counseling Services will implement the Relationship Planning Matrix developed by the Corporate Strategic Planning Committee.

Lead Responsibility: Director of Community-Based Services,
Director of Outpatient Programs, and
Clinical Supervisors
Projected Completion: January 1, 2010

**FUNDRAISING, MARKETING, AND PUBLIC POLICY
STRATEGIC PLANNING COMMITTEE
Fiscal Year 2009-2010**

Committee Chair: Art Silverman

Corporate Consultant: Mike Korenich

Committee Participants: Rick Alvarez, Kate Benion, Heather Berger,
John Bershefsky, Carrie Knebel, Marilyn Monath,
Joe Monczewski, Beth Moss, Crystal Rauenzahn,
Cheryl Sylvernale, Eileen Walters, Jane Zettlemyer

- 1. Long Term Goal** – CONCERN will initiate specific programs to enhance marketing, volunteer involvement, regionally based fundraising, and participation in public policy activities.

Annual Goals

1. Each CONCERN site will budget for/reorganize staff resources for a part-time/supplemental fundraiser to assist with individual site fundraising needs.

Lead Responsibility: Regional Directors/Director of Human Resources/Development Director

Projected Completion: January 31, 2010

2. CONCERN will continue to initiate an organized volunteer program with sites identifying volunteer opportunities to best meet the needs of that site and to create mechanisms to document and promote the program as well as recognize volunteers.

Lead Responsibility: Development Department, Human Resources Department, and Site Directors and/or their designees

Projected Completion: December 31, 2009

3. CONCERN will continue to engage and inform resource parents regarding regionally appropriate public policy issues and seeks their assistance as warranted by the current environment.

Lead Responsibility: Development Director

Projected Completion: September 30, 2009

4. CONCERN will explore and expand outreach through technology utilizing *viral marketing* (using word-of-mouth via social networks to exponentially convey a company's message/increase brand awareness over the Internet) and *social networking* (e.g., Facebook, MySpace, LinkedIn, Twitter, YouTube, etc.).

Lead Responsibility:	Director of Administration and Development Director will recruit a social networking workgroup
Projected Completion:	June 30, 2010

**FOSTER CARE AND ADOPTION STRATEGIC PLANNING
COMMITTEE
Fiscal Year 2009-2010**

Committee Co-Chairs: Wayne Miller and Cindy O'Neil

Corporate Consultant: Mary Beth Hughes

Committee Participants: Eda Cofield, Jodie Glossick, Janice Johnson, Tonya Klemmer, Mary Lou Cantafio, Joe Monczewski, Jillian Benelli, Wayne Miller, Christine Kopanski, Becky Keller, Colleen Ward, Stephen Legault, John Bershefsky, Greg Wilt, Bambi Harmon, Joe Pratt, Narcissa Williams, Cathy Sheridan, Kate Benion and Carrie Knebel

- 1. Long Term Goal** – CONCERN will recruit sufficient resource families to meet the diverse needs of children referred for placement services.
- 2. Long Term Goal** –CONCERN will purposefully identify and work toward the removal of barriers within the approval/reapproval process using a self-assessment instrument.
- 3. Long Term Goal** –CONCERN will assume a leadership role in creating innovative approaches to recruitment strategies.

Annual Goals

1. CONCERN will support each regional office in developing a process for the implementation of meritorious “think tank” recruitment ideas with a goal of annually operationalizing at least one idea.

Lead Responsibility: Regional Directors
Projected Completion: December 31, 2009

2. CONCERN will explore the use of internet digital media for recruitment purposes.

Lead Responsibility: Development Department/Regional Directors
Projected Completion: December 31, 2009

3. CONCERN will budget for/reorganize staff resources so that recruitment staff can specialize in this area and make it their total focus.

Lead Responsibility: Corporate Staff/Regional Directors
Projected Completion: February 1, 2010

4. **Long Term Goal** – CONCERN will retain sufficient resource families to meet the diverse needs of children referred for placement services.

Annual Goals

1. CONCERN will support each regional office in developing a process for the implementation of meritorious “think tank” retention ideas with a goal of annually operationalizing at least one idea.

Lead Responsibility: Regional Directors
Projected Completion: December 31, 2009

2. CONCERN will streamline processes for our resource families through better use of technology and by providing additional supports as needed.

Lead Responsibility: Technology Committee/Training Administrator/Training Coordinators
Projected Completion: June 30, 2010

3. CONCERN will finalize and implement mentoring protocols as an additional support to resource families.

Lead Responsibility: Regional Directors/Selected Work Group
Projected Completion: December 31, 2009

5. **Long Term Goal** – CONCERN will ensure that each client served is provided with effective transition services as they age out of foster care.
6. **Long Term Goal** – CONCERN will evaluate its current practices for all foster care populations served in preparing youth for post placement living situations.
7. **Long Term Goal** – CONCERN will strive to implement best practice models for clients aging out of foster care.
8. **Long Term Goal** – CONCERN will explore pre and post discharge services based on realistic goals and individualized client needs.

Annual Goal

1. CONCERN will explore best practice models for clients aging out of foster care.

Lead Responsibility: Regional Directors/Selected Work Group
Projected Completion: June 30, 2010

9. **Long Term Goal** – CONCERN will find innovative ways to honor the involvement of legal families in their children’s lives during placement.

10. **Long Term Goal** – CONCERN will research literature regarding meaningful legal family involvement in lives of children while in foster care.

11. **Long Term Goal** –CONCERN will implement best practice regarding visitation.

Annual Goals

1. CONCERN will develop an assessment tool (e.g. pre and post test format for administering to clients and their legal families) to evaluate our current visitation practices.

Lead Responsibility: Regional Directors/Selected Work Group
Projected Completion: December 31, 2009

2. CONCERN will identify or develop a training curriculum for addressing increased involvement by foster parents with legal parents.

Lead Responsibility: Training Administrator/Selected Work Group
Projected Completion: December 31, 2009

3. CONCERN will identify or develop a training curriculum for staff regarding quality visitation practices.

Lead Responsibility: Training Administrator/Selected Work Group
Projected Completion: June 30, 2010

MARYLAND PROGRAMS STRATEGIC PLANNING COMMITTEE
Fiscal Year 2009-2010

Committee Chair: Carrie Knebel

Corporate Consultant: Mike Korenich

Committee Participants: Bambi Harmon, Consuella North, Kelly Golden, Bruce McClure, Valerie Rheinheimer, Lolita Gleaton, John Green, Jeff Montero, Kau Queeglay, Erik Johnson, Teeda Jagne, Dana Fay and Helena Santos-Collins

- 1. Long Term Goal:** CONCERN will expand its array of services to ensure the long-term health of the Maryland Regional Office.

Annual Goals

1. CONCERN's Maryland Regional Office will seek to implement a program that would address the needs of youth in transition to independence.

Lead Responsibility: Regional Director/Assistant Regional
Director/Corporate
Projected Completion: December 31, 2009

2. The Maryland Regional Office will undertake a Foster Parent Recruitment campaign that targets families best suited to meet the diverse needs of the children being referred.

Lead Responsibility: Training Coordinator
Projected Completion: June 30, 2010

3. The Maryland Regional Office will seek to enhance the admissions process for the youth admitted into the treatment foster care program or the medically fragile program.

Lead Responsibility: Regional Director/Assistant Regional
Director/Supervisors
Projected Completion: December 31, 2009

**RESIDENTIAL PLACEMENT STRATEGIC
PLANNING COMMITTEE
Fiscal Year 2009-2010**

Committee Chair: Kevin E. Stichter

Committee Participants: Bob Cohick, Greg Girolamo, Jane Longazel and residential staff through site specific staff meeting feedback.

- 1. Long-Term Goal** – CONCERN residential programs will respond and adapt to the needs of the counties, specifically as related to the changing referral base.

Annual Goals

1. The CTUB Program will determine programmatic changes needed to accommodate the changing referral base.
 - The CTUB Programs will evaluate what changes are needed to better prepare staff to work with the challenges presented by dependent youth.

Lead Responsibility: CTUB Directors/Director of Residential Services
Projected Completion: December 31, 2009
 - The CTUB Programs will implement necessary changes to effectively deal with the challenges being presented by dependent youth.

Lead Responsibility: Director of Residential Services/CTUB Directors
Projected Completion: June 30, 2010
2. CONCERN Residential Programs will develop optional programming for delinquent youth.
 - CONCERN will evaluate juvenile probation offices requests for concentrated efforts in the areas of competency development and aftercare.

Lead Responsibility: Director of Residential Services and Residential Directors
Projected Completion: December 31, 2009

- CONCERN will determine the feasibility to implement program changes that result from our evaluation in the areas of competency development and aftercare.

Lead Responsibility: Director of Residential Services and
Residential Directors

Projected Completion: June 30, 2010

