



morrison
child & family services

Strategic Plan 2024 to 2027



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Who We Are

Our Mission:

Help kids be kids and support families when they need us most.

Our Vision:

Communities where children and families are safe, healthy, and thriving.

Our Values:

- Non-violence
- Emotional Intelligence
- Social Learning
- Democracy
- Open Communication
- Social Responsibility
- Growth and Change

Strategic Plan Overview

Strategic Imperative

OPERATIONAL EXCELLENCE

Integrated client-centered, data-driven decisions, and process improvements into one comprehensive framework.

Goals



**1. Provide services to
10,000 kids and families**



**2. Be known for
our quality**



**3. Have a well-supported
workforce**



**4. Be a financially
healthy organization**



Strategic Imperative

Strategic Imperatives

Operational Excellence:

Integrated client-centered, data-driven decisions, and process improvements into one comprehensive framework.





Goals

Goal 1 Provide services to 10,000 kids and families

Objectives	Metrics
1. Expand services to meet community need	Maintain services to 7,000 kids and families
	Increase by 1,000 kids and families each year

Key Initiatives

- Expand Parent Mentor program
- Maximize Outpatient service utilization
- Expand Early Childhood services



Goal 2 Be known for our quality

Objectives	Metrics
2.1 Listen to and amplify voices of clients, partners, and families to strengthen program quality	90% of clients and families report receiving quality services
2.2 Define, measure, monitor, and evaluate each program’s quality to prove and improve outcomes	100% of programs are monitored quarterly to improve quality
2.3 Increase brand awareness and recognition in the communities we serve	10% increase in followers and website traffic
2.4 Maintain Joint Commission accreditation and Sanctuary Model certification	Accreditation and certification

Key Initiatives

- Effectively implement SHIFT Initiative in partnership with CareOregon
- Collect client feedback to guide and improve service delivery and program administration
- Advance trauma informed practices through our Sanctuary Implementation Plan
- Maintain Joint Commission Accreditation
- Develop agency-wide Quality Improvement plan that informs, and is informed by Program Quality Improvement Plans and Strategic Plan
- Strengthen marketing and communications



Goal 3 Have a well-supported workforce

Objectives

3.1 Strategic hiring to meet community demand and organization needs

Metrics

Minimum 80% fulfillment of open positions within 30 days of posting

3.2 Foster professional development opportunities and career advancement pathways

Year over year increase for all programs

3.3 Improve talent retention and employee engagement

10% increase in staff retention

Key Initiatives

- Implement an effective performance management system
- Create and champion a One Morrison culture
- Develop, design, implement and evaluate talent acquisition and recruitment strategy practices and processes
- Evaluate and continue to invest in “total rewards”—classification, compensation, benefits, wellness and recognition
- Strengthen, streamline, and enhance comprehensive learning, training and professional development
- Focus on implementation and streamlining usage of tools and technologies



Goal 4 Be a financially healthy organization

Objectives

4.1 Ensure revenues cover current and projected expenses through strategic financial planning

4.2 Increase philanthropic support for current and future needs

Metrics

All divisions functioning at a breakeven or net profit year over year

15% increase in unrestricted funds
Secure 2 plan gifts

Key Initiatives

- Actively participate in advocacy and systems level efforts focused on increasing funding and resources available to our organization and the broader system
- Successfully develop and conduct a \$1 million operating campaign





<https://morrisonkids.org>

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