



10-Year Strategic Goals

Goal 1: Increase mental health and substance use treatment services for underserved Latinos in North Carolina.

Goal 2: Develop into a national model and resource center for Latino mental health and substance use treatment services.

FY22 Annual Goals

(working document)

Increased MH/SUD services for underserved Latinos in NC

- 1. Support and sustain high quality, accessible therapy and psychiatry:** Make sure we're maintaining high quality as we grow (not just more services but continued high quality services)
- 2. Telehealth - in-person methodology:** Create a rubric that identifies principles and priorities but is able to be developed and fleshed out for each program
- 3. Improve client/patient voice in development of programs**

Develop into national model and resource center

- 1. Increase impact to other states / take steps toward becoming "national" model & resource center**
- 2. Increase impact on large health systems in NC**
- 3. Develop levels of training and TA appropriate for audiences who are requesting it**

Recovery from COVID-19

- 1. Develop Telehealth Hybrid Model to continue to increase access to services**

2. Determine broader public health interface

Organizational capacity building

1. Leadership Development:

- Formalize our workforce development role with leadership development / first two year employees (fellows) in a training academy
- Improve management training & pathways for advancement
- Succession planning

2. **Communications:** Create more specific communications strategy for the future, including adequate resourcing of each “lane” of communications (PR, client outreach, internal, partners, funders, DEI, etc.)

3. **Evaluate and improve our adaptability / ability to be nimble to respond to rapidly changing needs**

4. **Organizational Culture and Trauma Informed Workplace Environment / Mental Health Best Practice Workplace:** Define, develop, and cheerlead how to care for staff mental health / and how to separate those activities from workplace requirement decisions / policies

5. **Budget / finance:** Continued program budget development; Productivity, employee expectations; Long-term business modeling with consideration of new revenue streams, long-term sustainability

6. **Data and Infometrics:** Improve information gathering re: patient level data/improvements w/ in the context of value based care