

Goal	Strategy	Tactic	Metrics	Resource	Timeline	Q4 2023 SP Progress	Q4 2023 Summary Notes
CHAMPION: VAL							
Goal 1: <i>Programs and Services.</i> <i>Harmonia programs and services align with our vision, mission and core values supporting community need and meeting desired outcomes.</i>	1.1: Program need is evidence-based, meets organizational mission, and is evaluated on a set of qualitative and quantitative measures.	1.1.1: Assess community need and the link to the organization's foundational elements.	Need is documented in business plans and tied back to organization mission.	Val, Program Leads, Magellan	Q1 - 2023 Updated to Q1-2024	On target	Business plans for MH and SS set for completion in December. HH Business plan started in last few months. Should be complete by end of 1st Q 2024. Current grants include SS: Exhale and Wilson Legacy, MH: Just received MC Grant for School Expansion. All grants evaluated on qualitative and quantitative metrics identified in strategy 1:1
		1.1.2: Develop a set of processes and outcome measures across programs and services.	Performance measures cascade throughout program delivery – program, staff	Val, Michelle, Bev, Program leads, Magellan	Q4 - 2023 Revised to Q4 - 2024	On target	As we progress through business plan development, teams are identifying processes and outcome measures for each program. Will be trained on CCWNY dashboard soon; needed to be postponed until 2024
	1.2: Growth strategy considers organic, collaborative partnerships and mergers to sustainably and culturally address	1.2.1: Growth and expansion opportunities identified with a focus on sustainability and organizational foundational elements.	Growth strategies support mission and are fiscally viable.	Val, Program leads, BOD, Board Facilities Committee, Magellan	Q1 - 2024	Achieved	It has been determined that thoughtful approaches to expansion considerations in program delivery and fiscal viability are in place and will continue. Metric is met.

	community need.						
CHAMPION: BEV AND HOWARD							
Goal 2: People <i>Harmonia recruits, retains and develops the people to build organization strength, deliver quality programs and services and support our culture.</i>	2.1: Staff Create a success-focused culture that promotes learning, discovery and achievement of our vision, mission	Tactic 2.1.1: Develop comprehensive organization structure, including organization chart, job descriptions and performance management processes that provide clear expectations tied to desired outcomes.	Staff clearly understand job expectations and are regularly evaluated on meeting expectations.	Val, Michelle, Bev, Atlas Align, Program leads, Magellan	Q1 – 2024	NO STATUS UPDATE PROVIDED	NO SUMMARY PROVIDED
		Tactic 2.1.2: Develop staff recruitment processes founded in solid compensation and productivity models.	Organization uses appropriate models to support sustainable hiring	Val, Megan, Michelle, Program leads, Magellan	Q1 - 2022 Update Q1 2024	NO STATUS UPDATE PROVIDED	NO SUMMARY PROVIDED
		Tactic 2.1.3: Create professional development process defined by program need and	Staff are expected to participate in professional development opportunities.	Val, Bev, Program leads	Q4 – 2024	NO STATUS UPDATE PROVIDED	NO SUMMARY PROVIDED

		<p> expectations.</p>					
	<p>2.2: People - Board of Directors Board provides good leadership and decision making appropriate skill set and fiduciary oversight.</p>	<p>Tactic 2.2.1: Ensure board by-laws and related documents are updated to address legal requirements and meet the needs of the organization.</p>	<p>Yearly conflict of interest and Board member expectations are completed.</p>	<p>Board Chair, Governance Committee</p>	<p>Q4– 2022</p>	<p>NO STATUS UPDATE PROVIDED</p>	<p>NO SUMMARY PROVIDED</p>
		<p>Tactic 2.2.2: Board committees are appropriate to the needs of the organization and offer the opportunity to reach out to non-board members with subject matter expertise.</p>	<p>Committees are active and membership is supportive of charter</p>	<p>Board Chair, Governance Committee</p>	<p>Q1 – 2023</p>	<p>NO STATUS UPDATE PROVIDED</p>	<p>NO SUMMARY PROVIDED</p>
		<p>Tactic 2.2.3 Board focuses on retention of members dedicated to the mission and recruitment of new members within a defined skill set to support the organization.</p>	<p>Board evaluations and terms are conducted yearly and analyzed for need.</p>	<p>BOD, Governance Committee</p>	<p>Q2 - 2023</p>	<p>NO STATUS UPDATE PROVIDED</p>	<p>NO SUMMARY PROVIDED</p>
		<p>Tactic 2.2.4: Board development plan is based on internal and external training.</p>	<p>Board training calendar</p>	<p>Board Chair, Governance Committee</p>	<p>Q4 – 2022</p>	<p>NO STATUS UPDATE PROVIDED</p>	<p>NO SUMMARY PROVIDED</p>

CHAMPION: MICHELLE							
Goal 3 – Fiscal Viability <i>Harmonia embraces financial and data-driven growth and sustainability.</i>	3.1: Harmonia is financially sustainable.	Tactics 3.1.1: Create a financial infrastructure to supports the accurate and timely preparation of financial statements in a format that satisfied the needs of different audiences (BOD, management)	Financial statements prepared in proper format.	Michelle, Val, Magellan, Chair of Finance Committee	Q4 – 2022 Update Q4 2023	Report out to Finance Comm at monthly meeting	
		Tactic 3.1.2: Business plans are supported through appropriate financial modeling, tied to financial expectations and inclusive of finance, marketing and operational considerations.	Contribution margin by program/service line. Key performance indicators – financial, marketing and operational	Val, Michelle, Program leads, Magellan	Q4 – 2023-	Business planning meetings continue with departments	MH Bus Planning - -making assumptions on new hiring, NP Revenue. Main priority is hiring staff and reducing wait list. HH-Continue recruiting for staff; Kristy/Lauren to meet with Kalos to develop partnership;outreaching to friends of the night to increase HH+ population.IN the process of writing a grant through OMH for HH + Potential amount of grant \$40,000 Continue to increase referrals through HHUNY and SPOA due to clients being closed SS-Programs Senior Services – County – Case management – waiting list – no release of clients,

						<p>anticipating a list coming out 9/11</p> <p>CarePanion – County - every week clients receive service</p> <p>Private Pay – flexible- can be once a month, bi wkly etc</p> <p>Pathways for Caregivers – three year collaboration with Cradle Beach and Lisa Rood</p> <p>WNY Integrated Care Collaborative – Falls prevention, chronic care management, caregiver</p> <p>Caregiver Support Project – Wilson Legacy Fund – collaboration with Harmonia Mental Health. Grant ends June 2024</p> <p>Need & Gap</p> <p>CarePanion Survey – current clients (March)</p> <p>Erie County Dept of Senior Services</p> <p>Hamburg Senior Advisory Board</p> <p>Health Foundation Needs Assessment for Cattaraugus, Chautauqua and Allegany Counties</p> <p>Most highly paid CarePanion is serving Private Pay clients with the least reimbursement</p> <p>County contract higher reimbursement rate for CarePanions</p>
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		Tactic 3.1.3 Develop and refine a MH recruitment model to support hiring decisions. Model includes estimates of direct revenue and fully loaded compensation costs.	Recruitment decisions help to ensure that new hires are fully utilized and fiscally profitable	Val, Megan, Michelle, Greg	Q1 2022	Behind Target	Recruitment models are used when hiring staff along with compensation and grading models from Atlas Align. CCNY working on completion of dashboard for MH revenue and compensation costs
		Tactic 3.1.4 Develop and refine MH provider productivity model reporting revenue generated, fully loaded compensation costs and utilization of available time serving patients.	MH administration is improved based upon data	Val, Megan, Michelle, Greg	Q1 2022 Update Q4 2023	On Target	Waiting on reschedule of training for CCNY productivity model; will be used for examining utilization of available time service clients
	Strategy 3.2: Marketing & Development efforts engage grantors, major donors and contributors in financial support of our mission and vision.	Tactic 3.2.1: Marketing & communications plan is tied to engagement and support of organization	Awareness & engagement metrics	Val, Michelle, Magellan, Chair of Marketing & Development Committee	Q4 – 2022 - Plan completed, ongoing implementation of initiatives	Marketing & Communications initiatives to reach goal are on-going. Buffalo News article was well received for mental health and senior service support of Caregivers.	NO SUMMARY PROVIDED
		Tactic 3.2.2: Development plan strategically and consistently engages	Financial metrics – grant funding, donor support	Val, Michelle, Magellan, Chair of Marketing &	Q4 - 2022 -Plan completed - Ongoing initiatives	NO STATUS UPDATE PROVIDED	NO SUMMARY PROVIDED

		contributors across multiple donor levels.		Development Committee			
	Strategy 3.3: Organization is compliant with rules & regulations that govern operations and successfully manages the risk associated with service delivery.	Tactic 3.3.1: Identify and document procedures and processes to ensure on-going compliance.	Inventory of compliance requirements and documentation of processes.	Bev, Bonadio, BOD representative on Compliance Committee	Q4- 2021	Progress has been made in 2023	Ensure ongoing compliance by (1) ensuring we have regular compliance comm. mtgs. that are documented by producing an agenda and meeting minutes.(2) by documenting that our monthly trainings are provided that explain our policies and if appropriate the related processes and (3) the policies and procedures I intend to highlight during the year are documented in my annual work plan.
		Tactic 3.3.2: Identify appropriate levels of professional, general and BOD liability insurances.	Insurance levels are appropriate and optimal, policies are current and updated	Michelle	Q1 - 2022	Reviewed each year to ensure coverage and compliance	NO SUMMARY PROVIDED
Key Learnings: • Many opportunities, prioritization is important – limited resources – careful with over-extension • Mindful with expanding school program or other efforts – must							

have staff in place and/or back-up in order to consistently deliver services • Start at the beginning – a linear process and plan will help us along the way (ie: performance appraisals) • Focus on building a strong, resilient infrastructure that also preserves our culture will enable organization to take advantage of opportunities • Break the mold – consider alternative approaches • Recruiting challenges are affecting every area of the organization • Consider continuous recruitment for hard to fill positions

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