



STRATEGIC PLAN

A
FRAMEWORK
FOR

HOPE

Overcoming the Youth Mental Health Crisis in NC

WORKING DOCUMENT – FEB. 2026





I. Overview

In response to the mental health crisis and the fast-paced nature of behavioral health, CHA recently moved from a Three-Year Strategic Plan to a One-Year Strategic Planning Process. Leaders meet to discuss the plan on a monthly basis with 4-6 projects coming to completion every 90 days.

Our Strategic Planning Framework

In 2022, CHA adopted an evidence-based and results-oriented strategic planning framework through the Balance Scorecard Institute. The Balanced Scorecard is a strategic management system that:

- Communicates mission, vision, and strategy to employees and other stakeholders.
- Aligns day-to-day work to vision and strategy.
- Enables prioritization of programs, projects, services, products, and resources.
- Uses key performance indicators and targets to measure progress.

In addition to the Balanced Scorecard, CHA adopted a complementary application, the OKR Model, which stands for "Objectives & Key Results." This is a goal-setting framework that engages all staff in achieving results. OKR is a model for setting goals, tracking progress, and aligning actions with strategy for achieving measurable results that:

- Create an analytical basis for decision-making.
- Focus attention on what matters most.
- Objective = a broad & qualitative goal.
- Key Result = the quantifiable result.

CHA uses project managers to assist with strategic planning, traffic control, facilitation, monitoring, and reporting updates. Project teams use Microsoft Viva Goals to track the execution of tasks and overall progress.

This strategic plan is ever-changing—ensuring that Children's Hope Alliance evolves alongside the needs of the children, families, and communities it serves.



II. Who We Are

Founded over 130 years ago, CHA has a long history of caring for children and families in crisis. CHA currently provides over 7,000 services and supports impacting the lives of those we serve.. Children's Hope Alliance is the result of several nonprofit mergers over the last twenty years—the most significant included Barium Springs Home for Children and Grandfather Home for Children—each over 100 years old. The last decade has included program expansion, including foster care and adoption services, educational services and therapeutic services for children who have suffered complex trauma.

Mission:

Hope, Health, and Healing for Generations.

Vision:

CHA will positively impact 20,000 lives annually as a multi-state leader of whole-person integrated care that facilitates achievement of resilient children, families, and communities.

Core Values:

1. Quality and Effectiveness
2. Healthy Relationships
3. Family-Centered Care
4. Fully Integrated Technology
5. Optimal Use of Our Resources
6. Community Partnerships
7. Innovation





III. 2024 Strategic Planning

This section identifies the current projects underway as of May 2024. This document is updated on a regular basis as priorities and timelines are adjusted. The following information is summarized in the Strategy Map on page 6.

A. Strategic Goals

CHA strategic goals are to:

1. Achieve Operational Excellence
2. Deliver High Quality Services
3. Expand Community Impact

B. Strategic Objectives:

To meet the goals identified above, CHA has identified seven strategic objectives across four perspectives (staff development, internal processes, financial health and impact on children and families):

1. Maximize Impact

- a. **Definition:** Through innovation and collaborative partnerships CHA will effectively expand our programs, services, and interventions to address stakeholder needs and create positive impact in the lives of the children, families, and communities we serve.
- b. **Intended Results:**
 - Strategically expand services, goods, and interventions
 - Improve health, wellness, and resiliency of children, families, and communities.
- c. **Key Measures:**
 - Report monthly on the number of lives impacted.
 - Report quarterly on the percentage of clients with improved TOP scores.
 - Report monthly HEDIS index score.

2. Strengthen Client Experience

- a. **Definition:** CHA is invested in creating a positive and collaborative experience for the children and families served. This begins with empowerment, voice, and choice. CHA will ensure the voice of children, families, and stakeholders are heard and used for continuous quality improvement.
- b. **Intended Results:**
 - Clients are satisfied.
 - Clients feel heard, valued, and are invested in their treatment.
 - Client feedback informs system/program changes needed to better support children/families served.
 - Increased referrals and recommendations.
- c. **Key Measures:**
 - Report quarterly on the client net promoter score.
 - Report on Rapid Access..





3. Strengthen Financial Stewardship

- a. **Definition:** CHA will manage and use its resources responsibly to ensure services are sustainable, expenses are controlled, and growth of endowment. CHA will strive to increase revenue from diversified entities.
- b. **Intended Results:**
 - Services are sustainable.
 - Expenses are controlled.
 - Grow endowment.
 - Increase revenue.
 - Growth and expansion
- c. **Key Measures:**
 - Report on percentage gross margin.
 - Report on profit/loss measures.

4. Leverage Technology

- a. **Definition:** CHA will adopt technology to enhance individual and agency performance across all aspects of our operations.
- b. **Intended Results:**
 - Systematic approach to technology development.
 - Agency-wide technology adoption.
 - Data and technology drive operational efficiencies and enable service innovation.
- c. **Key Measures:**
 - Successfully implement 5 new technology solutions annually that address the emerging needs and opportunities of the agency and its stakeholders.

5. Improve High Quality Innovative Services

- a. **Definition:** CHA will use data and outcomes to drive and evaluate innovative, high-quality services, to meet the evolving needs of youth, families, and communities. CHA will prioritize whole-person integrated care and SDOH needs of youth, families and communities.
- b. **Intended Results:**
 - Regular program evaluation.
 - Ongoing service innovation.
 - Routine screening for WPIC and SDOH needs.
 - Integrated care delivery.
- c. **Key Measures:**
 - Report monthly on percentage of individual screened for SDOH and physical health needs within 30 days of first appointment.
 - Track integrated care plans.



6. Build Positive Performance-Driven Culture

- a. **Definition:** CHA will use systemic processes to create a data-driven and high performing culture. Aims to ensure individual and team efforts align with organizational objectives, fostering continuous improvement and development.
- b. **Intended Results:**
 - Employees are consistently meeting or exceeding targets and benchmarks.
 - Employees actively participate in problem solving, idea generation, and innovation activities.
- c. **Key Measures:**
 - Report monthly on 100 PDSA cycles per year.

7. Strengthen Employee Development and Experience

- a. **Definition:** CHA will ensure staff are equipped with the knowledge, skills and ability to achieve personal and professional goals. We will strengthen the employee experience at all touch points to improve overall culture and retention.
- b. **Intended Results:**
 - Employees will be provided with continuous development and training opportunities.
 - Employees are satisfied.
 - Employees are highly engaged.
 - Employees routinely share their positive experience working with CHA.
- c. **Key Measures:**
 - Report monthly on percentage staff participating in leadership training.
 - Report quarterly on percentage of engaged employees.
 - Report monthly on employee retention and turnover.
 - Report monthly on 100 PDSA cycles per year.

