



2023-2026 STRATEGIC PLAN

To Break the Cycle of Homelessness in New Hampshire.

Mission and Vision

Our mission is to provide vital services, including housing and healthcare, to all in our communities who need assistance.

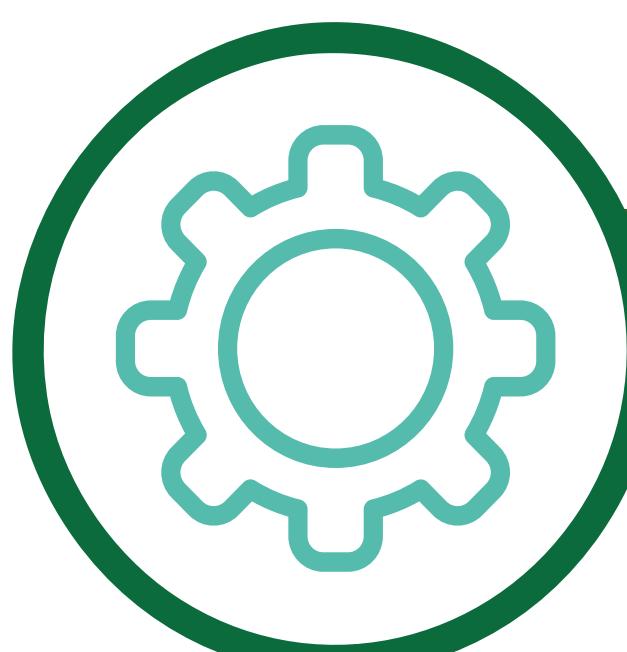
Our vision is in which everyone can live safe, stable, and healthy lives filled with purpose, respect, and dignity.



Establish our Philosophy of Care

Adopt a Philosophy of Care for our patients and clients to outline how we deliver care based on our clients' highest priority needs, proven best practices, and goals.

- Create a new Community Needs Assessment.
- Develop and adopt a "Philosophy of Care."
- Develop new organizational values to support our Philosophy.
- Define and plan implementation of best practices and models of care to support our Philosophy of Care.



Create a Strategic Decision-Making Framework

Establish a values-based decision-making framework with clear criteria to guide the existing and future organization consistent with our Philosophy of Care.

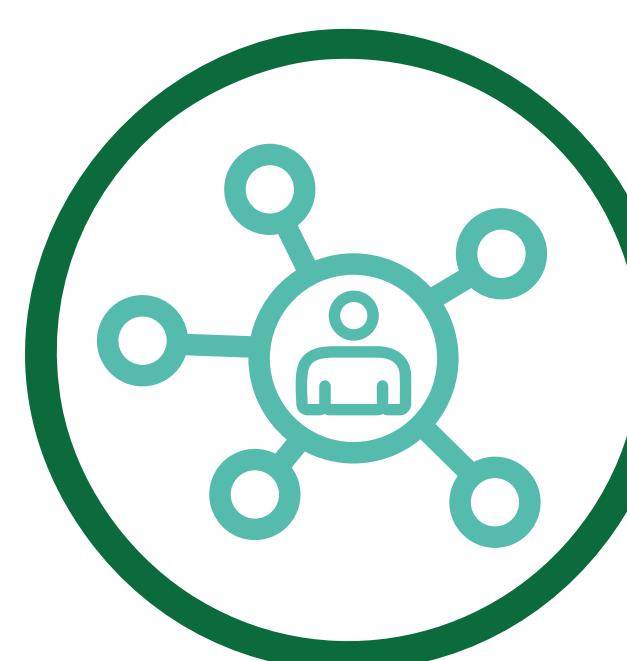
- Create standards and criteria that we will use to establish the decision-making framework. Develop and implement the tools and processes used to support the decision-making framework across all of Harbor Care.



Establish Service Excellence

Improve the client experience, achieve better outcomes, and improve organizational efficiencies.

- Develop a Knowledge Management Plan, including a timeline and work plan for implementation.
- Develop dashboards focusing on high-level operational performance indicators and then department-level dashboards for service lines.
- Implement a department evaluation framework across all direct service departments. At least one service line achieves Center of Excellence status based on evaluation of outcomes and best practices.



Service Coordination

Make it easier and faster for clients to get the help and support they need for critical services, enhancing and nurturing collaborative partnerships, improving seamless referrals and information sharing to support an integrated approach.

- Create and implement a cohesive branding and marketing campaign highlighting our purpose, the Philosophy of Care, and our competitive advantages
- Develop and implement a community partnership and engagement plan.



Enhance Staff Experience

Enhance staff's abilities to support the new Philosophy of Care, ensuring staff have the tools and resources they need to succeed.

- Establish and implement an overall compensation strategy (to include wage and non-wage factors).
- Implement an employee engagement program that strengthens culture, addresses employee needs, and promotes resiliency, belonging, recruitment, onboarding, and professional development.
- Establish and implement a comprehensive performance management system.