

# **The Henry & Rilla White Youth Foundation, Inc.**



## **STRATEGIC PLAN 2025 Revision**

**Strategic Plan Overview:** The Foundations Strategic plan was overhauled in 2024 and continues to be a working moving plan. Outlining our plan we have considered , the expectations of person served and stakeholder , our competitive environment, Financial opportunities and threats , our organizations capabilities, social deterrents of health, demographics of service area, our external stakeholder relationships, regulator and legislative environments, our use of technology to support operation and service delivery , performance improvement and information from the analysis of performance.

## Items to address for Plan

### **Expectations of Person Served & Stake Holders**

The Foundation must meet and exceed expectations of person served and stake holders. Leadership will continue to participate in stakeholder meeting to determine future needs. Continue to monitor surveys and ensure satisfaction is still high and needs are met, and monitor for trends. See survey results.

### **Competitive Environment**

There are many competitors in our field, we have a long history working in the state. There are many providers larger than and smaller than us. We have to set ourselves apart by providing quality and timely care. We will continue to monitor feedback from our referral sources to and persons served.

### **Financial Opportunities**

DJJ Comprehensive Eval Contract (awarded)  
Expansion of Probation Eval and Counseling services contract to surrounding circuits, expand to all circuits in North and central Region

### **Financial Threat**

Potential loss of DJJ probation contract (Jan 1, 2026)  
Ever-changing Medicaid rules involving PSR  
Corporate relocation  
Lacking Medicaid providers  
Licensed staff credentialed with Medicaid  
Billing Errors  
Organizational Capabilities:

Our program directors of our DJJ and Adult programs have been in place for several years and are reliable. Both leaders work well with their team and clients.

Our accounting operation is meticulous and diligent. In the past accounts payable payments were been missed and constant payroll errors cost us many unnecessary fees. With constant updating and a reliable accounting software system, we have a real time picture of our financial standing.

We have some strong staff in place but everting is thin. There's not a lot of room for backup and cross training. Admin staff is very lean.

### **Social Determinants of Health**

There are no current social determinants of health barriers in the populations we serve. We will continue to monitor

### **Demographics of Service Area**

The Demographics for the area we serve are fairly similar and have not changed drastically, however the rural areas in counties we serve have progressed technology wise with most rural area now receiving fiber internet. This has greatly improved our efficiency to reach more clients as we can now use telehealth and reduce traveling.

### **Stakeholder Relationship**

Our relationship with our stakeholders is key. We have strong relationships with our DJJ and Adult ALF agencies. We must continue to keep our communication strong with our meetings and surveys. We should strengthen our community stakeholder relationships beyond those of our direct service population as their maybe needs that re not being met that we could assist in.

### **Regulatory and Legislative Environment**

We are weak in these areas. We are engaged in both Florida juvenile justice association and Florida behavioral health association who helps keep us a breast of regulatory changes and legislative updates. We need to strengthen this area by having someone in our own court whose main interest is us and not all members.

We are engaged with and HR attorney who keeps us well informed of an employment law changes moving through.

### **Use Technology:**

We have strong technology plan in place and a great IT support backbone. With this we are keep smooth efficient operations and service delivery without interruption. Technology is ever changing and our IT helpdesk ensures that we keep up the times. See Technology plan.

## **Information from Analysis of Performance**

Foundation has a performance measure and management plan and analysis that is reviewed annually to assist in updating our strategic plan as needed.

### **Financial Position:**

The Foundation is moderately stable with a projected break-even path for FY 25-26. 24-25 FY is still wrapping up but we expect to have more expense than revenue, primarily due UHC decision to stop paying for Day Treatment services. We continue to push this as it is a Medicaid covered service and is in our fee schedule and contract. The organization has adequate reserves to cover itself in the event of hardship but needs to move in a direction to improve financial stability. Diversification of the Foundation services and payers is needed.

The Foundation anticipated expanding its current DJJ probation contract in 2026. The revised fee schedule is great improvement from our 2018 contract. With covering a larger area we will have to increase revenues.

### **Strengths: What are we doing well that can be used to grow on**

**Seasoned program leadership in existing program.**

**Accounting.** : Strong Finance and accounting team

**Technology Plan and Support:**

**CARF Accredited and Maintain DCF Substance abuse licensing**

**Relationships with Stakeholders and referral Sources**

### **Weakness: What are we doing poorly and what needs improving?**

**Billing and Claims:** Our Medicaid billing procedures are difficult and time consuming. Our paid percentage for services provided is lacking. There is a lack of coordination between clinical team, billing team and leadership.

**Operation & Growth Management:** Leadership is spread thin; there has not been the necessary focus on operational efficiency and growth.

**Legislative Knowledge and Representation:** Core leadership lacks knowledge in the process arena and needs to strengthen their presence to help with growth during the legislative session and process.

### Opportunities

- Increase in prevention efforts statewide
- Telehealth
- Probation contract has potential for expansion and increased arte
- Consideration of growth into neighboring states

### Threats

- Potential loss of probation contract
- Hiring is a constant struggle
- Keeping up with wage expectations
- Billing errors and mistakes could be costly
- Medicaid's ever-changing landscape and move to push for more one stop shop services
- Without growth the loss of one program could cause serious finical strain
- Clinical Director Adult Program
- Licensed staff credentialed with Medicaid

## Plan Tactics and Goals

Action	Completion By Date	Result Accomplished
Bid on DJJ Comp eval Contract	12/01/24	Contract with department starting 07/01/25
Hire Consultant for Legislative Guidance	07/01/25	Hired SBM Partners
Bid on DJJ probation contract for northern and central regions	09/10/2025	
Improve efficiency of Billing Department , Begin Billing calls with admins and billers	10/01/25	
Improve community outreach. Management will attend a community of reach event once a month.	07/01/25- 07/01/26	
Hire Operation Management assistance	12/01/26	
Develop relationship with managing entities for DCF	10/01/25	

in the North East North West and Central areas.		
Increase Revenue by 75% for FY 25-26	06/30/2026	

## What to Accomplish from the Plan

- Diversify Funding sources, reduce reliance on Medicaid.
- Increase revenue by contract expansions and different payer services.
- Gain better understanding of community needs by attending resource events.
- Gain relationships with other stakeholders and referrals sources through introductions of SBM consulting firm.
- Better understanding of legislative environment, there could be opportunities or barriers in the horizon that we were never aware of.

**The strategic plan will be reevaluated at half points in the year. We will utilize our performance measure and analysis to address deficiency within our performance improvement plan.**

Creation: 01/05/2024

Reviewed: 07/08/2024, 01/06/2025, 06/26/2025 (Board Meeting)

Revised: 01/10/2025, 07/01/25

Next Review: January 2026