**All About Change, Incorporated**

**Greenville, South Carolina**

**Strategic Plan Summary**

**2016-2020**

All About Change is a private non-profit family behavioral health services agency registered with the South Carolina Secretary of State and the Internal Revenue Service as a 501(c) 3 tax exempt organization. Moving into our sixth year of providing evidenced based services to individuals and families across the Upstate of South Carolina, we remain one of the leading organizations for families in need of intensive family services. To meet the needs of the families in our community we listen to our clients first and foremost.

We have served over 780 clients since we opened our doors in 2010. As the needs of our families have changed and Medicaid has been expanded, we have been able to broaden our services to address the sometimes complex issues our families experience. From trauma to adoption or life cycle changes to ADHD, we provide comprehensive diagnostics to understand what treatment approach will work best for particular issues. All of our therapists have been trained to deliver Evidence Based Practices so precious time is not spent on services not tailored to address specific behaviors or issues. Also, since we view our client’s through a systemic lens, our foundational belief is that the relationships that we have had or not had in the past or have or do not have currently drive the way we relate to others throughout our lives. We believe in the importance of attachment from the very beginning of life as the lack of healthy bonds with caregivers can negatively impact the way we relate to and interact with others.

Listening to our stakeholders and partnering with public and private agencies has helped up refine what we do. With the advent of Obamacare and CHIP coverage for every child or young person under the age of 26, the Medicaid system has seen a significant increase in enrollment. While this is a positive step regarding enrollment, service changes on the state level have occurred on a frequent basis. Although this has been a tremendous strain on our agency both financially and programmatically due to increased regulations and additional operational requirements, the All About Change Team has remained committed to providing quality services while controlling costs.

One such area has been in searching for and hiring dedicated and highly qualified staff to work without clients. As we struggle to remain competitive in the area of employment, we have on board some of the brightest, most talented staff of any program providing intensive services. While we have to be creative in ways we reward our staff for their hard work and caring ways, we know that our staff are here because the want to make a difference in the lives of those we treat.

While reflecting on the progress in realizing our strategic goals over the last five years, we remain hopeful that we will continue to help individuals and families in crisis and that the positive changes they make will be lasting. Keeping families together is our priority and is the center of our vision and focus. Whether working to prevent costly long-term out of home placement, working with families to eliminate issues prompting social services involvement, or helping couples to heal a partnership, our goal is to provide seamless service and improve the quality of family life for South Carolinians who need our support. There have been many lessons learned and even mistakes made along the way, but we believe in the power of relationships and remain honored to be chosen to walk part of each client’s journey with them.

**Mission, Values and Vision**

**Mission**

The Board of Directors of All About Change revised the organizational mission statement in 2015 to more succinctly define what we seek to accomplish. It is as follows……

***Believing in the power of relationships, we seek to nurture and heal***

***children and families to make lasting change in their lives.***

**Values**

* We believe that if a human has a healthy bond with just one other human, life has the potential to be amazing if we are willing to work hard at it when necessary.
* We believe that through therapeutic intervention and willingness to delve into our past, real change can happen.
* We believe that therapeutic change is 75% about the relationship between the therapist and client and 25% about the technique or intervention used.
* We believe that the family is the foundation of all we do and how we are.
* We believe a shared, collaborative approach to helping clients heal promotes resiliency and positive long-term outcomes.
* We believe the client is the expert on his or her own life and that we should always listen to our clients and their needs.
* We believe in partnerships, with collaborating and integrating with other systems of care in the community to serve our clients.
* We believe in educating others to help promote the importance of family and healthy attachment.
* We believe in stewardship of resources entrusted to our care.
* We believe in creativity and looking for new and better ways to solve problems and better ways to serve the individuals we work with.
* We believe in respecting others by assigning value to the cultural, educational, or cognitive perspectives offered by others.
* We believe in humility and work to possess a willingness to learn from our mistakes.
* We believe in compassion and remember that we exist to help others in need.
* We believe in diversity and recognize uniqueness in everyone we serve.

**Vision**

In the next five years, All About Change is committed to providing our clients solid, community based services based on best practice to help individuals and families heal from life’s difficulties. Clients in need of care will receive evidence based, progressive and effective therapeutic, support and referral services available. The unique cultural and individual needs of each client will guide how the services are provided, and treatment will always be provided in a timely manner and to the best of our ability. Furthermore we will strive for recognition by a national accrediting body as following best practice principles and guidelines to best service our clients.

**Primary Strategic Goals**

* Our primary goal is to consistently and effectively provide quality therapeutic services by eliminating barriers that prevent access to services for those children, adolescents, adults and families who are referred to our organization.
* Our second goal is to immediately resolve any safety issues within the family to ensure each family member can function without threat of harm or experience further abuse or neglect.
* Our third goal is to develop and implement a new plan to hire, train, retain, reward and nurture amazingly talented staff who provide services to our families in crisis utilizing evidence based interventions.
* Our fourth goal is to help clients resolve underlying issues that contribute to emotional, behavioral, mental and physical stress by providing clients with a plan and the tools needed for empowerment to meet the challenges of life head on and with determination and doing so through the a systemic and attachment focused lens.
* Our fifth goal is to expand services and offer individualized interventions to families who need them even when services are limited, reduced, or denied by Medicaid or other insurance because they are not indicated according to inflexible and often strict, unreasonable guidelines.
* Our sixth goal is to refine sustainability solutions that include aggressively pursuing alternative revenue streams from an array of sources to ensure our programming can continue in the event State contracts are eliminated or drastically reduced due to budget cuts and to continue to be responsible stewards of public funds.
* Our seventh goal is to work toward reducing our corporate footprint by conserving energy, recycling, and converting our significant operational systems from the current cumbersome ones over to HIPAA compliant, web or cloud based systems in the areas of 1) client records, 2) finance, 3) human resources, 4) fundraising, and 5) outcomes measurement and performance improvement.

**Services Are……..**

**Strengths-based**

All aspects of services including assessment, planning, management, treatment and referral will identify and recognize individual and family strengths.

**Effective**

Service will be used which demonstrate an ability to effectively help clients. Programming will have clearly identified goals. Outcomes will be measured and reported and used to determine program effectiveness.

**Consumer and Family Empowerment**

Every effort will be made to involve consumers and families in treatment planning.

**Culturally Competent**

Service providers will be trained to interact with clients in a manner that respects and values their cultural values and tradition.

**Safe**

Programs will be staffed and supervised in a manner that provides safety for clients.

**Organizational Components Include……..**

**Psychoeducation**

When clients know what is going on in their life such as their diagnosis or what medications they take they are better equipped to make lasting change.

**Empowerment**

When clients feel like they are present for life, moment to moment, they feel at peace and feel equipped to deal with life when it throws curve balls. When staff are trained and given a balance of autonomy and guided support they feel empowered to make decisions that are in their client’s best interest.

**Growth**

When clients see forward movement while learning from their past they don’t just exist, they thrive.

**Culture of Change**

When the Board of Directors, Administration, Coordinators, Therapists and Community Support Staff believe change is possible, a culture of change flourishes from the inside out.

**Trends**

Unfortunately, many families in our State continue to experience significant struggles that all too often lead to the break-up of families, homelessness and poverty. Although there are resources to meet many of the needs there are barriers fragile families experience in accessing help. Networking has become an important activity with referral sources, judges, the local, state and federal legislature, law enforcement, private medical providers, corporations and religious organizations. These partners have helped us understand and eliminate barriers that our families experience. We also learn ways to incorporate already existing resources into our programming and providing expertise for other organizations. These include using animals in treatment, learning about safety from UPS, having religious materials donated by churches for our lobby, partnering with judges and Guardian’s ad Litem to advocate for clients, representing All About Change at State Provider Fairs, and working with community leaders to educate about and promote a Trauma-Informed Initiative across the State of South Carolina.

Far too many children are abuse or neglected, come in to state custody or live in harsh conditions that negatively influence their functioning across domains. Trends in South Carolina continue to oppose residential placement of children and adolescents who need treatment or long-term care. This is due to the negative impact of congregate care on developing children and adolescents. Children can receive services in their home or in the community without being separated from loved ones and all that is familiar to them. South Carolina is in the process of developing the Palmetto Coordinated System of Care that will Intensive In-Home Based services, or placing them in Foster Homes (both regular and Therapeutic).

**Critical Success Factors**

An empowered organization is one in which individuals have the knowledge, skill, desire, and opportunity to personally succeed in a way that leads to collective organizational success. – M. Shawn Covey

**At All About Change every individual is important whether it be the child struggling with the effects of abuse, the mother losing her child, the step-father who is the perpetrator, the siblings who are spread across the state in different placements, the grandparents who are trying to get custody, the support staff who get the brunt of dealing with the “behaviors”, the therapist who deals with vicarious trauma, the therapy animals who give us unconditional love, the case workers who work long hours, the advocates who give children a voice in court, the community leaders who try to keep our communities together, or the police and firefighters who keep us safe from harm. We understand the impact of stress and tragedy. We believe in the power of working together. We believe in the power of relationships and see how powerful change can be. We realize the healing that occurs when attachments are repaired, and we are honored when we are a part of it.**