



GIFTS 2024-2025 Strategic Plan

Introduction

After 10 years as a Baltimore County public school psychologist, Dr. Akintunde Morakinyo was inspired to achieve a lifelong dream to develop a private practice with a focus on learning. In 2006, GIFTS was founded and licensed in the state of Maryland. As GIFTS' reputation grew and the needs of the community required additional services, Dr. Morakinyo knew that shifting to an outpatient mental health clinic model was necessary to provide the best care to clients and their families. GIFTS was proudly accredited by CARF International in April 2018, as an outpatient mental health clinic.

GIFTS delivers individual, group, family and couples counseling. Medication management services are provided by the medical director. GIFTS is unique in that it provides psychological testing and evaluations that have augmented the outpatient and educational services of other providers. By remaining true to the values of compassion, excellence and respect, GIFTS has retained many of the professionals that began their careers under Dr. Morakinyo's tutelage.

We serve a diverse clientele and would like to further expand this client base in order to address the inequities of access to mental health treatment in the state of Maryland. GIFTS support the learning of mental health practitioners in training, a tradition of learning that is integral to GIFTS mission and values.

Mission

GIFTS is dedicated to improving the lives of children, adults and families. We pursue the values of compassion, respect and excellence in our services. We empower our clients and train healers to unwrap and maximize their potential.

Vision

To provide each person the gift of uncovering strengths, in order to inspire the mastery of their own future.

Values & Service Philosophy

Carl Rogers pioneered person-centered therapy in order to promote individuals' growth and potential. This theory is consistent with the GIFTS' approach to identify and maximize the unique strengths and goals of our clients. Inspired by Jesuit values of "manis" (more) and "cura personalis" (care for the individual person), GIFTS promotes a person-centered

service delivery model that promotes the individual's aspirations. With a focus on the client as the director/collaborator of their own care, GIFTS supports and respects client autonomy.

Mandates

- 1.) Maintain legal status current with applicable laws at the local, state and federal levels.
- 2.) Develop, implement and maintain a stable operating budget for the next three years.
- 3.) Provide employees with ongoing, dynamic training to improve their individual skills and their ability to provide excellent services.
- 4.) Utilize technology in a responsible and efficient manner in order to improve service delivery.
- 5.) Maintain and protect the rights of clients, stakeholders and employees.
- 6.) Preserve, develop and nurture community relationships with stakeholders and other providers.

SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats)

<p>Strengths</p> <ul style="list-style-type: none"> ●What does GIFTS do well? ●What unique capabilities and resources do you possess? ●What do others see as your strengths? 	<p>Weaknesses</p> <ul style="list-style-type: none"> ●What are GIFTS' weaknesses? ●What can you improve given the current situation? ●What do others see as a weakness?
<p>We retain clients, we generate many referrals from our current families and also from word of mouth. We provide high quality services, a reflection of our staff and our supervision process.</p>	<p>We need specific therapists: more experienced therapists, BIPOC therapists, LGBTQ+, differently abled therapists, couples therapists, evening/weekend therapists. Part-time therapists are costly but some experienced therapists are looking for part-time work to supplement income at other jobs with better benefits than GIFTS offers full time employees. We also do not have an extensive candidate pool despite spending thousands of dollars posting jobs.</p>

<p>We are credentialed with private insurance which makes us unique among OMHCs.</p>	<p>Commercial insurance policy changes are erratic and inconsistent. Tracking copays and coinsurance is difficult and time consuming for admin staff, especially with telehealth. Commercial rates are lower than state entitlement plans.</p>
<p>Our young staff is maturing and many will be gaining more advanced licenses in 2022-24 which will be good for revenue, clients and prestige.</p>	<p>Maturing staff may want better benefits or seek employment opportunities elsewhere with their advanced licensure. Private practices offer higher rates that we cannot afford; bigger companies offer lower rates but more attractive benefits such as paid holidays, retirement, more PTO. We have signed up for Maryland Saves, which will be an avenue for employees to save for retirement. We have also discussed the possibility of stipends for paid holidays but thus far have not been able to financially implement this.</p>
<p>Clinical staff are interested in leadership opportunities: to market services, increase referrals, they generate unique possibilities for income sources.</p>	<p>Profits are not robust and financial savings have been significantly impacted this year to cover payroll. Profits must increase to offset losses and remain viable.</p>
<p>We have a strong referral relationship with community providers such as Baltimore County Public Schools (BCPS), Main Street Pediatrics, JHU Healthy Eating.</p>	<p>It's been difficult to break into new referral markets like Judy Centers, daycares, Planned Parenthood and the 7 college counseling centers we have contacted.</p>
<p>We are able to hire many of our interns which is a great way to find qualified candidates.</p>	<p>There is a delay between when an internship ends and when the newly licensed intern/new therapist can begin working with clients. Some new interns want to get a job at a larger agency with better benefits or try something new. Some go to PsyD programs and are not able to continue on with us.</p>

	GIFTS does not have bilingual staff. We service an area with a growing Spanish speaking population and often get calls for bilingual therapists, which we cannot provide. We have developed a brochure in Spanish, we have goals in the DEI committee to improve access to translation services. Hiring a Spanish speaking therapist would be a major asset to service our community's needs.
	Some clerical errors made by clinical staff on documentation can slow up billing, requiring the need for correction. This can impact efficiency of getting billing completed, and thus income processed.
Opportunities <ul style="list-style-type: none"> ●What opportunities could GIFTS take advantage of given external trends and the needs of clients/staff? ●What strengths could become opportunities? 	Threats <ul style="list-style-type: none"> ●What trends or conditions may negatively impact GIFTS? ●What threats do your weaknesses expose to GIFTS?
Due to the COVID pandemic, mental health issues are at an all-time high. The need for our services has skyrocketed and unfortunately created a waiting list that is extensive and has the potential for our growth.	Ongoing need for enhanced operating costs (administrative staff, technology, supplies, subscriptions to necessary services (shred it, accountant, HER, portal, HR) as the clinic grows bigger seems to outpace the profits. Ways to increase profits while pacing operating costs through efficiency, decreasing turnover is necessary.
Utilizing clinical staff interested in play therapy could increase a new revenue stream of working with PreK students and daycares.	Our technology infrastructure relies heavily on personal computers that are not integrated or protected. When staff have computer issues it impacts our ability to work.
We can brainstorm new partnerships with community providers in the Towson area, related to the opening of our new location.	We do not have a robust technology disaster recovery plan in the event of a cyberattack on our EHR. This is required by CARF.

<p>The return of school-based services has been a major opportunity for referrals and has created an influx of new clients which is significantly outpaced by staffing available.</p>	<p>Clinical Staffing: Two therapists left to pursue higher fee for service pay rate in private practice which left clientele who need staff, as well as a shortage to two schools. New schools are contacting GIFTS every month but we currently do not have the staff to work in those schools.</p> <p>Admin Staffing: To retain staff, additional opportunities for growth must be addressed, as well as budgeting for raises. Finding new staff to build entry level positions is difficult in regards to retention.</p>
<p>Our internship program at Johns Hopkins, Stevenson University, Towson University and Loyola University is a robust source of students who are a resource to provide services and also a consistent source for hiring.</p>	<p>While schools are a strong source of referrals, space at schools is difficult to coordinate with staff schedules. If interns are available, there may not be space, if licensed staff are available, the space might not be or they have an office caseload that prohibits their availability at a growing school. Due to complexity of SB mental health, burnout for staff is a serious concern.</p>
<p>Virtual training: GIFTS could use the current trends in virtual CEUs and other training to explore a new source of income: providing approved training for clinical staff in and outside of GIFTS.</p>	<p>We do not have a way for clinical staff to contact the admin staff in the event of an emergency inside of a therapy room. An integrated phone system would address this. There is not a confidential way for clinical staff to make phone calls for clients.</p>
<p>BCPS has implemented an expanded mental health program for groups, which provides an additional income source.</p>	<p>Continual reliance on savings without replenishing funds leaves GIFTS vulnerable to any future financial challenges.</p>
<p>GIFTS' Towson office has a free event space that could be used for group therapy, support groups, CEU trainings or other new income opportunities.</p>	<p>Recent findings from exit interviews and an anonymous staff satisfaction survey indicate some morale issues in regard to staff feeling connected and supported. Concerns related to the need for a human resources department and better benefits were also cited as concerns. Leadership needs to address this in order to retain staff and improve morale.</p>

Program Goals

The overall goal of GIFTS is to increase our clients’ quality of life through the provision of specialized outpatient mental health services. Specific areas of focus may include recovery, vocation/education, parenting, relationships, housing, spirituality, sexuality, coping skills, anger management, grief/loss and trauma.

Program Objectives:

- To empower clients to independently manage their mental health and to engage in active lives in their communities. ● To provide high-quality mental health services which promotes the health and growth of our clients.
- To develop and foster relationships with partners in the community to enhance our access to clients in need.
- To deliver learning opportunities for students to achieve their professional goals.
- To respect the rights and dignity of all persons served, personnel, community partners

2024-2025 at a Glance

Goals/Needs	Objectives	Performance Indicators/Targets	Strategies/Action Plan	Obstacles/ Influencing factors	Performance /Needs Improvement
Increase and retain staff	1.Maintain Ongoing hiring process	Less than 10 % employee turnover	Consistent use of media and advertising to recruit staff	Attractiveness of employment for Administrative Staff and Clinical Staff	Ongoing
	2.Assess needs of current employees	Conduct anonymous biannual Employee Satisfaction surveys	Send out survey twice per year Assess the results and use results to make changes or create	Budgetary limits can be a barrier to honoring requests and suggestions made by staff	Ongoing

Expand client base	3.Create a timeline to introduce a “Billable” pay model	Conduct interest survey and poll key staff	Calculate cost	Budgetary limits can be a barrier to honoring requests	June 2024
	4.Provide CEU Training	Develop a robust training curriculum	Identify/edit training agenda	Creation of trainings is time intensive and staff may not be available for this project	Ongoing
	1.Connect to new referral sources	Outreach to contact funeral homes, primary care, urgent care, OBGYN and other physical healthcare providers	Client waiting list no longer than 2 weeks	Response from new referral sources may vary Waiting list is currently 3-4 weeks	Ongoing
	2. Increase client referral numbers	Track referrals and collect related data annually	Connect to Collaborate with other agencies (Main Street Pediatrics, HOPE Health local pediatricians)	Creating and maintaining an accurate and efficient process to monitor and of giving feedback to stakeholders (i.e., website)	Completed
	1.Obtain toys/therapeutic supplies for clinical staff for services	Create a system of monitoring needs of staff	Identify needed items and predict needs	Financial limits to how much can be addressed by GIFTS versus personal investment but the employee	Ongoing
Agency material and supplies	2.Obtain computers and office supplies for administrative staff	Management meeting to take inventory	Identify needed items such as hardware and subscriptions	Needs change frequently & Hardware is costly and difficult to add to the budget.	Ongoing/Ongoing review

Maintain fiscal health	1.Continue incremental profit growth	CFO/ CEO monitor Growth with Budget indicators monthly and report annually	3% increase in revenue from services as measured by budget	COVID-19 related setbacks in stakeholder demand and access	Ongoing
	2.Improve financial strategies by seeking consultation	Engage in a fiscal review to improve solvency	Identify CPA, engage in audit	CPA services are expensive and difficult to factor into budget	Ongoing

Plan Reviews and Updates

GIFTS BUDGET 2024

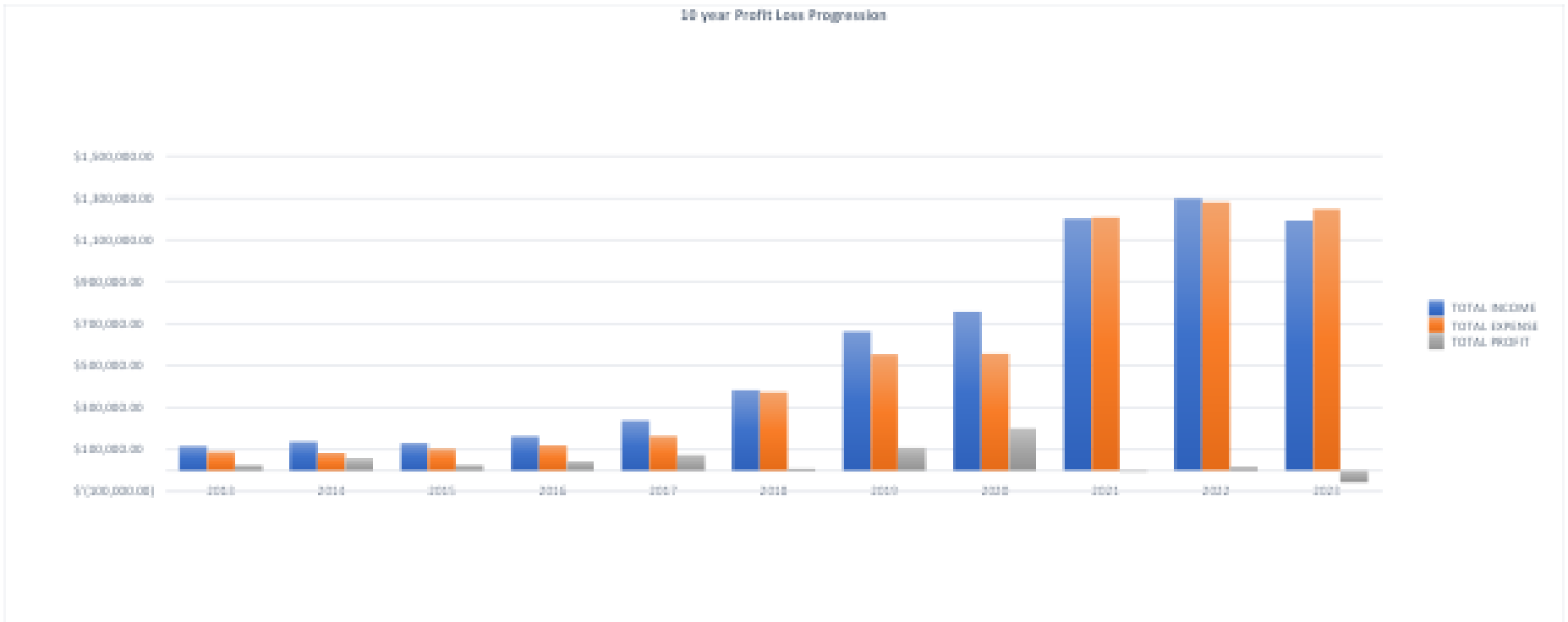
Ordinary Income/Expense Income

Fee for Service Income	1,275,000
Interest from Bank	100
Other Income	200
Total Income	<u>1,275,300</u>

Expense

Bank Service Charges	200
Computer and Internet Expenses	20,0000
Continuing Education	300
Payroll	900,000
Insurance Expense	5,0000
Health insurance	20000
Licenses	1000
Line of Credit Payments	20,0000
Advertising and promotions	7000
Medical Records and Supplies	40,000

Office Supplies	10000
Personal Property Taxes	4000
Professional Fees	2000
Rent Expense	70000
Repairs and Maintenance	4000
Testing Supplies	5000
Travel Expense	200
Utilities	9000
Total Expense	<u>1,089,800</u>
Net Ordinary Income	<u>185,5000</u>



Plan Review and Updates

Annual Budget Process

The annual budget process involves an annual assessment of all program’s resource needs. Each supervisor meets with staff and seeks input regarding resources to support the program. The Clinical Director and Leadership Team are involved in the budget process and advocates for the needs of the program. After the final budget is approved, the needs of the programs are assessed monthly at the management team’s meeting and funding can be modified depending on the needs and circumstances of individual programs.

Performance Improvement/Outcome Management

The performance/outcome management system is utilized by the Leadership team to review and assess the level in which program goals and objectives are being met. Areas that are not meeting program goals and objectives are reviewed to determine if adjustments in areas such as personnel, facilities and other resources are needed to support the program goals. The Clinical Director and Chief

Executive Officer utilizes this information to make resource allocation decisions for program support. See Performance Improvement Report 2024

Corporate Compliance Review

GIFTS provides services that fully comply with all federal, state, and local regulations and applicable laws, and to adhere to explicit ethical standards throughout all facets of the organization’s operations. GIFTS will ensure these conditions of operation are met through an organized and ongoing comprehensive corporate compliance program. A monthly review will ensure timely responses to issues. An annual report will be submitted to the Chief Executive Officer that includes a summary of all allegations, investigations, and/or complaints processed in the preceding 12 months, a complete description of all corrective actions taken, and any recommendations for changes to the organization’s policies and/or procedures.

Strategic Plan Review

GIFTS participates in an ongoing strategic planning process through developing and monitoring its short and long-range strategic plan goals and objectives. Strategic planning will consider expectations of persons served i.e. personnel, stakeholders (by analysis of client personnel stakeholder input), financial threats and opportunities, service area needs, regulatory/legislative environment and information from the Performance Improvement/Outcome Management system. Strategies to support the goals of GIFTS are included in the plan. Short term objectives will be monitored monthly and strategies will be adjusted as needed to improve achievement of objectives. The Strategic Plan will be reviewed annually and amended to promote the success of GIFTS, its clients, stakeholders and community partners. Growth plan is detailed next:

2024-2025 Growth Program Detailed

Goals/Needs	Objectives	Performance Indicators/Targets	Strategies/Action Plan	Obstacles/ Influencing factors	Performance /Needs Improvement
	1.Maintain ongoing hiring process	Less than 10 % employee turnover	Consistent use of media and advertising to recruit staff (Indeed, Facebook, Instagram, GIFTS website)	Increasing cost of living, increasing attractiveness of employment for administrative staff (childcare issues, etc.)	Ongoing

<i>Increase and retain staff</i>	2. Assess needs of current employees to identify strengths and barriers for employee retention and morale issues	Conduct anonymous biannual Employee Satisfaction survey and exit interviews as needed	Send out survey twice per year. Assess the results and use results to make changes or create feasible timeline for changes Communicate with all staff if a barrier makes useful, requested changes impossible but acknowledge requests. Share results of exit interviews with leadership team	Budgetary limits can be a barrier to honoring requests and suggestions made by staff	Ongoing
	3. Create a timeline to introduce a "Billable" pay model for full time clinical employees	Calculate cost of each. introducing billable system to one or two employees first Work on paid holiday stipends	Identify budget needs to implement a total process or a partial process for a few employees at a time. For instance, stipends for school-based employees	Budgetary limits can be a barrier to honoring requests and suggestions made by staff. Staff want the billable model now but GIFTS may not be able to afford it for all full-time clinical staff	June 2024
	4. Provide CEU Training for administrative and Clinical Staff	Develop a robust training curriculum Get training agendas approved by the Board of Professional Counselors to provide CEUs to staff	Identify/edit training agenda. Submit to BOPC for approval Provide training	May be denied by BOPC. Creation of trainings is time intensive and staff may not be available for this project	Ongoing

<i>Expand client base</i>	1.Connect to new referral sources	Create a plan with Outreach Coordinator to contact funeral homes, primary care, urgent care, OBGYN and other physical healthcare providers	Client waiting list no longer than 2 weeks	Waiting list is currently 3-4 weeks: However we have made improvement over recent weeks due to new hires	Ongoing
	2.Increase client referral numbers.	3% Increase in revenue from services as measured by budget	Track referrals and collect related data annually. Connect and ollaborate with other agencies (Main Street Pediatrics, HOPE Health local pediatricians)	Creating and Maintaining an accurate and efficient process to monitor and of giving feedback to stakeholders	Completed
<i>Agency material and supplies</i>	1.Clinical staff could benefit from training, toys and therapeutic supplies for services, especially at schools	Create a system of monitoring needs of staff, setting a budget for Back to School Identify grant opportunities to pay for supplies	Identify needed items, predict how often items might need to be replenished, add to budget Identify grant opportunities	Financial: Staff have an extensive wish list but there are limits to how much can be addressed by GIFTS versus personal investment	Ongoing
	2.Obtain Computers and office supplies for	Management meeting to take inventory (Operations Manager)	Identify needed items such as hardware (laptops), Adobe, other subscriptions Purchase as necessary	Needs constantly changing as new staff are hired Hardware is costly and difficult to add to budget	Ongoing/ Ongoing review

	administrative staff				
<i>Maintain fiscal health</i>	1.Continue incremental profit growth	CFO/ CEO monitor Growth with Budget indicators monthly and report annually	See Budget below	COVID-19 related setbacks in stakeholder demand and access	Ongoing
	2.Improve financial strategies by seeking consultation from financial professionals	Engage in a fiscal review to identify resources, weaknesses and ways to improve financial practices/solvency	Identify CPA, engage in audit, receive feedback, implement suggestions, when possible	CPA services are expensive and difficult to factor into budget	Ongoing

Looking Forward

Three-year-goals (2026)

1. One additional viable location to increase client access geographically in Baltimore County
2. Expand to provide services to additional schools and diversify services
3. Grow to 25-30 employees
4. Paid holidays and retirement plan for employees.
5. Internal computer network system for all GIFTS employees.
6. Gross Earnings= \$1,450,000.00
7. Total Profit= \$250,000-\$300,000

GIFTS NEXT TEN YEARS AT A GLANCE

Area of Growth	3-year 2024-2026	5-year 2024-2028	10-years 2024-2034
Service Goals	1.School based expansion Elementary School to Middle School to High	1.School based expansion 2. Diversify therapeutic services	1.School based expansion 2.Diversify therapeutic services 3.Psychological assessment expansion

	School pipeline/follow through 2. Diversify Therapeutic services (Medicare/Geriatric population, Parenting/new mothers services, Multilingual services)	3. Psychological assessment expansion	4. Intensive out-patient services
Employees	20-25 Employees Paid holidays and retirement plan for employees.	25-30 Employees	30-50 Employees
Resources	Expansion of current office spaces Internal computer network	Add 3rd location	Additional locations as needed
Income/Profit	1,450K/250-300K Stabilize Income/Profit Offer Sliding Scale services	1,500K/300-350K	2,000K/350-400K