

# STRATEGIC PLAN 2023–2025



EXCELLENCE IN CARE



TECHNOLOGY AND DATA



COMMUNICATION



EMPLOYEE EXPERIENCE



INFRASTRUCTURE





## ORGANIZATIONAL MISSION

**The Mission of SHF&A is to promote and encourage the empowerment of people with significant life challenges so that each may pursue their highest possible degree of personal well-being and independence.**

## ORGANIZATIONAL VISION

**The Vision of Seven Hills Foundation is to be a preeminent leader and resource in the identification of unmet community needs; in the promotion of professional and compassionate models of service; and as an advocate of emerging public policy which exemplifies the dignity of all persons regardless of physical, social, or emotional condition.**



Dear Seven Hills Community,

Since 1995, every two years, Seven Hills Foundation undertakes a thorough analysis of its present position and future direction. The following goals and objectives represent the vision and hopes of Seven Hills Foundation & Affiliates

for January 2023 – January 2025. The goals and objectives reflect comments from Senior Leadership, Board members, and employees throughout the organization and desires expressed by the people to whom we offer clinical and other supports.

You'll note that this bi-annual strategic plan is an extension of our 2021 launch of Seven Hills 2.0—my call to our staff to revision our organization to the future trends of health and human services, education, care, and advocacy for the over 60,000 people we are privileged to support. This plan serves as our organizational map for success.

By analyzing the data collected, our leadership aligned each of our 15 affiliate organizations, as well as our support function areas, into 5 themes of focus resulting in our two-year cycle of work: Infrastructure, Technology & Data, Communication, Employee Experience, Excellence in Care.

This strategic map guides our team of 4,800 dedicated staff members in charting our course ahead. It focuses our collective efforts on pursuing our mission of "promoting and encouraging the empowerment of people with significant challenges so that each may pursue their highest possible degree of personal well-being and independence."

Respectfully,

*David A. Jordan*

Dr. David A. Jordan  
President, Seven Hills Foundation & Affiliates



## GOAL 1

**Develop, align, and maintain an operational infrastructure that effectively supports and meets the short and long term needs of the Foundation, staff and our consumers. Infrastructure includes (HR, Training, IT, Advancement, Business Office, Facilities).**

## OBJECTIVES

- 1A Assess and integrate the structure of HR, IT, Business, and Advancement supports based on current needs.
- 1B Create a system of available resources to help navigate and route new customers seeking services.
- 1C Make it easier for staff to access and understand SHF operational systems.
- 1D Simplify the recruitment and hiring process.

INFRASTRUCTURE





## GOAL 1

### OBJECTIVES

**Promote an organizational culture that attracts and retains employees whose principles align with our Seven Hills Core Values.**

- 1A Design strategies and programs to recruit and hire the best people in their respective fields to achieve service excellence.
- 1B Utilize industry-standard compensation metrics to recalibrate pay scales, bonuses, incentives, and cost of living adjustments.
- 1C Evaluate Seven Hills' recruitment and onboarding platforms to eliminate roadblocks and ensure a satisfying employee experience.
- 1D Design strategies and programs to increase retention by 10%.



## GOAL 2

### OBJECTIVES

**Continue to develop a diverse leadership team that is reflective of the communities we serve and of our workforce.**

- 2A Develop a comprehensive plan designed to improve the representation of minority groups across management roles.
- 2B Establish targeted recruitment strategies to reach communities that are under-represented in Seven Hills professional, management, and clinical roles.
- 2C Increase diversity (inclusive of BIPOC, LGBTQ, persons with disabilities, elderly, etc.) of hires for open positions (mid-level and senior management) by 10%.



## GOAL 3

### OBJECTIVES

**Support the professional training and development of our employees.**

- 3A Establish a comprehensive training program that includes an assessment of learning needs and provides customized learning paths for employees.
- 3B Develop and offer training opportunities (including core competencies) and professional development for all employees.
- 3C Offer standard leadership training for all levels of management and expand leadership development opportunities.
- 3D Utilize technology to enhance the quality of Seven Hills training data and create flexible, engaging, and efficient training sessions to accommodate different learning styles.



EMPLOYEE EXPERIENCE



## GOAL 1

**Seven Hills Foundation will communicate effectively with internal and external stakeholders.**

### OBJECTIVES

- 1A Obtain feedback from internal and external stakeholders asking how they prefer communication and align strategy.
- 1B Launch a phone/e-mail intake system with trained resource staff to drive new business and provide a positive customer experience.
- 1C Increase access to all-staff education for communications vehicles at Seven Hills Foundation – e-mail, staff website, digital monitors, and all New Employee Orientations.
- 1D Identify and provide accessible training for all staff on interpersonal communication and customer service. Track utilization of the training.



## GOAL 2

**The Seven Hills Foundation and Affiliates brand is recognized for WHY it exists.**

### OBJECTIVES

- 2A Build a comprehensive communications plan and rebranding that integrates the “WHY” of Seven Hills that is succinct, motivating, and memorable.
- 2B Create a Seven Hills Foundation “Tagline” and an elevator speech that is easily articulated.
- 2C Prepare and disseminate a set of comprehensive marketing/communication plans across constituents, both internal and external.
- 2D Institutionalize the new messaging so it is visible and accessible..



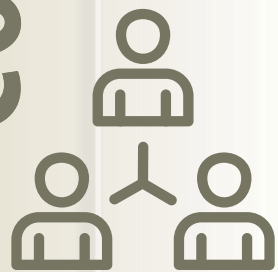
## GOAL 3

**Foster a culture of open communication and engage employees at all levels of the organization in an active dialogue.**

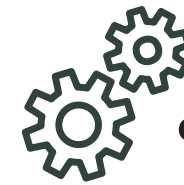
### OBJECTIVES

- 3A Ensure Seven Hills Foundation secures the expertise, personnel capacity, and resources to provide a comprehensive internal/external communications strategy.
- 3B Increase the opportunity for employees to attend live/taped organization-wide briefings and engage with Seven Hills leadership and senior management teams.
- 3C Utilize technology to provide efficient and timely communications.
- 3D Update the Seven Hills staff website to streamline navigation, incorporate blogs to share best practices, and encourage utilization by all Seven Hills employees.

COMMUNICATION



# TECHNOLOGY AND DATA



## GOAL 1

**Complete the implementation of the current 90-week IT technology, security, communications and EMR systems upgrades.**

## OBJECTIVES

- 1A Complete the implementation of the current 92-week IT technology.
- 1B Complete the implementation of the current Cybersecurity.
- 1C Complete the implementation of the EHR Upgrades.



## GOAL 2

**Enact a 'Data Analytics' infrastructure for all clinical and business support aspects of the Seven Hills Foundation consistent with values-based contracting.**

## OBJECTIVES

- 2A Implement a Data Governance tool to define, catalog and manage the digital assets of the Foundation.
- 2B Establish a Data Governance Office with experienced leadership.
- 2C Create the requirements for the SHF data analytics platform.



## GOAL 1

### OBJECTIVES

**Establish a centralized Foundation intake system connecting new referrals to specific affiliates.**

- 1A Establish an intake workflow connecting new referrals from the Foundation's centralized intake system into specific affiliate services.
- 1B Investigate a patient portal to provide ease of access to records for persons served and their caregivers.



## GOAL 2

### OBJECTIVES

**Integrate person-centered practices across all facets of the client care experience to promote participation in their own care from intake to discharge.**

- 2A Review and revise systems of engagement with potential customers.
- 2B Put client engagement at the center of our work with focus on customer service and satisfaction.
- 2C Assess needs of persons served and assure supports meet the needs while fostering increased individual independence.



## GOAL 3

### OBJECTIVES

**Provide industry-leading telehealth, remote supports and monitoring, and assistive technology services.**

- 3A Deliver evidence-based practices for telehealth and virtual programming specific to our populations of persons served.
- 3B Implement remote support, monitoring, and assistive technology services reflective of best practices specific to our populations of persons served.
- 3C Enhance systems for a continuum of services that cross affiliates and supports internal collaboration.



## GOAL 4

### OBJECTIVES

**Provide quality person-centered care consistent with evidence-based best practice.**

- 4A Work with key stakeholders to identify and collaborate on potential new models of care to better support and address the acuity and complexity of clients and families.
- 4B Utilize technologies to improve service outcomes.

EXCELLENCE IN CARE





# Seven Hills

Foundation & Affiliates



# COREVALUES

Respect & Kindness | Integrity | Teamwork  
Innovation | Service to Others