



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

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

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<p>2. Nutritional Services <i>(critical tool for health and wellbeing)</i></p>	<p>Continue to provide education on healthy and culturally sensitive foods</p> <p>Explore how Barnabas could be its own food delivery system</p> <p>Ensure services fill gaps and don't duplicate other available resources</p>	<p>Offer healthy and culturally sensitive diabetic, hypertension, and obesity food options</p> <p>Recruit volunteer support</p> <p>Educate volunteers on pantry goals and brand</p> <p>Research opportunities for additional food resources (Winn Dixie, community gardens, extension service)</p> <p>Align nutritional services with other community food distribution efforts</p>	<p>Diabetic certification</p> <p>Increase diabetic educational offerings and referral opportunities for community groups</p> <p>Mobilize diabetic education</p> <p>Produce 2 videos that can be used for staff and volunteers</p> <p>Bi-annually map sources of healthy food and create a network for food distribution in Nassau County</p> <p>Partner with other agencies to ensure healthy food (Authentic Impact)</p> <p>Identify new farms or other food resources</p> <p>Assess mobile food distribution - location and frequency</p> <p>Measure need on a monthly basis</p> <p>Establish a network of leaders in Nassau County food distribution</p>	<p>Nutrition Services Manager Quality Manager Health Services Manager</p> <p>Volunteer Coordinator</p> <p>Nutrition Services Manager Outreach Manager Volunteer Coordinator Quality Director</p> <p>Outreach Manager Registered Dietitian</p>

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3. Empowerment	<p>Enhance workforce readiness and career development through expanded programming and partnerships</p> <p>Grow resources to divert homelessness where gaps exist and through partnerships</p>	<p>Continue to provide programs that are client centric and align with individual needs</p> <p>Continue to partner with Career Source and FSCJ</p> <p>Ensure access to rent and utility assistance</p>	<p>Additional workforce readiness workshops</p> <p>Identification of online certifications combined with computer access</p> <p>Scheduled programming available to the community at large, including 3 new empowerment workshops</p> <p>Track client success for 6-12 months—employment, housing</p> <p>Research appropriate grants</p> <p>Track Barnabas inquiries related to homelessness</p> <p>Participate in current housing coalitions and related initiatives in accordance with Barnabas mission</p>	<p>Resource Coordinator Quality Director Volunteer Coordinator</p> <p>Development Team Quality Director</p> <p>CEO Empowerment Team</p>

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4. <i>Outreach</i>	Sustain and grow community outreach	<p>Create a mechanism to ensure ongoing accurate data</p> <p>Ensure capacity to adapt as needs shift</p> <p>Develop outreach into a program with a budget and measurable goals</p> <p>Build capacity for strategic “partnership to relationship” management</p>	<p>Evaluation of efficiency of and cross communication of current software</p> <p>Grow analytic proficiency, using data to map needs</p> <p>Formalize a community-based outreach to identify resources, including faith-based, that align with programs</p> <p>Establish outreach succession plan and opportunities to build bench strength</p>	<p>Quality Director Outreach Manager</p> <p>Nutrition Services Manager Outreach Manager</p> <p>Outreach Manager Leadership Team Volunteer Manager</p> <p>Outreach Manager Volunteer Coordinator</p>

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5. Financial Stability and Growth	<p>Continue to move the organization into financial sustainability</p> <p>Raise awareness of Barnabas mission and services</p>	<p>Assess ideal staffing and capacity</p> <p>Evaluate and pursue additional revenue streams (i.e. corporate giving, casework for churches, planned giving, national grants)</p> <p>Conduct cost analysis of all programs to ensure proper stewardship of funding and programmatic excellence</p> <p>Build a wage structure that supports programmatic excellence</p> <p>Refresh branding, messaging</p>	<p>Add Part -time CFO</p> <p>Increase grant writing yearly</p> <p>Grow endowments through different investment vehicles</p> <p>Create success guidelines for the resale operations and establish measurement of success</p> <p>Resale stores increase their ability to support mission</p> <p>Provide training around customer experience, marketing, and branding</p> <p>Equitable bonus structure Post pandemic wage structure review</p> <p>Consistent look and communications throughout the agency</p>	<p>CEO Finance Committee</p> <p>Board CEO Development Team</p> <p>Board</p> <p>CEO Resale Store Manager CFO Next Level Consultants</p> <p>HR Business Partner CEO CFO Finance Committee</p> <p>Development and Communications Director</p>