



EXCELLENCE
IN CARE



EMPLOYEE
EXPERIENCE

STRATEGIC PLAN 2025–27



AN INTEGRATED HEALTH AND HUMAN SERVICES NETWORK

Seven Hills Foundation provides exceptional integrated clinical, educational, and community-based supports to children and adults with disabilities and significant life challenges. Since 1953, Seven Hills Foundation has a history of caring for people who can thrive when given the support, respect, and dignity that all human beings deserve. The basic principle of serving others is the cornerstone of the foundation upon which Seven Hills is built. Seven Hills Foundation currently offers programming at 235 locations throughout Massachusetts, Rhode Island, and New Hampshire and employs almost 4,800 professionals. The Foundation offers a continuum of support and services to over 60,000 children and adults with disabilities and life challenges, and another 20,000 women and children in developing countries.

MISSION

The mission of Seven Hills Foundation is to promote and encourage the empowerment of people with significant challenges so that each may pursue their highest possible degree of personal well-being and independence.

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.



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



Dear Seven Hills Community,


Since its founding in 1953, Seven Hills Foundation has engaged in a process to thoroughly analyze its present position and future direction in our quest to continue to provide the highest possible quality of care. This Strategic Plan reflects feedback from Senior Leadership, Board members, employees throughout the organization, our stakeholders, and the people to whom we offer clinical, educational, and community-based support. The following goals and objectives represent the vision of Seven Hills Foundation & Affiliates for January 2025–January 2027.

You'll note that this 2025-2027 strategic plan contains just two goals that drive our work and will define our success—Goal 1 focuses on our Excellence in Care—Goal 2 puts our focus on Employee Experience. Aligning our administrative and program strategies to these two goal areas will result in a focused roadmap to success. This strategic plan guides our team of 4,800 dedicated professionals in responding to the complexity and unique benefits of providing an integrated care plan for each of the 60,000-plus people we have the unique privilege to support.

Together with my incredibly accomplished colleagues—I am confident that we will be very successful in building healthy, happy, self-determined lives across Seven Hills Foundation & Affiliates. Our mission drives our passion and centers our intentions on: “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.”

Join our Call to Care, and together, we can celebrate our continued success at Seven Hills.

Respectfully,


Dr. Kathleen M. Jordan
President/CEO





SEVEN HILLS WILL PROVIDE THE HIGHEST POSSIBLE QUALITY OUTCOMES AND EXPERIENCES FOR THE ADULTS, CHILDREN, AND FAMILIES WE SUPPORT.



QUALITY OF SERVICES AND OUTCOMES OBJECTIVES

1. Develop, communicate and implement a Foundation-wide Compliance and Audit Plan by December 2025
2. Systematically measure stakeholder experience to achieve a 5% increase in satisfaction ratings across all stakeholders by September 2026
3. Implement a new Quality Program within two years



INFRASTRUCTURE OBJECTIVES

1. Implement a centralized data governance framework that supports a culture of data-driven decision-making across all levels of the organization by December 2026
2. Implement a Seven Hills integrated Human Resources Information System that meets the organization's current and future needs by October 2026
3. Assess the Advancement, Business, and Facilities departments to meet current and future needs by December 2025
4. Develop Seven Hills' clinical skills and capacity to meet the increasing acuity of people supported by December 2026



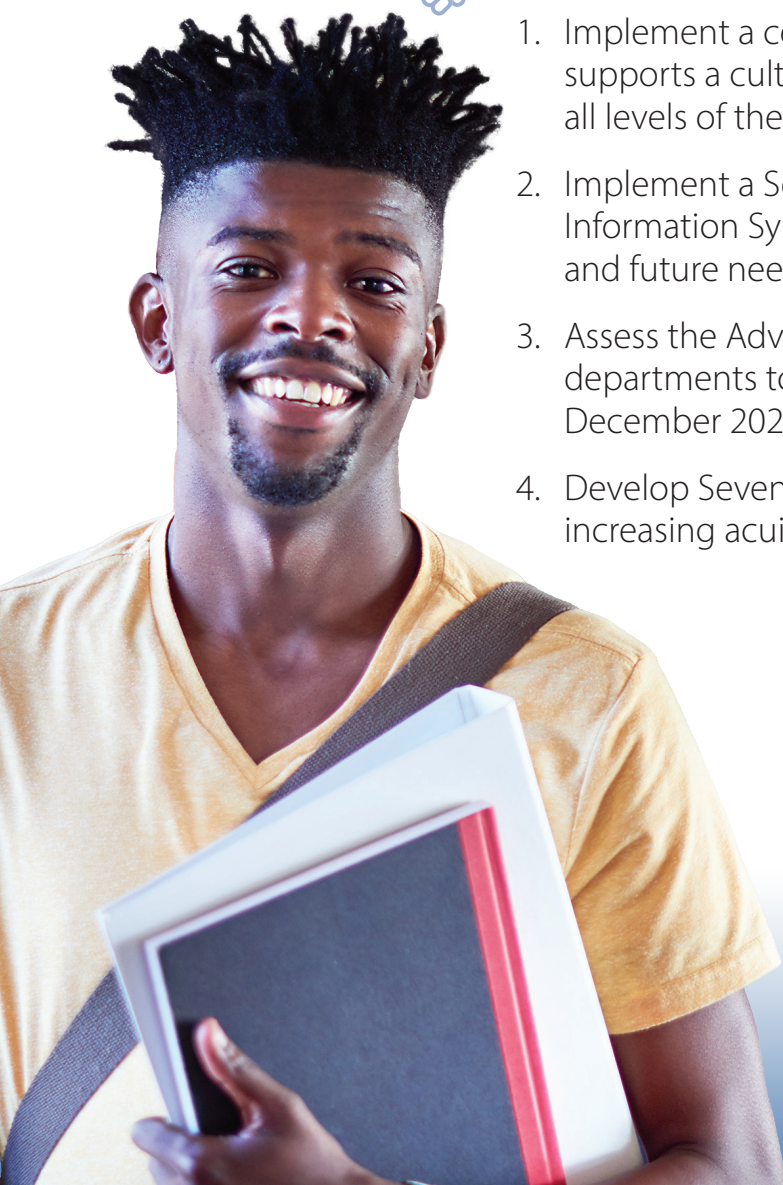
FACILITIES OBJECTIVES

1. Develop a plan by December 2025 to ensure all residential programs are accessible and appropriate for people to age in place
2. Ensure buildings are safe, secure, and optimized for service delivery and business needs by December 2025



EXTERNAL FACING COMMUNICATIONS / MARKETING / GOVERNMENT RELATIONS OBJECTIVES

1. Increase opportunities for people supported and their families to participate in activities within Seven Hills and support their self-advocacy
2. Strengthen the Seven Hills brand for internal and external stakeholders



EMPLOYEE EXPERIENCE

SEVEN HILLS WILL ATTRACT AND RETAIN A HIGHLY QUALIFIED, ENGAGED, AND EFFECTIVE WORKFORCE COMMITTED TO QUALITY.



EMPLOYEE ENGAGEMENT OBJECTIVES

1. Recruit highly qualified staff matched to each position to reduce staff turnover within the first 3 months by 5% each year
2. Enhance support for new staff hires to decrease turnover within the first year of employment by 15% within two years
3. Create opportunities and environments that promote Seven Hills' core values, culture, and DEIB to build a cohesive community



LEARNING AND DEVELOPMENT OBJECTIVES

1. Develop a standard Seven Hills New Employee Orientation (NEO) by February 2025 that ensures an understanding of the organization, mission, values, and the basics of employment within the first two weeks of hire
2. Ensure employees can access program-specific training that delivers required skills and meets regulatory and accreditation standards
3. Develop Career Pathways and opportunities for growth at Seven Hills by March 2025



EMPLOYEE-FOCUSED COMMUNICATIONS AND MARKETING OBJECTIVE

1. Improve communication from leadership to staff to increase survey score by 5% by October 2025



