



*H*offman Homes for Youth

2023-2026 Strategic Plan

Who We Are

Hoffman Homes is a non-profit organization that provides both inpatient and outpatient behavioral health treatment, educational services and other county-funded residential-based services to youth, young adults and their families across the Commonwealth.

Our Purpose

To provide comprehensive care, treatment and education to youth, young adults and their families. We are committed to providing services that are cost effective and responsive to the unique needs of each individual; always in close cooperation with the parents/guardians, referring agencies, managed care organizations, school systems and funding sources.

What We Do

Established in 1910, Hoffman Homes has grown from an orphanage to providing a Psychiatric Residential Treatment Facility (PRTF), Shelter, Transitional Living Program and Psychiatric Outpatient Clinic for youth and young adults ages 7-21 without regard to race, creed, gender, sex, gender orientation, sexual orientation or national origin. We offer a variety of behavioral health services, including:

- On-Site Medical Services
- Psychiatric Services
- Educational Services, through Hoffman Academy, our on-site licensed, private academic special education school for grades 1-12 and regular education grades 1-6,
- Clinical Services: Individual, Group, and Family Therapy, and an array of Creative Therapies: Art, Animal-Assisted Therapy, Equine-Assisted Therapy, and Play Therapy
- Supervision and Monitoring 24/7

Our Impact

The overarching goal at HH is for every youth/young adult placed to achieve their individualized treatment goals and be discharged successfully from our program. In FY21-22, 94% of our youth met their treatment goals!

In 2022:

172 youth were served

35 PA counties had services provided

96.6% of youth had family therapy (FY 21-22)

2246 creative therapy sessions (FY 21-22)

1588 psychiatric appointments (FY 21-22)



Mission & Vision

Hoffman Homes is committed to promoting the personal growth and achievement of the youth, young adults and families we serve through continuous quality improvement, education, staff development, and the use of evidence-based practices. Our team of caregivers is devoted to creating a culture of healing that enables our youth and young adults to recover and thrive, and to realize brighter, healthier futures.

We do this by following a trauma informed treatment approach and adhering to our Core Values & Guiding Principles:

Core Values & Guiding Principles

Honesty & Integrity

Safety & Well-being

Dignity & Respect

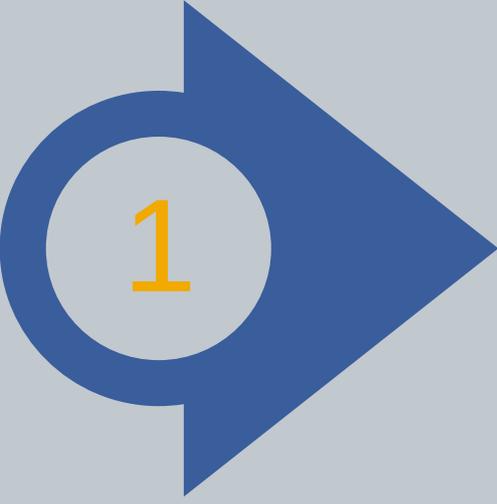
Commitment to Excellence



Strategic Planning Process

Hoffman Homes has engaged in a thorough process to develop a Strategic Plan that will guide our organization moving forward. Through a series of meetings with Leadership staff and the Board of Directors, the organization put together a new plan to help guide Hoffman Homes for the next three years, being ever mindful of the needs of the people and communities that we serve. With careful consideration given to the changing environment and the needs of our communities, and building upon those distinguishing strengths of Hoffman Homes, six primary strategic initiatives were prioritized:





Culture, Recruitment and Employee Retention

Institutional Culture overarches and undergirds all businesses and organizations. Culture has a powerful impact upon Recruitment, Retention and performance of employees. Acknowledging all the above, Hoffman Homes (HH) will strive to enhance and improve our sense of community among all staff members, including leadership and line workers who directly deliver services to our youth, young adults and other potential clients.

Objective #1: HH will develop a workgroup comprised of staff outside of leadership and representative of all departments (when possible) to focus on a deliberate change in culture which will address staff health, well-being, and tenure within the organization.

Objective #2: Funding for a consultant will be included in the 2023 budget. This position will be utilized at the discretion of Leadership to support internal staff's efforts in leading this change in institutional culture.

Objective #3: An employee survey will be administered at least once per year to the entire staff to pulse check our progress toward this cultural change.



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Program Expansion /Diversification

Over the past five years HH has become acutely aware that our traditional PRTF services do not generate sufficient revenue to sustain HH operation. Because of this, HH will continue to identify services and enterprises designed to serve our internal and external communities to generate increased revenues to sustain the organization. These services and enterprises may fall within or may fall outside our traditional mission.

Objective #1: The HH mission statement will be re-examined by the Board and Leadership as new opportunities arise to determine if changes need to be made.

Objective #2: The Hoffman Academy will generate additional revenue for HH through opportunities to increase services and enrollment.

- **Objective #2a:** HH Academy will expand its programs to include services for youth with autism and youth in need of Life Skills instruction and mentoring (see addendum #1).



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Program Expansion /Diversification

- **Objective #2b:** HH Academy will create career pathways designed to identify, raise, and develop teachers. This goal will include partnerships with area colleges and universities.
- **Objective #2c:** HH Academy will continue to assess our ability to implement new educational services that align with our Trauma-Informed educational philosophy. HH Academy will continue to progress through the tiers of PBIS (Positive Behavior Intervention and Support-we are currently at tier 1) and accreditation to strengthen the fidelity and continuity of trauma informed educational practice. PBIS is an evidence-based 3-tier framework that integrates data, teaching, and school systems to provide consistent, shared practices that acknowledge student and staff strengths and successes to teach positive behavior.



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Program Expansion /Diversification

- **Objective #2d: Initially, Hoffman Academy intends to add three new day students to its school within the first year with the goal of increasing the census every year thereafter. This will allow Hoffman Academy to ultimately reach our capacity of 116 students.**

Objective #3: HH has secured a license and PROMISE number to operate an Outpatient Psychiatric Clinic, which is reimbursable through Medicaid. This service is currently being provided to youth/young adults within the Transitional Living Program (TLP) and Shelter. HH intends to expand this service into the community by taking the following steps:

- **Objective #3a: Contracting with Managed Care Organizations to have the Outpatient Psychiatric Clinic added to the service offerings provided by**



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Program Expansion /Diversification

- **Objective #3a (cont):** HH, which will include receiving the reimbursement rates and billing codes. Commercial insurance plans will also be evaluated for participation.
- **Objective #3b:** Establish an efficient billing process that will consistently provide reimbursement for these services as they are provided to youth/young adults within the Shelter and TLP.
- **Objective #3c:** Expand the Psychiatric Outpatient Clinic service to day students who may qualify, as well as individuals within the community not to exceed a caseload of 12 individuals per Mental Health Professional.



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Program Expansion /Diversification

Objective #3d: As in-person service delivery becomes stabilized and successful; HH will explore the opportunity to provide telehealth services to expand the opportunity to provide this service to those within the communities.

Objective #4: HH will seek out new Entrepreneurial Enterprises outside of our traditional service Mission. These new enterprises must fulfill three conditions.

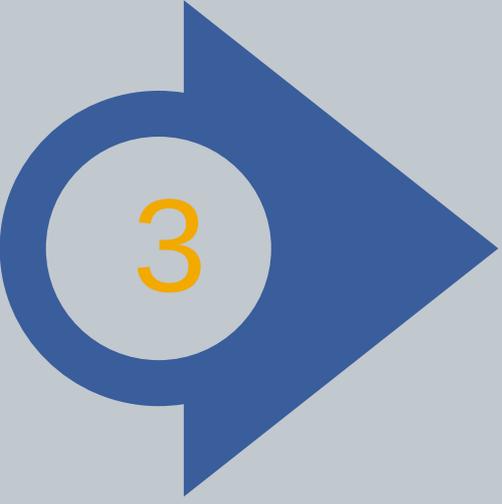
- **These enterprises must generate surplus revenue that exceeds the cost of the enterprise.**
- **The enterprise must have minimal impact upon professional staff time and scheduling.**
- **These new enterprises must not compromise campus security.**



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Program Expansion /Diversification

- **Objective #4a:** The HH Board, in conjunction with the CEO, will establish a three-year term ad hoc Entrepreneurial Committee composed of two board members and two HH leadership team members. This ad hoc Committee will be charged with identifying entrepreneurial opportunities analyzing the potential and making implementation recommendations to the Board.
- **Objective #4b:** This ad hoc committee will meet quarterly and will report to the board at its September, December, March, and June meetings. Should any suggestions be adopted as goals, the frequency of meetings may increase. The goal(s) will become part of the Strategic Plan and the CEO will report out on progress during their quarterly Strategic Plan report.



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Technology

HH will conduct an internal and external assessment of the technological needs of the organization to achieve improvement in the quality of data management and communication.

Objective #1: Engage with the staff to identify their technological needs.

Objective #2: Engage a consultant to assist HH in identifying the necessary informational technological upgrades. The consultant will file a formal set of recommendations with the Board.

Objective #3: The Board will review the consultant's recommendations, assess the risks and opportunities and, if deemed appropriate, dedicate funds.



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Marketing

Increase awareness and visibility of HH in the community, especially York and Adams Counties, to improve and sustain donor support, community-based program involvement, and staff recruitment.

Objective #1: Identify and prioritize target constituencies based on demographics.

Objective #2: Develop consistent, concise, compelling, and motivating messages and designs for all types of communication including print, email, website, social media, events, and one-on-one conversation. Use messages and designs consistently across HH departments.



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Development

Grow contributions to HH to \$850,000 dollars annually by 2026. Emphasize unrestricted, \$1,000+ level of giving from individuals and grantmaking organizations.

Objective #1: Over the next three years, increase number of active donors by 10% at all giving levels through consistent, informative outreach, especially in York and Adams Counties, and timely, personal acknowledgement and recognition of their generosity. An active donor is defined as someone who has given within the last 18 months.

Objective #2: Implement Planned Giving and Monthly Donor programs to offer additional ways for donors to increase their giving to HH.

The Strategic Planning Taskforce considered identifying financial performance goals for the HH investments. The current uncertainty in the financial markets following the COVID Pandemic and the more recent rise in inflation countered by the Feds rise in interest rates has made it difficult to project goals for the HH investment portfolio. The Taskforce feels however that the Finance committee should in conjunction with our investment adviser (currently PNC) convey to the Board at the earliest opportunity and subsequently on a semi-annual schedule a consensus goal for the portfolio performance. Because the normal Finance committee meetings schedule and agenda does not permit adequate time for in-depth discussions with our financial advisers this will be accomplished through the following:

Objective #1: The HH Board in conjunction with the CEO, will establish a three-year term ad hoc Finance committee composed of the CEO, V.P. of Finance, Chair of the Finance Committee and two board members who serve on the Finance committee. That committee will be

Objective #1 (cont): charged to meet with our investment advisers semi-annually to review market trends and future projections in order to arrive at a "consensus" set of performance goals for our portfolio. Our investment advisers will then be required to generate with the aid of their staff and research team the necessary adjustments to the portfolio to best fit the goals.

Objective #2: The ad hoc committee will report to the full Finance committee at its next meeting along with our investment advisers the decisions reached and actions to be taken to achieve the goals. The Finance committee will in turn recommend to the Board acceptance of the goals and plan.

Meet the Leadership Team

Rebecca Van der Groef, LSW

Chief Executive Officer & President

Heather Casel, MBA

Chief Financial Officer

Jason Detter, PHR, SHRM-CP

Vice President of Human Resources

Stacy Parsons, MA

Vice President of Clinical & Residential Programs

Ellen Gunn, RN, BS

Vice President of Medical Services

Dr. Stacy Mae Taylor, M.Ed.

Vice President of Education Services/Director of Education

William Posner, MS

Vice President of Safety & Facilities Management



Acknowledgements

We are grateful for the input provided in this process from our Leadership Team and Board of Directors at Hoffman Homes. We especially want to thank those directly involved in the Strategic Planning Committee:

Board Members: Merris Harvey, Vic McCloskey, Christine Demas and Ann Fruth

Leadership Team Members: Rebecca Van der Groef, Jason Detter, Dr. Stacy Mae Taylor, and Stacy Parsons

Formally Adopted by the Hoffman Homes Board of Directors:

Mary Jones, President

Dan Sharrer, Vice President

Vic McCloskey, Treasurer

Roy Blose, Secretary

Mike Kowalik

Mary Moyer

Merris Harvey

Gerald Serfass

Miles Smid

Lee Powell

Christine Demas

Kim Flickinger

Ann Fruth

Cheryl Ward

Michael Tschudy

Dale Benner

Chrisanne Bowden

Jon Gatti

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