



VisionQuest Morning Star Youth Academy (MSYA) July 2020 – June 2021 Strategic Plan

OUR MISSION

VisionQuest is an employee-owned comprehensive national youth services organization that adheres to the highest professional standards in providing innovative intervention services to at-risk youth and families.

We provide extraordinary experiences and relationships that allow youth, staff, and families to redefine and reach their highest potential.

Kids are safe, valued, and honored;
Families are respected and supported;
Staff are trained, supported, and appreciated;
Communities are protected, impacted, and involved.

OUR CORE VALUES

North: We value our circle

It promotes mentorship, unity, integrity, a balanced team, accountability and our unique legacy of ceremony and innovation.

East: We value a safe environment

It creates an opportunity for youth, staff and families to heal, openly communicate and reach their highest potential.

South: We value our youth and staff: past, present and future

We are committed to high quality services, fidelity and fairness. Staff are our most valuable resource.

West: We value growth and change

It positively impacts staff, youth, families and community, promoting spiritual maturity.

COMMITMENTS

Youth Commitments

1. The circle is our mentor
2. Commitment to self-centering
3. Commitment to guided-centering

Staff Commitments

1. Commit to maintaining a safe environment
2. Commit to being a role-model
3. Commit to being a paraphraser

Senior Professional Staff (SPS) Commitments

1. Promote the circle is our mentor
2. Create and maintain a safe environment
3. Keep the youth at the center of our circle
4. Teach VisionQuest fabric and ceremonies

VISIONQUEST MSYA STRATEGIC GOALS FOR 2020 – 2021

NORTH - INNOVATION

GOAL 1: CULTURE

Create an internal and external culture of open communication that promotes growth, innovation, and collaboration.

STRATEGIC INITIATIVES

- Improve communication with our customers, stakeholders, and families
 - Distribute quarterly newsletters
 - Finish revisions and modifications of external webpage
 - Invite DJS, family and other monitoring agencies to program sponsored events
- Revisit the responsibilities of the SPS, their intention and responsibility to CQI
 - Conduct monthly SPS circles
 - Conduct monthly recognition circles
 - Develop current and potential SPS
 - Re-implement monthly staff supervision
- Promote more staff involvement in the youth's treatment process
 - Encourage staff participation in direction boards
 - Actively participate in weekly staff training
- Strengthen the responsibility and impact of the program's student government
 - Conduct monthly student government and MSYA administration meetings
 - Encourage student government participation to all youth
 - The program administration team is receptive to student government feedback and recommendations

EAST

GOAL 2: HIGH QUALITY SERVICES

Meet or exceed all regulatory requirements for service delivery

STRATEGIC INITIATIVES

- Improve behavioral healthcare services for youth
 - Partner with local Mental Health provide consistent services
- Explore different ways to recruit qualified staff
 - Utilize VisionQuest's recruiter to assist with the program's recruitment process
 - Explore innovative staff scheduling tactics to attract qualified personnel from outside of the program's geographical area
- Explore partnerships with local community colleges to develop professional relationships
 - Provide internship opportunities within the program
- Re-focus the implementation and quality delivery of The Seven Challenges® Program
 - Ensure fidelity of the model through the CQI process
- Better program technology capabilities to increase efficiency and productivity
 - Transition to a fully electronic youth records system

Transition residential staff to a fully electronic medical record to capture required documentation.

SOUTH

GOAL 3: PROGRAM SUSTAINABILITY & GROWTH

Sustain and grow services and staff in Maryland to better impact more youth and families

STRATEGIC INITIATIVES

- Promote more open communication to stakeholders
 - Provide weekly emails to stakeholders regarding program updates and bed availability
 - Solicit quarterly feedback from stakeholders regarding program communication and interaction
- Research and explore other potential referral sources (out of state)
 - Utilize corporate marketing team to conduct a needs based assessment and review of current trends in other serviced states

- Utilize out-of-state Admissions Coordinators to generate interest in MSYA
Develop a partnership and explore contracts with other agencies to increase referrals.
- To maintain or exceed an average daily census of 19 youth
 - Maintain ongoing communication with DJS probation and resource teams
- To increase and diversify program opportunities within the state of Maryland
 - Research and explore need for female and community-based programs
Research and explore obtaining Maryland Medicaid.
 - Work with local law enforcement, sheriff's department, and community officials to implement community based drug and alcohol services
- To maintain sound fiscal management to sustain and grow services
 - Monitor and track the program's payroll to revenue
 - Monitor and track the program's overtime

WEST

GOAL 4: Continuous Quality Improvement

Develop and measure program outcomes

STRATEGIC INITIATIVES

- Develop quarterly progress reports to monitor identified annual outcomes
 - Utilize CQI meeting to monitor progress monthly
 - Administer quarterly surveys to obtain feedback from customers, staff, parents, and stakeholders
- Develop partnerships with community organizations to increase community service opportunities
 - Identify a community-outreach liaison to develop new relationships and enhance existing networks
 - Utilize existing community advisory board to solicit feedback and recommendations on future opportunities and outreach