

# STRATEGIC PLAN

**FY2020-FY2023**  
FOR THE PERIOD OF  
July 1, 2019-June 30, 2022

**COMMUNITY COPY**



**PHOENIX**  
RESOURCE CENTER

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*"There are two gifts we should give our children; one is roots, the other wings."*

## OVERVIEW

Phoenix Resource Center, Inc. (Phoenix RC) presents our Strategic Plan for review, consideration, and approval. Phoenix RC has continued to steadily grow from incorporation in FY2011. In FY2011, Phoenix RC staff served approximately 200 families. Phoenix RC has continued to witness a reliable increase in referrals, with an average increase of 10-15% per fiscal year.

Phoenix RC is accountable for the delivery of safe, effective and evidenced based behavioral health services to our community. Phoenix RC is challenged to develop and implement more effective and cost-efficient strategies to meet the needs of families within our community. Phoenix RC has now pursued accreditation again for FY2020 through Commission on Accreditation of Rehabilitation Facilities (CARF). As a result of this accreditation pursuit, Phoenix RC has chosen to review and implement a continued Strategic Plan. In light of the changing landscape and many challenges, Phoenix RC has identified strategic priorities, goals and objectives for improving and maintaining the quality, scope and access of public mental health services offered particularly in Region 1, Region 3, and Region 4. The priorities form the basis for Phoenix RC strategic plan described in this report. We believe this plan will allow Phoenix RC to flourish as an excellent behavioral healthcare provider. This plan is not meant to be static: the goals and objectives in this document will continue to be updated and modified based on the changing landscape of mental health, unanticipated challenges and opportunities, input received from stakeholders, as action steps are implemented and as specific data is collected to evaluate the effectiveness of our implementation. The Strategic plan is a roadmap for Phoenix RC's future, and we believe it includes essential elements that can guide our agency to greater excellence. Information about this strategic plan will be made available on our website: [www.PhoenixResourceCenter.org](http://www.PhoenixResourceCenter.org).

This Strategic Plan will guide Phoenix's journey through our next 3 years of service. We are confident that achieving the goals of this plan will both strengthen our organization and our capacity to continue serving children and families needing our services.

Phoenix Resource Center, Inc.  
Co-Founders

Allison Pressley, LPC, CPCS  
Deborah Stewart, LPC, CPCS  
Elizabeth Reaves, LPC, NCC

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## SOURCES OF INPUT

In developing our strategic plan, Phoenix Resource Center, Inc. considered input from the following sources:

- ✓ Persons Served
  - May 2019: Client Feedback Questionnaire
- ✓ Personnel
  - November 2018: CARF Consultant Meeting
  - November 2018-January 2019: Clinical Treatment Team
- ✓ Stakeholders
  - November 2018: Local Interagency Planning Team Meeting
  - January 2019: Children in Need of Services Panel
  - March 2019: Promoting Safe and Stable Families Regional Conference

Topics for consideration in our strategic plan include:

- ✓ Expectations of person served
- ✓ Expectations of other stakeholders
- ✓ Competitors providing similar services in regions 1, 3, and 4
- ✓ Financial opportunities
- ✓ Financial influences, both positive and negative
- ✓ Phoenix RC capabilities and capacity to serve referral sources
- ✓ Relationship with external stakeholders
- ✓ Current legislative and regulatory environments
- ✓ Use of technology in support services
  - Including impact on operations, service delivery, and performance improvements
- ✓ Analysis of current performance

## VISION, MISSION, AND VALUES

- Our Vision:** The Vision of Phoenix Resource Center, Inc. is to be an oasis of care, safety, prevention, and therapeutic services for the purpose of strengthening children and families!
- Our Mission:** The Mission of Phoenix Resource Center, Inc. is to serve and strengthen children and families by providing a continuum of competency-based, outcome-focused, preventative and therapeutic services.
- We Value...**
- Family** All children and families have inherent value and deserve respect, protection and opportunities for personal growth and development.
- Diversity** We are committed to honoring and promoting diversity and cultural competency in all our programs of services.
- Spirituality** All individuals have a right to their expressed spiritual and religious beliefs and will be treated with respect and unconditional love.
- Therapeutic Services** When the need for therapeutic services becomes necessary, children and families have the right to receive appropriate, quality, individualized services provided along a continuum of care.
- Role Modeling** All staff members serve as a positive role model for children, families, and communities
- Collaboration** Phoenix staff, persons served and community stakeholders work in partnership to ensure that adequate resources are provided to support the delivery of quality therapeutic services.
- Individual Worth** We promote self-worth, individuality and respect to the uniqueness of each child and family's political affiliation, religion, religious beliefs, race, color, gender, disability, age, creed, veteran status, sexual orientation, health, and national origin.
- Community** We believe caring communities are essential to enhancing quality of life. We advocate for all children and families through outreach in the community, promoting new initiatives and developing and delivering needed services.

## **STRENGTHS, CHALLENGES, OPPORTUNITIES, AND THREATS**

Based on information provided by our need's assessments and surveys, Phoenix Resource Center, Inc. evaluated our strengths, challenges, opportunities, and threats.

### **Personnel Providing Direct Services**

#### **STRENGTHS**

1. Staff and staff relationships
2. Staff committed to the Mission, Vision, and Values of PRC
3. Strong clinical skills
4. Strength based practices
5. Committed supervisory staff
6. Successful outcomes measured
7. Continued increase in PSSF funding
8. New training system

#### **CHALLENGES**

1. Obtaining Medicaid or DBHDD contracts
2. Lack of technology in the field

#### **OPPORTUNITIES**

1. Adding more licensed staff
2. Community Outreach; being more recognized in the community
3. Grant eligibility

#### **THREATS**

1. Competing providers
2. Risk and liability with in-home services

Based on the need's assessment, the following goals were identified for Personnel

#### ***GOAL 1: Phoenix Resource Center would benefit from contracts through DBHDD and through Georgia Medicaid***

##### **Action Steps:**

- A. Phoenix RC has registered for an Open Enrollment provider meeting in December 2019 to apply with DBHDD
- B. Phoenix RC will apply to be an Intensive Family Intervention (IFI) provider in FY2020

#### ***GOAL 2: Phoenix Resource Center could expedite documentation and intake processes through increased technological supports.***

##### **Action Steps:**

- A. Phoenix RC will utilize our 501C3 status to pursue the potential for grants that could support the purchase of iPads, netbooks, and/or mifi's to connect to the internet while at a client's home.
- B. Phoenix RC will pursue and apply to grant opportunities in 2020.

## **Administrative Oversight**

### **STRENGTHS**

1. Up-to-date financial information
2. Continued ability to pay staff timely
3. Payroll and invoices processed with minimum errors
4. Responsive to needs of personnel
5. Improved hiring process
6. Ability to be flexible to agency growth and personnel feedback
7. Improved managerial support

### **CHALLENGES**

1. Designated duties for managerial personnel
2. Availability of administrative trainings
3. Lack of appropriate planning for supervisors on leave

### **OPPORTUNITIES**

1. Quality employment recognition agency-wide
2. Collaboration with local schools for mental health advocacy
3. Continued outreach and networking with community partners

### **THREATS**

1. Staff turnover
2. Rising operation costs as more personnel are hired

Based on the need's assessment, the following goals were identified for administrative oversight.

***GOAL 1: Phoenix Resource Center would benefit from clear identified duties for managerial staff.***

#### **Action Steps:**

- A. Phoenix RC will hold quarterly managerial meetings to discuss specific duties and designated tasks for specific managers
- B. Phoenix RC will discuss with managers their specific interest to pair them with tailored duties

***GOAL 2: Phoenix Resource Center could benefit from more applicable administrative trainings as it pertains to successfully managing financial and business opportunities.***

#### **Action Steps:**

- A. Phoenix RC will create an Administrative training plan in our Relias portal
- B. Phoenix RC will provide quarterly managerial meetings to discuss successes and challenges in training opportunities as well as overall duties.

***GOAL 3: Phoenix Resource Center needs appropriate protocols in place for administrative staff on leave.***

#### **Action Steps:**

- A. Phoenix RC will develop a policy to minimize overlap of administrator absence so that during busy times such as billing, certifications, and other vitally important periods, coverage will be adequate at all times.

- B. Phoenix RC will develop a policy that eliminates two administrators taking leave at the same time during the busiest reporting times.

### **FINANCIAL STABILITY AND GOALS**

Phoenix Resource Center, Inc. has been fortunate to meet all necessary financial obligations since incorporation in 2011. As such, Phoenix Resource Center, Inc. has developed the following goals for continued financial stability.

***GOAL 1: Phoenix Resource Center will maximize center revenues and control overall expenses.***

**Action Steps:**

- A. Phoenix RC will monitor monthly financial statement, and compare them to previous month's financial growth
- B. Phoenix RC will seek funding opportunities from additional community partners
  - a. This may include church outreach such as Southern Hills during their month of giving
- C. Phoenix RC will continue to collect payments for private pay clients, which will increase our opportunity to accept private clients willing to participate in a sliding fee scale
  - a. Phoenix RC will increase self-pay referrals by 10% over the 3 year period of our plan
- D. Phoenix RC will review and monitor contracts to ensure compliance

### **CONTINUED AGENCY GROWTH**

Phoenix Resource Center, Inc. has grown significantly from FY12 to FY2019, increasing our staff members from 4 to 75. Phoenix RC is prepared to maintain our current staff load and will only increase if referrals increase. As such, Phoenix Resource Center, Inc is committed to the following goals for continued stable growth:

***GOAL 1: Phoenix Resource Center will maintain qualified personnel to meet the needs of our referred families.***

**Action Steps:**

- A. Phoenix RC will provide incentives for personnel committed to providing quality services.
  - a. Incentives may include:
    - i. 30 hours of annual leave
    - ii. Health insurance
    - iii. Dental and vision insurance
- B. Phoenix RC will pursue applicants from the University of West Georgia, from which the Organization has had success finding quality personnel before



## ENHANCING COMMUNITY PARTERNSHIPS

Phoenix Resource Center, Inc. continues to be a recognized community leader in providing quality community based therapeutic services. Phoenix RC proposes to increase community awareness of our organization.

***GOAL 1: Phoenix Resource Center will enhance partnerships with community leaders.***

**Action Steps:**

- A. Phoenix RC will participate in the following community outreach opportunities to strengthen community relationships:
  - a. Harvest for the Homeless
  - b. Fun Dog Show
  - c. Women's Shelter Halloween Festival
- B. Phoenix RC administrators will commit to serving on one board or committee with City Station or a comparable community program
- C. Phoenix RC will begin sending out a quarterly newsletter to update stakeholders on our organizational changes and successes.
- D. Phoenix RC will be an active sponsor for local school events and community projects, such as:
  - a. Burwell Christmas Program
  - b. DFCS Christmas Program
  - c. WACM Food Pantry
  - d. Local children sports teams and events (ie, cheerleading, soccer, band, etc.)

***GOAL 2: Phoenix Resource Center will allocate resources to provide reliable transportation for our Medicaid based community population.***

**Action Steps:**

- A. Phoenix RC will apply to be a Medicaid funded transportation service, allowing for our clients to receive further support and limit barriers to services.



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**STRATEGIC PLAN  
REVIEW & ACCEPTANCE**

At the called meeting of Phoenix Resource Center, Inc. on May 16<sup>th</sup>, 2019 the Strategic Plan for the period of FY2020 through FY2023 was reviewed and accepted by Phoenix Resource Center, Inc. Co-Founders and the Board of Directors.

The Strategic Plan will be reviewed and shared with personnel during the next four Treatment Team meetings as well as in meeting minutes shared with all personnel. Meetings will take place on May 22, May 29, June 5, and June 12, 2019.

Persons served and community stakeholders will have access to our strategic direction and achievements through our website.

The Board of Directors will review the Strategic Plan annually, the first review being Friday, March 6, 2020.

*Debbie Stewart, LPC*

5/21/2019

Debbie Stewart, LPC, CPCS  
Co-Founder  
Clinical Director

Date

*Allison Pressley, LPC*

5/21/2019

Allison Pressley, LPC, CPCS  
Co-Founder  
Corporate Secretary

Date

*Elizabeth Reaves, LPC, NCC*

5/21/2019

Elizabeth Reaves, LPC, NCC  
Co-Founder  
Executive Officer

Date