

Strategic Plan

2018 • 2020

A Path to Excellence





A Path to Excellence

The Strategic Plan of WellLife Network focuses on strengthening the entire organization from the inside out. It is our goal to encourage our staff to adopt this idea and work toward superior results and outcomes in every category.



table of contents

I. Our Mission	2
II. Background	3
III. Goals	6
IV. Our Vision	7
V. Strategic Planning Process	8
VI. Strengths, Opportunities and Challenges	9
VII. Our Values	11
VIII. Our Impact	16
IX. Plan Implementation, Monitoring and Evaluation	20
X. Strategic Priorities	24

A man with short dark hair and a goatee, wearing a black leather jacket, is shown in profile, kissing a small brown dog on the cheek. They are on a bridge with a metal railing, under a blue sky with light clouds. The scene is bathed in warm, golden light, suggesting late afternoon or early morning.

planning the future TODAY

our mission

WellLife Network embraces its commitment to the complex challenges faced by individuals and families throughout New York and Long Island communities. Our goal is to empower individuals and families, with diverse needs, to realize their full potential by achieving meaningful life goals, guided by the principles of independence, health, wellness, safety and recovery.



Background

The Provider of Choice

For more than six decades, WellLife Network has changed, evolved and expanded, while remaining true to its mission of meeting the diverse needs of New York communities, business and society and assisting those we serve to achieve greater personal and economic independence. WellLife Network has a long and valued tradition of working in partnership with government, the business community, private philanthropy and our colleagues in the nonprofit sector to offer proactive responses to society's social and economic challenges.

Since its founding, WellLife Network's culture has been marked by program growth and organizational development. Initially a modest organization offering residential services, WellLife Network has significantly expanded over time to address emerging community needs. As the agency has developed, major initiatives have been set in place serving new client populations. Our growth has also been fueled since 2011 through a sponsorship and merger with the Pederson-Krag Center. This merger expanded WellLife Network's

reach to Long Island and added family and children's services along with substance abuse treatment programs.

WellLife Network's budget grew from \$230,000 in 1980 to \$23 million in 2001 to \$40 million in 2005 and to \$90 million in 2010. With solid financial underpinnings, responsible management, significant growth in several key areas and strategic cutbacks in its service portfolio, WellLife Network successfully weathered the recession that began in 2008.

Today, with an annual operating budget of \$110 million, a workforce of 1,800 staff, interns and volunteers, and affiliate subsidiary companies, WellLife Network delivers critical services in the areas of behavioral health, intellectual/developmental disabilities, housing, co-occurring substance abuse behaviors, vocational training and care management. These services meet the pressing needs of more than 25,000 individuals and families annually, some 2,500 New Yorkers every single day. A culture of caring, best practice

models, a spirit of innovation and a commitment to measuring results and producing high return on investment drive our work.

A key element to our successful growth is our focus on technology, responsible fiscal policy and other critical infrastructure supports that enable WellLife Network to deliver services with cost-efficiency, effectiveness, transparency and accountability in a manner that mirrors the standards of high-performing business enterprises.



Background

A Flexible Strategically-Oriented Agency

WellLife Network has evolved and grown and today is guided by principles of ethics, integrity, flexibility, integration, collaboration and models of care, based on new economies of scale. WellLife Network's approach to strategic planning is to be "Strategically Opportunistic" – to engage in the kind of long-term planning that is necessary to continue to strategically position WellLife Network for the future, while remaining nimble and flexible enough to take advantage of new opportunities as they arise.

During the past five years WellLife Network has expanded its affordable, mixed-use housing with a new 58-bed residence that opened in September, 2016 in the Bronx. Plans are also underway to develop additional mixed use housing in sites located in Queens and Brooklyn. Due to the limited availability of real estate in the highly competitive New York market, evaluation of

current holdings is also underway to determine if all sites are being utilized at their highest and best use. Working from the premise that providing a safe affordable housing option to the vulnerable populations we serve, WellLife Network has made it a priority to find creative solutions that will provide new and innovative housing options to this growing area of need.

Today's reimbursement environment requires behavioral health providers to provide innovative and expanded product lines. Currently, we are exploring additional revenue streams that will enhance and broaden our demographic coverage, as well as expand our ability to better share our mission with those who have a desire to partner with us in providing the important, life changing services we offer. WellLife Network has strategically partnered with a multitude of agencies through ownership in Independent Practice Associations (IPA) which will position WellLife Network to

participate in the transition into the Value Based Payment (VBP) environment that the State of New York is implementing. These relationships will require WellLife Network to enhance and strengthen our service delivery processes to assure we can clearly measure the value we add to the lives of the individuals we serve. A comprehensive view of each individual's life, from the basic social supports to behavioral as well as physical health, will be required to fully achieve our mission and to remain competitive in the evolving market.

WellLife Network's mission of helping people achieve greater personal and economic independence takes on a new level of importance and is displayed in various forms among the range of populations we serve – from the person with serious mental illness who learns to manage his/her medications independently, avoid hospitalization and live in the community;



Background

The Provider of Choice for Health and Human Services

to the individual with developmental disabilities learning to travel independently on the bus/ subway to a part-time job; to an individual finding an alternative to the ravages of substance abuse; to a family with a child coping with mental health issues and facing institutionalization – finding alternatives to keep that child at home and more. Although the interventions and services are different across these populations, at the highest level, the goal of helping people achieve the greatest possible personal and economic independence and reintegration to the community becomes the basis of our work.

One fundamental element of being successful in this transitioning market is having an engaged and fulfilled workforce. Supporting and empowering our staff is one of the key components of WellLife Network's strategic plan. Through enhanced training and improvements in our technological solutions, we will focus our efforts on providing

resources to our most important asset – our employees. In order to achieve great outcomes, it is imperative to have a well-trained and satisfied workforce. Establishment of a training curriculum, a mentoring program and a comprehensive evaluation process will ensure that those we serve are receiving the best possible experience. WellLife Network is committed to being the provider of choice, known for high quality, mission, outcome-driven and life-changing services. We help people achieve their health and life goals. Working with each individual to determine their unique needs, our integrated service delivery network assists individuals to navigate through the programs and wide array of supports they need, when they need them.



Goals

High Quality, Integrated Services Address Health and Economic Challenges

WellLife Network is driven to deliver high quality, integrated services and interventions that address individual, family and community personal, social, health and economic challenges.

Our overarching goals are to:

- **Strengthen Programs**

- Provide services to WellLife Network participants that result in improved life outcomes;
- Evaluate financial stability by constant internal auditing;
- Assure continuous Quality Improvement.

- **Prepare for Change**

- Strive to be on the cutting edge of innovation in the development of new, more effective approaches to providing health and human services;
- Establish and strengthen key strategic relationships;
- Position ourselves to participate in pilot projects for VBP contracts.

- **Engage in Strategic Expansion**

- Expand board of directors to enhance the reach of our mission;
- Enhance development of fundraising initiatives via social media and event planning;
- Grow our innovative product lines to expand services to non-Medicaid populations.

- **Strengthen Infrastructure**

- Employ workforce enhancements to stabilize and enhance staff;
- Expand and enhance quality assurance;
- Expand and enhance technology and data management;
- Stabilize, strengthen and grow our financial position, while addressing the need for update of our physical plant.



*planning the
future*
TODAY

our vision

WellLife Network will increase its scale and capabilities to thrive and grow in a changing health care environment, allowing it to compete more effectively and with sustainability in the health and human services arena. For some 60 years, WellLife Network has brought, and continues to bring, vital services to those who are among our most vulnerable citizens.



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To request a complete copy of the WellLife Network
Strategic Plan write to:

WellLife Network
Communications Department
Attn: Strategic Plan Request
142-02 20th Avenue, 3rd fl.
Flushing, NY 11351

Please include your full name, address, telephone
number and email.