

**Adaptive Strategic Framework**

Intended to navigate a rapidly changing external environment, Barnabas has developed a flexible strategic framework built upon the organization’s mission, vision and values. This Framework sets broad direction and uses data to help guide the more immediate work.

**Mission: To provide help and hope to individuals and families in need throughout Nassau County, Florida to improve their stability, health, and well-being.**

**Vision: Every individual has an opportunity to lead a healthy and productive life**

**Core Values: Accountability, Community Impact, Compassion, Dignity, Excellence, Integrity, and Service**

**Strategy Screen**

The Adaptive Strategic Framework below provides broad over-arching organizational pillars and areas of focus. As Barnabas plans new initiatives, programs, or services within these essential areas, the following questions may also help assess feasibility and strategic fit.

* Does this initiative align with our mission, vision, and values?
* Will this action build, promote, and/or support programmatic excellence?
* Will this work promote collaboration across programs?
* Could this initiative benefit residents throughout Nassau County ?
* Do we have the data to support the need for this work?
* Do we have the skill/capacity/staff to move forward successfully?
* Is this initiative financially sustainable?
* Could this work be better delivered by or in collaboration with a community partner?
* How does this initiative deliver hope?

**Adaptive Strategic Framework**

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| Strategic Pillar | Primary Areas of Focus 2023-2025 | 2023-2024 Objectives | Desired 2023-2024 Outcomes/Measurement | Point Personand Anticipated Costs |
| 1. *Health and Wellbeing*
 | Provide services through reliable staffing, resources, and locationsAttract and retain excellence in professional providersConsistently and effectively deliver mobile health services | Identify gaps in current healthcare systemsOffer consistent providers and hours in Callahan and Hilliard ClinicsBecome a more robust partner in healthcare deliveryUtilize data to improve clinical efficiencies Ensure Board has representation in health careEstablish endowed Berkman Owens Fund to enhance professional payDevelop campaign to attract healthcare professionals as volunteersCollect data on what’s being done when and where for hypertension, diabetes, and obesityTrack frequency of cancer diagnoses | Employ a navigator for uninsured and low income residentsTrack hours to assess ongoing needsRaise $25,000 for a specialty cancer care fundOptimize referral processes and reportingTrack no shows and improve client engagement$1,000,000 endowed with 5% usable each year beginning 2024Increase specialty providers by 15%Ensure proper tracking of services- both in-kind and otherConsistent and well communicated plan for service provision - hypertension, diabetes, and obesityEstablish low income cancer navigator Promote collaboration of cancer care in Nassau County  | Health Services Manager Health Services and Outreach ManagerCEO Development TeamHealth Services ManagerBoardCEO, CFOFinance committeeVolunteer CoordinatorHealth Services ManagerHealth Services Manager working with health systemsHealth Services ManagerOutreach ManagerHealth Services Manager |

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| 1. *Nutritional Services (critical tool for health and wellbeing)*
 | Continue to provide education on healthy and culturally sensitive foods Explore how Barnabas could be its own food delivery systemEnsure services fill gaps and don’t duplicate other available resources | Offer healthy and culturally sensitive diabetic, hypertension, and obesity food optionsRecruit volunteer supportEducate volunteers on pantry goals and brandResearch opportunities for additional food resources (Winn Dixie, community gardens, extension service)Align nutritional services with other community food distribution efforts | Diabetic certificationIncrease diabetic educational offerings and referral opportunities for community groupsMobilize diabetic educationProduce 2 videos that can be used for staff and volunteers Bi-annually map sources of healthy food and create a network for food distribution in Nassau CountyPartner with other agencies to ensure healthy food (Authentic Impact)Identify new farms or other food resources Assess mobile food distribution -location and frequencyMeasure need on a monthly basisEstablish a network of leaders in Nassau County food distribution | Nutrition Services ManagerQuality ManagerHealth Services ManagerVolunteer CoordinatorNutrition Services ManagerOutreach ManagerVolunteer CoordinatorQuality DirectorOutreach ManagerRegistered Dietitian |

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| 1. *Empowerment*
 | Enhance workforce readiness and career development through expanded programming and partnershipsGrow resources to divert homelessness where gaps exist and through partnerships | Continue to provide programs that are client centric and align with individual needsContinue to partner with Career Source and FSCJEnsure access to rent and utility assistance | Additional workforce readiness workshopsIdentification of online certifications combined with computer access Scheduled programming available to the community at large, including 3 new empowerment workshopsTrack client success for 6-12 months—employment, housingResearch appropriate grantsTrack Barnabas inquiries related to homelessnessParticipate in current housing coalitions and related initiatives in accordance with Barnabas mission | Resource CoordinatorQuality DirectorVolunteer CoordinatorDevelopment TeamQuality DirectorCEO Empowerment Team |

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| Strategic Pillar | Primary Areas of Focus 2023-2025 | 2023-2024 Objectives | Desired 2023-2024 Outcomes/Measurement | Point Person and Anticipated Costs |
| 1. *Outreach*
 | Sustain and grow community outreach | Create a mechanism to ensure ongoing accurate dataEnsure capacity to adapt as needs shiftDevelop outreach into a program with a budget and measurable goalsBuild capacity for strategic “partnership to relationship” management  | Evaluation of efficiency of and cross communication of current softwareGrow analytic proficiency, using data to map needsFormalize a community-based outreach to identify resources, including faith-based, that align with programsEstablish outreach succession plan and opportunities to build bench strength | Quality DirectorOutreach ManagerNutrition Services ManagerOutreach ManagerOutreach ManagerLeadership TeamVolunteer ManagerOutreach ManagerVolunteer Coordinator |

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| 1. *Financial Stability and Growth*
 | Continue to move the organization into financial sustainabilityRaise awareness of Barnabas mission and services | Assess ideal staffing and capacity Evaluate and pursue additional revenue streams (i.e. corporate giving, casework for churches, planned giving, national grants)Conduct cost analysis of all programs to ensure proper stewardship of funding and programmatic excellenceBuild a wage structure that supports programmatic excellenceRefresh branding, messaging | Add Part -time CFOIncrease grant writing yearlyGrow endowments through different investment vehiclesCreate success guidelines for the resale operations and establish measurement of successResale stores increase their ability to support missionProvide training around customer experience, marketing, and brandingEquitable bonus structurePost pandemic wage structure reviewConsistent look and communications throughout the agency | CEOFinance CommitteeBoardCEODevelopment TeamBoardCEOResale Store ManagerCFONext Level ConsultantsHR Business PartnerCEOCFOFinance CommitteeDevelopment and Communications Director |