

***Develop an environment that fosters and reinforces effective internal communications.***

CCHO's Transformation to Excellence calls for the improvement of internal communications to instill trust and agency-wide unity. All employees, including those at our satellite offices, will benefit from the establishment of both informal and formal settings for agency updates and transfer of pertinent information. Our desire is that each employee will embrace their responsibility to foster an atmosphere of effective communication—from every level and across departmental lines. Continued growth in this area is critical to the success of Transformation to Excellence.

***Create and implement an employee development process and program to include a leadership/supervisory component.***

CCHO recognizes that our greatest asset is our dedicated staff, and that fostering the professional development of our people is a wise investment. To that end, we will develop a cutting edge

curriculum, implement a schedule of training events, and establish a resource center that will increase the skill sets of all employees, with specific emphasis on supervision and leadership.

***Enhance physical facilities.***

As part of Transformation to Excellence, we want to examine ways to enhance all of the physical facilities of the agency, including but not limited to all of the structures, property, and grounds on our main campus. We are considering both the appearance of our facilities and their functionality based on our clients needs, and examining both the external and internal conditions of all of our properties. We will then take inventory for areas of improvement. From that, we will establish the necessary priorities to accomplish the task. Our desire is to make our facilities both staff and client friendly, and to promote the professional stature of our agency. Through this initiative, we will achieve the following outcomes: 1) better working conditions for our staff; 2) better staff morale; 3) more comfort for our clients; and 4) an increase in potential funding from donors looking for quality and stewardship.

## Christian Children's Home of Ohio

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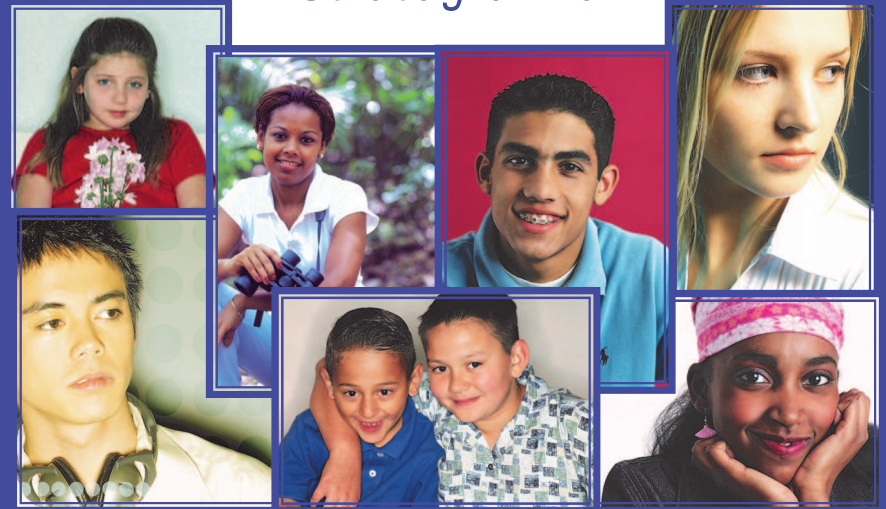
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*Christian Children's Home of Ohio is nationally accredited by the Council on Accreditation, licensed by the State of Ohio Department of Job and Family Services, certified by the Ohio Department of Mental Health, and a member of the following: Ohio Association of Child Caring Agencies, Association of Child Care Workers, American Association for Counseling and Development, North American Council on Adoptable Children.*

# Christian Children's Home of Ohio

## Transformation to Excellence: A Strategic Plan



### Mission:

"Bringing healing to hurting children and families . . . in His name."

### Vision:

Through Christ Jesus, we will...

Transform and strengthen the lives of marginalized and hurting children, their families and communities, serving them in an atmosphere of unconditional love; and,

Attract, retain and invest in the best employees, foster and adoptive parents, and synergistic partners who provide a seamless spectrum of support services and clinical care focused on outcomes; and ,

Be recognized as a leader in innovative and responsive programs and services in the field of child and family well-being; and,

Inspire the generosity of investing donors because we are a model of excellence for our governance, leadership, stewardship and child advocacy.

## **A Statement About Strategic Planning:**

It should come as no surprise that Christian Children's Home of Ohio's (CCHO) external environment is dynamic, even turbulent, presenting both challenges and opportunities. Strategy is the way in which an organization meets those challenges and opportunities. We define strategy as a set of conscious choices about how we will deliver value to our clients and distinguish ourselves from our competitors. By defining our strategy, we set the course and direction of the organization.

Our mission is to "bring healing to hurting children and families . . . in His name." Our Christian distinction is our past, present, and future. We serve a mighty God and we strive to do His will in serving His children. He provides the healing-we are but His instruments. Let us become excellent in carrying out His mission. Join us as we implement this clear and compelling strategy that will bring vitality and energy to CCHO to propel us well into the future.

### ***Create a new and dynamic identity.***

The Transformation to Excellence plan calls for the development of bold, new marketing initiatives that effectively and consistently communicate all aspects of our ministry. Currently, CCHO's name and logo do not reflect the variety of programs and services currently provided. CCHO has hired a full-service communications firm to assist in research and brand identity

development to reflect the entire purpose, vision, and mission of the organization. The research findings will guide the direction on the new image, which will be implemented with the goal of attracting and retaining clients, supporters, and care and service providers. The outcomes of this initiative will be 1) a new name; 2) a new logo; 3) a strategic marketing plan. The new CCHO identity will depict our spectrum of market-responsive services and the strategic marketing plan will allow us to increase awareness of the organization to our key constituents and target audiences.

### ***Develop comprehensive post-adoptive services to include home-based programming.***

CCHO wants to ensure that adoptive families receive Christ-centered, ongoing support that meets their family's needs. We are committed to a continuum of evidence-based, comprehensive care that will take all post-adoptive needs into consideration. These needs may include: childcare during ongoing support groups, maintaining a comprehensive, on-line resource database, networking qualified respite providers and offering in-home therapy services. Our desire is to be the premier post-adoptive program in Northeast Ohio.

### ***Establish a culture of continuous quality improvement while pursuing excellence.***

At CCHO, we want to ensure that clients needs are met in the excellent manner that has been promised to them.

We envision CCHO as the place to find excellent, Christ-centered programs and services. We will identify service gaps, develop inter- and intra-dependency among departments and be recognized as an innovative leader in our field. Along with being innovative, we will strive for superior ratings in compliance audits from regulatory agencies. CCHO will foster a culture known for its passion for God and compassion for one another.

### ***Design and implement therapeutic foster care services.***

CCHO currently offers foster care services; however, it is historically difficult to recruit and maintain foster parents who are willing and equipped to serve special needs youth. CCHO is dedicated to expanding our foster care network both in depth and in numbers. We will do this through several initiatives, including increasing the amount of training and becoming more focused in our training efforts to better equip foster parents with the skills and knowledge needed to deal with the most difficult of behaviors. Continual support, regular respite, and adequate per diems are also paramount to developing therapeutic foster care services. This effort will require dedicated staff, tenacious foster parents, and a process for a continuum of care to envelop each child whom we are privileged to serve.

### ***Develop new, integrated, seamless technology systems.***

CCHO will implement new information technology systems to improve efficiency, enhance collaboration between departments, and integrate

information and processes/systems for staff, clients, and stakeholders. To do this, CCHO will require new software/computer systems and internal processes to streamline delivery of clinical services and administrative oversight and support. This initiative provides a plan for future IT improvements, such as networking servers, workstation hardware setup, and organization-wide software usage. Included are new software for clinical staff, advancement and accounting departments, and integrating networks and servers at each remote office with the main campus. Finally, the staff will be given the necessary technical training to conduct their jobs more efficiently and effectively.

### ***Develop the financial resources necessary to support strong programs and long-term growth.***

Transformation to Excellence is built on the necessity of raising the critical financial support to fund the initiatives of the strategic plan. Programmatic excellence and quality rely on the support of superior financial resources. To achieve the objectives found in CCHO's strategic plan, we will develop and launch a multi-phased, comprehensive campaign over the next five years. The campaign and other fundraising efforts will provide the resources necessary to retire long and short term debt, renovate/replace the administration building, construct a community/recreation center and an assessment facility, and build endowments.