[](https://barnabasnassau.org/)

**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 Person  and Anticipated Costs |
| 1. *Health and Wellbeing* | Provide services through reliable staffing, resources, and locations  Attract and retain excellence in professional providers  Consistently and effectively deliver mobile health services | Identify gaps in current healthcare systems  Offer consistent providers and hours in Callahan and Hilliard Clinics  Become a more robust partner in healthcare delivery  Utilize data to improve clinical efficiencies  Ensure Board has representation in health care  Establish endowed Berkman Owens Fund to enhance professional pay  Develop campaign to attract healthcare professionals as volunteers  Collect data on what’s being done when and where for hypertension, diabetes, and obesity  Track frequency of cancer diagnoses | Employ a navigator for uninsured and low income residents  Track hours to assess ongoing needs  Raise $25,000 for a specialty cancer care fund  Optimize referral processes and reporting  Track no shows and improve client engagement  $1,000,000 endowed with 5% usable each year beginning 2024  Increase specialty providers by 15%  Ensure proper tracking of services- both in-kind and other  Consistent and well communicated plan for service provision - hypertension, diabetes, and obesity  Establish low income cancer navigator  Promote collaboration of cancer care in Nassau County | Health Services Manager  Health Services and Outreach Manager  CEO  Development Team  Health Services Manager  Board  CEO, CFO  Finance committee  Volunteer Coordinator  Health Services Manager  Health Services Manager working with health systems  Health Services Manager  Outreach Manager  Health Services Manager |

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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. *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 system  Ensure services fill gaps and don’t duplicate other available resources | Offer healthy and culturally sensitive diabetic, hypertension, and obesity food options  Recruit volunteer support  Educate volunteers on pantry goals and brand  Research opportunities for additional food resources (Winn Dixie, community gardens, extension service)  Align nutritional services with other community food distribution efforts | Diabetic certification  Increase diabetic educational offerings and referral opportunities for community groups  Mobilize diabetic education  Produce 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 County  Partner with other agencies to ensure healthy food (Authentic Impact)  Identify new farms or other food resources  Assess mobile food distribution -location and frequency  Measure need on a monthly basis  Establish a network of leaders in Nassau County food distribution | Nutrition Services Manager  Quality Manager  Health Services Manager  Volunteer Coordinator  Nutrition Services Manager  Outreach Manager  Volunteer Coordinator  Quality Director  Outreach Manager  Registered Dietitian |

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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. *Empowerment* | Enhance workforce readiness and career development through expanded programming and partnerships  Grow resources to divert homelessness where gaps exist and through partnerships | Continue to provide programs that are client centric and align with individual needs  Continue to partner with Career Source and FSCJ  Ensure access to rent and utility assistance | Additional workforce readiness workshops  Identification of online certifications combined with computer access  Scheduled programming available to the community at large, including 3 new empowerment workshops  Track client success for 6-12 months—employment, housing  Research appropriate grants  Track Barnabas inquiries related to homelessness  Participate in current housing coalitions and related initiatives in accordance with Barnabas mission | Resource Coordinator  Quality Director  Volunteer Coordinator  Development Team  Quality Director  CEO  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 data  Ensure capacity to adapt as needs shift  Develop outreach into a program with a budget and measurable goals  Build capacity for strategic “partnership to relationship” management | Evaluation of efficiency of and cross communication of current software  Grow analytic proficiency, using data to map needs  Formalize a community-based outreach to identify resources, including faith-based, that align with programs  Establish outreach succession plan and opportunities to build bench strength | Quality Director  Outreach Manager  Nutrition Services Manager  Outreach Manager  Outreach Manager  Leadership Team  Volunteer Manager  Outreach Manager  Volunteer Coordinator |

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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. *Financial Stability and Growth* | Continue to move the organization into financial sustainability  Raise 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 excellence  Build a wage structure that supports programmatic excellence  Refresh branding, messaging | Add Part -time CFO  Increase grant writing yearly  Grow endowments through different investment vehicles  Create success guidelines for the resale operations and establish measurement of success  Resale stores increase their ability to support mission  Provide training around customer experience, marketing, and branding  Equitable bonus structure  Post pandemic wage structure review  Consistent look and communications throughout the agency | CEO  Finance Committee  Board  CEO  Development Team  Board  CEO  Resale Store Manager  CFO  Next Level Consultants  HR Business Partner  CEO  CFO  Finance Committee  Development and Communications Director |