

Strategic Plan

Future Forward: Our Strategy for Innovation, Inclusion, and Growth FY'25-FY'27

**Approved by the Riverside Board of Directors
October 26, 2024**

Riverside Community Care
Leading the Way in Behavioral Healthcare & Human Services

Introduction

Future Forward: Our Strategy for Innovation, Inclusion, and Growth

Riverside Community Care's 3-year strategic plan reflects a shared vision and our unwavering commitment to making a difference.

With 1,800 dedicated employees and a \$135 million budget, Riverside collaboratively developed this plan to identify key priorities such as enhancing services, deepening community partnerships, expanding our reach, and strengthening internal capacity. It builds on our strong foundation while preparing us to adapt to the evolving landscape of behavioral healthcare and human services.

Focused on **innovation, inclusivity, growth, and collaboration**, this roadmap sets the course for sustainable change.

Mission Statement

Mission:

To make a difference in the lives of individuals, families, and communities through innovative and compassionate community-based behavioral healthcare and human services.

Core Values

We believe:

- Excellence is critical in everything we do.
- Quality care should be available to all.
- A diverse and respectful workforce is essential.
- Technology is critical to improving access and expanding our impact.
- Public policy advocacy in behavioral healthcare and human services is our responsibility.
- Hope is a foundational element of our work.

Strategic Goals

- **Service Delivery:** Riverside will deliver evidence-based and innovative services that promote recovery, resilience, and self-determination across diverse communities.
- **Workplace Culture:** Riverside will build a work environment that is inclusive and respectful, attracting and valuing a diverse and skilled workforce.
- **Integration:** Riverside will ensure high-quality, integrated care through effective coordination and collaboration across all divisions and departments, and with community partners.
- **Fiscal:** Riverside will maintain fiscal sustainability by generating a positive net income across service divisions and by strategically pursuing new funding sources that align with our mission.
- **Technology:** Riverside will develop a culture of technological innovation that streamlines, supports, and advances the work of our employees, thereby enhancing service provision.
- **Advocacy:** Riverside will advocate strategically for public policies that support our mission.

Service Delivery

Riverside will deliver evidence-based and innovative services that promote recovery, resilience, and self-determination across diverse communities.

Objectives:

- Develop and implement quantitative measures to ensure high-quality care that produces positive outcomes that support recovery, resilience, and self-determination.
- Ensure a person-centered approach to care by increasing satisfaction survey completion rates across Riverside, using feedback from people served to enhance and strengthen programs.
- Identify underserved communities and populations with unmet behavioral healthcare and human services needs and formulate sustainable strategies to address those needs.
- Expand and enhance our delivery of services through a strategic and innovative use of technology.

Workplace Culture

Riverside will build a work environment that is inclusive and respectful, attracting and valuing a diverse and skilled workforce.

Objectives:

- Be an employer of choice by offering professional development and training opportunities for all employees, offering flexibility around scheduling and hybrid workplace options when possible, and regularly assessing compensation and benefits.
- Develop a culturally competent workforce that reflects the diversity of the individuals we serve by implementing inclusive recruitment strategies and providing a variety of diversity and inclusion-focused trainings and events.
- Build employees' connections to the broader organization through opportunities to engage in cross-division/department trainings, committees, and events. In addition, division and executive leadership will connect with employees through program visits and events.

Integration

Riverside will ensure high-quality, integrated care through effective coordination and collaboration across all divisions, departments, and community partners.

Objectives:

- Establish and implement models of cross-organizational communication and collaboration across the Riverside community.
- Conduct an organization-wide service needs assessment and action plan to identify and address gaps in knowledge, resources, service operations, and administrative support.
- Identify internal cross-divisional subject matter expertise to leverage resources and provide increased integrated care.
- Improve integration with external partners by evaluating existing and identifying potential new relationships and creating an action plan to improve efficiencies and strengthen integrated collaborations.

Fiscal

Riverside will maintain fiscal sustainability by generating a positive net income across service divisions and by strategically pursuing new funding sources that align with our mission.

Objectives:

- Increase financial efficiency by conducting organizational effectiveness reviews for each division/department, including an assessment of financial sustainability and growth opportunities.
- Position the organization for a capital campaign or other major donor effort by expanding the pool of prospective major donors through increased stewardship, cultivation, and collaboration with the internal Riverside community.
- Strategically pursue grant opportunities to cover one-time expenses occurring in each fiscal year.
- Ensure there is adequate financial management expertise across and within all divisions and departments through increased trainings.

Technology

Riverside will develop a culture of technological innovation that streamlines, supports, and advances the work of our employees enhancing service provision.

Objectives:

- Leverage the multidisciplinary Emerging Technology Review (ETR) Committee as the lead forum to bring forward innovations that may advance technologies that impact employees and people served.
- Evaluate our current information technology systems to ensure that we have the most effective, efficient systems and tools to support our services and operations.
- Ensure that person-served-facing technologies remain accessible and improve upon service provision.
- Establish a formal process for end users to provide feedback after each technology roll-out, enabling continuous improvement in the implementation of new technologies across the organization.

Advocacy

Riverside will advocate strategically for public policies that support our mission.

Objectives:

- Increase access to high-quality community-based services for the individuals, families, and communities we serve.
- Engage employees, volunteers, and the broader Riverside community to directly advocate with federal and state policymakers on issues that further our mission and ensure increased funding for community-based services.
- Serve as a resource for federal and state leaders, legislators, their staff, state agency executives, and employees to collaborate on public policy in support of our mission.
- Expand Riverside's leadership role within statewide associations to ensure our continued impact on policy and funding directions at the state and national levels.

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