

## **Cardinal Hayes Home for Children**

### **Strategic Plan 2024-2027**

Background: Cardinal Hayes Home for Children (CHHC) is a not-for-profit agency providing residential care and treatment for those who are developmentally disabled. CHHC is sponsored by Franciscan Missionaries of Mary and is affiliated with Catholic Charities, Archdiocese of New York.

Agency Mission: We share in a ministry of service to young people who are disabled, promote the integrity and well-being of families, and provide each individual in our care the opportunity to achieve their potential in an atmosphere of acceptance and love.

Agency values: respect, compassion, partnership, responsibility

Executive Summary: Cardinal Hayes Home for Children experienced a change in executive leadership in January of 2020. As the transition to a new executive director began, the COVID pandemic demanded full-time attention as we focused on the health and well-being of our individuals and our staff. While our services continued 24 hours a day, seven days a week, areas of our operations were identified and discussed as opportunities for planning for the stability and growth of our organization. It is through these formal and informal conversations that priority areas were identified and goals and objectives were established.

The overarching goal of our work and our plan is to ensure that the highest quality of services is provided to all our individuals, with a commitment to person-centered focus and approach. The six highlighted goals support this.

## GOALS

- I. Person-Centered Approach to Service
  - Support individuals in efforts for success, including meaningful relationships, health, meaningful day activities/employment, and active participation in the community.
  - Relocation of Clinton Hollow
  - Expand Day Hab services
  - Establishment of Individual Advocacy Committee
  - Person-centered training for staff
  
- II. Stabilization of executive leadership and organizational structure
  - Create new organizational structure
  - Identify key leaders
  - Initiate succession planning for executive positions
  
- III. Stabilization and improvement of facilities
  - Develop Capital Plan
  - Utilize PPA (Prior Property Authorization) system
  
- IV. Stabilization of workforce
  - Recruitment and retention initiatives
  - Leadership training
  - Communication focus
  - Provide increased training and development opportunities (FLS, DCC collaboration, College of Direct Support)

V. DEI&B

- Form steering committee
- Identify champions
- Formalize mission statement and shared vision
- Implement throughout agency (individuals, staff, board, etc.)
- Facilitate communication in languages other than English

VI. Cultivate development of QA and compliance departments

- Assess compliance with regulatory agencies
- Embrace culture of QA responsibilities and impact on services provided