Creating a National Mental Health Practice of Choice
for America's Military Connected Families

STRATEGIC PLAN
2025
Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>pg 3</td>
</tr>
<tr>
<td>Executive Summary</td>
<td>pg 4</td>
</tr>
<tr>
<td>Our Strategic Underpinning</td>
<td>pg 16</td>
</tr>
<tr>
<td>Partnership Objectives</td>
<td>pg 16</td>
</tr>
<tr>
<td>Our Vision</td>
<td>pg 17</td>
</tr>
<tr>
<td>Operational Imperatives</td>
<td>pg 18</td>
</tr>
<tr>
<td>SWOT Analysis</td>
<td>pg 20</td>
</tr>
<tr>
<td>The Building Blocks for Success</td>
<td>pg 21</td>
</tr>
<tr>
<td>Access</td>
<td>pg 21</td>
</tr>
<tr>
<td>Quality</td>
<td>pg 22</td>
</tr>
<tr>
<td>Value</td>
<td>pg 23</td>
</tr>
<tr>
<td>Enablement</td>
<td>pg 24</td>
</tr>
<tr>
<td>Future Organizational Structure</td>
<td>pg 27</td>
</tr>
<tr>
<td>Financial Plan</td>
<td>pg 29</td>
</tr>
<tr>
<td>Plan Endstate</td>
<td>pg 31</td>
</tr>
</tbody>
</table>
Introduction

Welcome to Headstrong 2025, our organization’s first-ever strategic plan outlining deliberate growth and expansion efforts underpinning a bold five-year vision to become a national mental health practice of choice for the nation’s military connected families. As an eight-year-old nonprofit formed by combat veterans at the height of a raging suicide epidemic amongst members of their tribe, Headstrong’s evolution over that time has been marked by great success, partnership, and above all else, a relentless focus on caring for those who served, and the families that support them.

In this strategic plan, we boldly embark upon the second phase of the organization’s life - from start-up to mid-stage maturity - and in so doing, establish a pathway to greater scale, organizational might and discipline, and best-in-class clinical and non-clinical operations ensuring the future viability and sustainability of our mission,

to heal the hidden wounds of war.

Our chosen course is not without risk, consequence, or lack of importance. In fact, charting a transformative course as visionary as Headstrong 2025 will require incredible courage, sustainability and support from key stakeholders and partners who believe in our mission and support our plans. Here within Headstrong, we are committed to achieving the goals and objectives associated with our strategic plan and my ask of you is to get comfortable with the thinking behind this plan. Once comfortable, my ask is for your support to help us achieve the aspirational goals we have outlined herein.

2021 has arrived with a great deal of ongoing strife, uncertainty, and human tragedy within our nation, and as we begin to untangle 2020’s events and tragedies, let us all not forget the solemnity that service to others affords this nation and its citizens who volunteer to serve in its armed forces. Help us adopt the conditions for success in the coming year that are essential to the success of this plan.

Thank you, and above all else, #getheadstrong2025!

Thanks,

Jim
Colonel (USA, Ret.) Jim McDonough
Executive Director
The Headstrong Project
Headstrong 2025 outlines the strategic vision, stance, organizational structure, performance goals and financial outline for The Headstrong Project during the period 2021-2025, a planned period of expansion and growth for the organization as it positions itself to become the nation’s premier, community-based mental health treatment practice of choice for its military connected families.

Founded on the key tenets of delivering high quality treatment modalities, providing universal access for those seeking treatment, presenting value beyond ‘the door,’ enabling a world-class team, and a commitment to transparency, Headstrong’s strategic plan for its next four years continues to build upon these principles of care, in a much more measured and deliberate way. Our goal is simple: to create and sustain the nation’s premier, community-based mental health treatment practice of choice for the nation’s service members, veterans, and the families of both. By the plan’s endstate of 2025, Headstrong endeavors to serve any veteran or family member in America – a bold vision for the organization.

In the eight years since its founding in 2012, Headstrong has grown to 28 program communities spread out over 12 states, including the District of Columbia. On an annualized basis, the organization delivers care and treatment for nearly 1,000 clients through its vast network of experienced trauma-informed clinicians.

As the organization sets its stance for the next four years to bring Headstrong to its mid-stage life, we begin a new chapter that will more fully and deliberately project confidence and sustainment to clients and stakeholders alike. Moving beyond start-up phase for any committed nonprofit is one of the more difficult challenges confronting organizations – and Headstrong is no different, but with sound planning, support from our Board, Funders, and Stakeholders, that challenge is one which we embrace fully through Headstrong 2025.

2020 will be remembered as a challenging year for all, and while the same is true within Headstrong, today we are poised to emerge as an organization that successfully fought its way through COVID-19, altered its clinical approaches to reach more veteran families over virtual means, and diversified its revenue channels to successfully navigate new fiscal terrain and challenges not envisioned by anyone.
Headstrong 2025 is broken down into four phases over a four-year period to create a feasible and sensible expansion and growth trajectory to guide the organization forward. It is first and foremost a plan, a plan based on sound assumptions, that will be challenged through performance and measured to ensure attainment of goals and objectives.

These assumptions will either be validated or discounted based on performance and execution and be used to guide continuous improvement and performance along the way.
Phase 1 / Year 1: 2021-2022 – A Year of Setting Conditions for Success

Year one-of-four within this plan is framed as a year of setting further conditions for success and focusing inwardly on growth in select, underperforming and new program markets. It is also a year of stabilizing revenue streams, establishing impactful partnerships, and engaging in deliberate pilot initiatives with the Department of Veterans Affairs to serve VA-eligible clients on a cost-reimbursable basis.

The year will be marked by establishing greater brand awareness and respect in program communities, including the periodic deployment of non-clinical assets to better engage with our community partners and stakeholders, increase brand awareness, and support our funders.

From a growth perspective, the organization will focus and prioritize its resources this year toward underperforming/nascent/new program communities in Georgia, Illinois, Arizona, Texas, and Washington State to ‘pressure-test’ a series of deliberate growth strategies designed to raise market performance to known performance indicators.

Our intent is to ‘see’ market performance modestly increase in a first-of-its-kind effort to begin standardizing known benchmarks to levels of market maturity.

Through on-the-ground marketing and engagement, Headstrong will proactively drive demand for clinician hours, establish goals associated with client/clinician ratios and begin steps to normalize market Key Performance Indicators (KPI’s) to ensure sustainable market performance year-over-year. To frame all of these activities more appropriately, Headstrong will also shift its historical community-by-community approach to market development and pivot toward aligning its program markets along Veteran Integrated Service Network (VISN) geographies to provide operational context to its scaling efforts in more understandable terms, to afford greater flexibility in the deployment of clinical assets, and to provide more relatable alignment with government assets supporting partnership opportunities.

As a key learning emanating from COVID-19, Headstrong’s hybrid model of delivering treatment and care virtually and physically affords the organization a great deal more flexibility when planning its expansion efforts.

For the first time, we ‘see’ clinical capacity not tied directly to a specific community, but rather a geographical region, with clinicians deployed throughout to increase coverage and access to care – a fundamental goal for Headstrong.
Over the next four years, Headstrong endeavors to create program market expansion opportunities across all 18 VISN’s, offering unprecedented access to the highest quality, community-based mental health treatment resources available to military connected families. As we prepare to align Headstrong’s stance along VISN lines vs. individual communities, today, Headstrong clinicians are already serving across 11 of the 18 VISNs.

Expanding across the additional 7 VISN’s affords Headstrong a modest, three-year trajectory (2022-2025) for program market expansion, utilizing a two-two-three expansion pathway over the final three years of this strategic plan, by which to plan expansion efforts commensurate with scalable clinical and non-clinical resources.

As it relates to Headstrong’s clinical stance, 2021 will mark a shift toward greater clinical partnership and decentralization of our model of clinical oversight. With the realignment of our clinical capacity along VISN’s comes a responsibility to further decentralize care coordination and case conferencing associated with a clinical performance in each program geography.

With 28 individual geographies in-motion every day supported by hundreds of clinicians, it makes tremendous sense to create aligned clinical oversight of those markets, in proximity to market, to best support the needs of our clinicians. Such a shift in clinical supervision and oversight affords greater, more localized, methods of engagement, education, and case conferencing amongst clinicians, the desired framework expressed repeatedly by stakeholders, funders, and clinicians alike.
2021 will then feature the establishment of clinical supervisory and care coordination partnerships geographically to better situate clinical case conferencing, treatment delivery, and vetting of providers, to better keep pace with Headstrong’s growth and expansion plans. Headstrong will go in search of the best clinical supervisory capacity it can find to ensure robust, sustainable relationships between individual clinicians and their supervisory counterparts. Primacy will be placed on retaining quality of care, access to care, and retaining the trust and confidence of both clinicians and clients alike.

In a complementary fashion, 2021 will also mark the first ‘field deployment’ of non-clinical assets in Headstrong’s history. This effort is designed to mimic our clinical stance and provide non-clinical engagement across Headstrong program markets to ensure robust and sustainable engagement strategies with key stakeholders, operational partners, and funders.

Brand awareness and client acquisition will guide the fundamental aspects of these responsibilities and 2021 will see two (of eventually four) assets ‘deployed’ to shore-up our reputation, reach, and credibility across Headstrong program markets.

These changes inevitably alter our longstanding relationship with Weill Cornell Medicine (WCM), but they are necessary to ensure the future sustainability of the organization and those under its care. By the end of 2021 Headstrong needs to be prepared to ‘flip-the-switch’ of clinical supervision and care coordination to new, geographically aligned partnerships, with WCM’s contribution potentially shifting to that of a vendor, focusing on case conferencing, care coordination and clinical supervision, retaining their original clinical strengths to their first, best use. Care coordination and clinical supervision, on the other hand, will be further distributed to operational partners encompassing assigned geographies to manage assigned clinical partners and standardize case conferencing and clinical supervision of therapeutic assets.
As we begin to further decentralize clinical supervision and care coordination of program geographies, Headstrong will also simultaneously assume in-house responsibility for all intake and referrals to clinicians, adopting more ownership of controlling the client experience and treatment journey to ensure end-to-end fidelity with measurement and evaluation of treatment outcomes and a better understanding of our efficacy.

While investments internally will involve additional cost structure, they will more-or-less be cost-neutral, as offsets with pre-existing expenses for the same capacity we now purchased through Weill Cornell Medicine will be reduced and eliminated during 2021.

**Our End State for 2021**

will be marked by the establishment of decentralized clinical supervision and care coordination over multiple geographies, a shift in the relationship with WCM as a care management and standardization node, bringing intake and referral in-house to Headstrong, redesign of data reporting architecture, infrastructure, and fidelity, deployment of non-clinical assets to better engage with program communities and stakeholders, further diversification of revenue streams, targeted performance objectives for ‘pressure-tested’ markets met, and conditions for additional, VISN-aligned market expansion underway.
Phase 2 / Year 2: 2022-2023 – Setting Expansion & Growth In-Motion

With a solid year of planning for expansion and growth accounted for in Year 1 of this strategic plan, 2022 is designed to see Headstrong undertake the first of three years of deliberate, planned growth and expansion.

As we enter 2022, the organization’s stance will reflect more than half (11) of all 18 VISN’s ‘covered’ by Headstrong clinicians deployed throughout each supported VISN. With 7 VISN’s remaining to be ‘covered,’ a three-year glide path has been created to expand Headstrong program deployments into two VISN’s per year for the first two years (2022 & 2023), with three envisioned during the last year (2024) so that by 2025, Headstrong clinical stance will reflect an organizational presence across all 18 VISN’s.
VISN’s 1 and 7 are targeted for expansion in 2022, with one VISN deployment every six months as the cadence supporting Headstrong expansion. While rapid – and built on the assumption that Headstrong’s ‘home office’ will be capable of such deliberate expansion - the expansion modestly assumes about 8-10 clinicians, including psychiatric specialty, will be deployed per VISN to establish an Initial Operating Capability (IOC) within each supported VISN by year’s end.

In addition to this planned, modest expansion, Headstrong will also focus its resources and priorities to continue driving in-market performance objectives to known, established milestones associated with market maturity.

This effort will help further normalize ratios of clients to clinicians in a more deliberate fashion and involve strategies designed to drive demand for Headstrong’s clinical capacity in a tiered fashion, reflecting small, medium, and large geographies and capacity to care.

Our End State for 2022 will be marked by the sustainment of decentralized clinical supervision over four distinct time zones, greater deployment of non-clinical assets to better engage with program communities and stakeholders, further diversification of revenue streams, targeted performance objectives for all market geographies met, and conditions for continued market expansion met.
Phase 3 / Year 3: 2023-2024 – Steady Expansion & Growth In-Motion

With two years of planning for expansion and growth accounted for in Years 1 and 2 of this strategic plan, 2023 is designed to see Headstrong undertake the second of three years’ worth of deliberate, planned growth and expansion.

As we enter 2023, the organization’s stance will reflect almost three quarters (13) of all 18 VISN’s ‘covered’ by Headstrong clinicians deployed throughout each supported VISN. With 5 VISN’s remaining to be ‘covered’ over the remaining two years of this strategic plan.
Our End State for 2023
will be marked by the sustainment of decentralized clinical supervision over four distinct time zones, greater deployment of non-clinical assets to better engage with program communities and stakeholders, further diversification of revenue streams, targeted performance objectives for all market geographies met, and conditions for continued market expansion met.

In addition to this planned, modest expansion, Headstrong will also focus its resources and priorities to continue driving in-market performance objectives to known, established milestones associated with market maturity.

This effort will help further normalize ratios of clients to clinicians in more deliberate fashion and involve strategies designed to drive demand for Headstrong’s clinical capacity in a tiered fashion, reflecting small, medium, and large geographies and capacity to care.

VISN 12 and 9 are targeted for expansion in 2023, with one VISN deployment in the first six months and a second in the final six months. While rapid – and built on the assumption that Headstrong’s ‘home office’ will be capable of such deliberate expansion - the expansion modestly assumes about 8-10 clinicians, including psychiatric specialty, will be deployed per VISN to establish an Initial Operating Capability (IOC) within each supported VISN by year’s end.

PHASE 3
Year 3: 2023-2024

Jason H.
Phase 4 / Year 4: 2024-2025 Culminating Market Expansion & Growth

With three years of planning for expansion and growth accounted for in Years 2 and 3 of this strategic plan, 2024 is designed to culminate Headstrong’s expansion efforts across all 18 Veteran Integrated Service Networks (VISNs).

As we enter 2024, the organization’s stance will reflect a growing ‘heat map’ of geographically dispersed clinicians across the VA’s VISN enterprise, with three additional VISN’s targeted for expansion during the year.
VISN 8, 13, and 11 are targeted for expansion in 2024, with one VISN deployment every four months of the year. While rapid – and built on the assumption that Headstrong’s ‘home office’ will be capable of such deliberate expansion - the expansion modestly assumes about 8-10 clinicians, including psychiatric specialty, will be deployed per VISN to establish an Initial Operating Capability (IOC) within each supported VISN by year’s end.

In addition to culminating our market expansion goals in 2024, Headstrong will continue to focus its resources and priorities associated with driving in-market performance objectives to known, established milestones associated with market maturity.

This effort will help further normalize ratios of clients to clinicians in more deliberate fashion and involve strategies designed to drive demand for Headstrong’s clinical capacity in a tiered fashion, reflecting small, medium, and large geographies and capacity to care.

Our End State for 2024 will be marked by the sustainment of decentralized clinical supervision over four distinct geographies, greater deployment of non-clinical assets to better engage with program communities and stakeholders, further diversification of revenue streams, targeted performance objectives for all market geographies met, and conditions for sustaining 18-aligned ‘market’ geographies met.

2024
Our Strategic Underpinning

PARTNERSHIP OBJECTIVES

Headstrong considers donors, funders, stakeholders, community organizations, the public, and clients to be critical to its success. As such, these groups serve as Headstrong ‘partners,’ on which we rely upon for support and resources to drive mission success. Our strategic objectives related to each of these groups are:

DONORS

In line with its shift from incremental market additions to a more holistic regional approach, Headstrong is investing in its capacity to engage and collaborate with both locally focused funders and donor organizations with broader footprints.

The Headstrong team intends to align its internal infrastructure to enable more regular communication, targeted outreach, and a longer-term partnership mindset. Instead of focusing on executing market openings, Headstrong intends to look at the lifecycle of each region and how donors can participate in those stages of maturation.

We value increasing donor knowledge, engagement, and empowerment to make a difference in the issues they care about. We believe that increased donor engagement will attract more resources to support Headstrong’s vision and community impact objectives.

We also value the diversity of our donor network and strive to improve the diversity – especially racial and ethnic diversity – of Headstrong donors and work to attract younger donors through Social Venture Partners and other vehicles.

OPERATIONAL PARTNERS / COMMUNITY ORGANIZATIONS

For both clinicians as well as partner nonprofits and community organizations in the regions and markets Headstrong serves, the Headstrong team wants to empower both groups to do their best work with Headstrong veteran clients as well as maintain a vibrant service network in their communities.

- Clinicians

A thriving and capable clinician community is a critical part of Headstrong’s success. By giving clinicians the tools, resources, and support they need when they need it, Headstrong means to empower this group to provide unparalleled services to veterans. Headstrong is dedicated to investing in infrastructure and communication strategies to help clinicians be a more integral part of the larger organizational team.

- Community Organizations

Establish and maintain effective, flexible relationships with nonprofits so that we can work together to achieve our goals, as community needs change and evolve over time. Offer clear points of entry that allow nonprofit organizations access to the knowledge, talents, and resources of the Foundation. To achieve our strategic objectives, it will be essential to strengthen the capacity and enlist the partnership of current and emerging leaders throughout Headstrong’s network.

PERSONNEL

Headstrong’s internal management team is a critical component to achieve the success of this mission. The organization is committed to investing in staff development, communication, and coordination across its various functions as it continues to grow.

The increased regional approach necessitates a different approach to subject matter experts of these areas and combining certain centralized functions and standardized practices while affording our team autonomy to generate impact leveraging the unique regional community characteristics to resonate with clients, clinicians, and other stakeholders.
OUR VISION FOR THE FUTURE

A coherent set of core values and operational principles are fundamental in any organization, and here at Headstrong, their potential begins with identifying what drives our long-term success. To some degree, the elements serve as aspirational ‘guideposts,’ in that they are benchmarks by which the organization stays on-course with its strategic plan. They are wide-ranging, interrelated, and dynamically poised to support a vision capable of carrying Headstrong through the arc of its efforts to achieve mid-life status as a sustainable nonprofit organization.

FOUR KEY TENETS UNDERPIN HEADSTRONG’S STRATEGIC STANCE SUPPORTING OUR VISION, AND THEY ARE:

— Providing more universal access to treatment resources through increasing scale and scope will significantly advance access to “equitable” mental health treatment resources. Our adaptation of an aligned expansion strategy mirroring VISN (Veterans Integrated Service Network) geographies reflects a working framework for scaling, coupled with greater investment in tele-mental health opportunities affording unprecedented reach into targeted segments of need.

— Adapting a greater outcome orientation that focuses on organizational activities on ensuring our client’s lives are improving. Through greater use of universally recognizable instruments of measurement, we grow legitimacy and credibility around the outcomes achieved through our clinical model.

— Ensuring value, trust, and confidence in our care approach that focuses organizational efforts to deliver care and treatment with confident integrity, the highest possible ethical standards, and trust underscoring the important bond between clients and clinicians. Our vehicle for doing so entails improved monitoring and evaluation, while our endeavors over the next four years will increasingly enable Headstrong to make data-informed decisions to improve policies, programs, and services for those under our care.

— Enabling teammates to do great things by aligning investments that improve upon Headstrong’s ability to achieve scalable growth and increasing organizational effectiveness through world-class personnel, advocacy, expanded field/in-market presence, diversification of revenue, and strengthening brand awareness and positioning.

Vision of Success

Foundations of The Strategic Plan- 4 Timeless Themes
This strategic plan aligns Headstrong’s future activities along three strategic themes of Access, Quality, and Value, as well as a fourth theme focused on the activities that will Enable our mission.
## Strategic Objectives

<table>
<thead>
<tr>
<th>THEME</th>
<th>STRATEGIC GOALS</th>
<th>STRATEGIC OBJECTIVE</th>
<th>ENABLING CONDITION</th>
</tr>
</thead>
</table>
| Access | Generate access by adopting a VISN expansion framework | 1. Expand into remaining 12 VISNS beginning in 2022.  
2. Leverage telehealth and hybrid model of care to improve geographic reach. | - Sign MOUs to collaborate with VISNs, network members and other stakeholders.  
- Leverage Headstrong's volunteer culture and existing partnerships.  
- Develop and implement a comprehensive plan for network expansion. |
| Quality | Improve quality by further decentralizing the clinical model. | 1. Establish 4 clinical partnerships that distributes clinical oversight and clinical quality control beginning in 2022.  
2. Standardize care to drive improved client outcomes. | - Implement VISN-based quality improvement processes.  
- Enhance Headstrong's clinical oversight and focus on quality improvement outcomes.  
- Collaborate with other VISNs to share best practices. |
2. Establish an Advocacy division within Headstrong in 2023 to improve Headstrong's ability to transfer and share knowledge. | - Align with external standards and guidelines (e.g., Joint Commission, JCAHO).  
- Leverage data analytics and reporting tools to inform decision-making.  
- Establish partnerships with academic institutions for research and knowledge sharing. |
| Enable | Enable scalable growth by optimizing capabilities and operations | 1. Optimize ability to drive market growth and client acquisition through Field Operations.  
2. Establish billing capabilities.  
3. Engage in partnership strategies with the federal government.  
4. Grow and Expand Development Initiatives and Revenue Streams. | - Establish four Field Operations staff members.  
- Establish a PRM to support Administrative operations. |

---

**Leverage Headstrong distributed model of care to accelerate access to equitable mental health care:**

- Adopt a VISN model of expansion that establishes clear and attainable expansion goals, increases access to Headstrong services in predictable and scalable timeframe and reduce disparities in equitable distribution of the Headstrong model (we eliminate favoring network expansion to those who can afford to bring us to their city).

- Promote the application of telehealth and improved service delivery via advancement and adaptive use of emerging technologies.

- Increase the utilization of licensing reciprocity opportunities in current and future Headstrong clinical markets.

**Strengthen Headstrong’s standing as a national practice of choice and improve quality of care through further decentralization of the clinical model:**

- Facilitate greater view and ability to effect clinical organizational performance and process performance by integrating intake and case coordination functions as core Headstrong operational processes.

- Establish 4 clinical partnerships beginning in 2022 that distributes clinical oversight and quality improvement to regional partners enabling Headstrong to:
  - Increase innovation of service delivery through better adaptation to local conditions and increased partnerships with local institutions/government.
  - Increase quality of health services through improved integration of local health services and information systems.
  - Increase Equity through facilitated distribution of resources towards marginalized veterans.

- Standardize care to improve client outcomes through the integration of a clinical director to promote the adaptation of emerging therapies and standardize evidence based practices in mental health care and guide their full integration across Headstrong clinical networks.
## Strategic Objectives

<table>
<thead>
<tr>
<th>THEME</th>
<th>STRATEGIC GOALS</th>
<th>STRATEGIC OBJECTIVE</th>
<th>ENABLING CONDITION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access</td>
<td>Generate access by adopting a VISN expansion framework</td>
<td>1. Expand into remaining 12 VISNS beginning in 2022. 2. Leverage telehealth and hybrid model of care to improve geographic reach.</td>
<td>• Sign MOUs to maximize scope of clinical outcomes and clinical practices • Develop protocols to standardize care delivery and improve quality of care • Establish a dedicated team to monitor and evaluate performance and patient outcomes • Collaborate with VISN 11, 3, and 27 on implementation of evidence-based practices • Expand the use of VISN 44 database to standardize data collection and analysis</td>
</tr>
<tr>
<td>Quality</td>
<td>Improve quality by further decentralizing the clinical model</td>
<td>1. Establish 4 clinical partnerships that distributes clinical oversight and clinical quality control beginning in 2022. 2. Standardize care to drive improved client outcomes.</td>
<td>• Develop and implement a standardized approach to clinical quality improvement in partnership with VISN 44 • Establish a dedicated team to monitor and evaluate partnership performance and outcomes • Develop protocols to standardize care delivery and improve quality of care • Establish a dedicated team to monitor and evaluate performance and patient outcomes • Collaborate with VISN 11, 3, and 27 on implementation of evidence-based practices • Expand the use of VISN 44 database to standardize data collection and analysis</td>
</tr>
<tr>
<td>Value</td>
<td>Demonstrate value through improved monitoring and evaluation</td>
<td>1. Establish Monitoring and Evaluation Capacity in 2021. 2. Establish an Advocacy division within Headstrong in 2023 to improve Headstrong’s ability to transfer and share knowledge.</td>
<td>• Use standardized forms (Coordinated Care Model, NQF 2019) to improve outcomes and increase efficiency • Establish a dedicated team to monitor and evaluate partnership performance and outcomes • Develop protocols to standardize care delivery and improve quality of care • Establish a dedicated team to monitor and evaluate performance and patient outcomes • Collaborate with VISN 11, 3, and 27 on implementation of evidence-based practices • Expand the use of VISN 44 database to standardize data collection and analysis</td>
</tr>
<tr>
<td>Enable</td>
<td>Enable scalable growth by optimizing capabilities and operations</td>
<td>1. Optimize ability to drive market growth and client acquisition through Field Operations. 2. Establish billing capabilities. 3. Engage in partnership strategies with the federal government. 4. Grow and Expand Development Initiatives and Revenue Streams.</td>
<td>• Establish a Field operations staff members. • Establish 1 x PPOs to support Administrative operations</td>
</tr>
</tbody>
</table>

### Elevate the public’s understanding and improve the value proposition for Headstrong through improved monitoring and evaluation:

- Establish a monitoring and evaluation division within Headstrong and invest in technologies/solutions that will enable Headstrong to:
  - Make clinical outcomes (based on validated clinical instruments) more accessible and understandable to the public and key decision makers (Funders, Government Officials, Corporate Sponsors)
  - Distinguish and quantify Headstrong’s unique contribution to health, mental health and human welfare.
  - Become the national practice of choice for the public regarding the quality and effectiveness of our services and potential consumable products.

- Establish an Advocacy division within Headstrong in 2023 to facilitate and improve Headstrong’s ability to share and exchange knowledge enabling Headstrong to:
  - Increase Headstrong’s ability to influence policy decisions at the national, regional and local level.
  - Expand the public’s perception of Headstrong to accurately reflect the breadth and full range of its capabilities in the mental health sector.
  - Attract, diversify and develop potential underwriters of Headstrong care dollars.

### Prepare Headstrong for the future through investments in improved organizational capabilities and capacity as precursors to growth (not as a result of growth):

- Establish and expand a Field Operations division to drive market growth and client acquisition.
- Establish billing capabilities within Headstrong capable of processing reimbursement of care dollars from federal, third party agencies and private insurance.
- Grow and expand Headstrong development initiatives and revenue streams by investing in:
  - Launch of Major Gifts program in 2021.
  - Introduction of Planned Giving program in 2022.
  - Integration of capital campaigns to support continued growth and reduce donor fatigue.
  - Launch small dollar donor acquisition strategy 2020.
THE STRATEGIC CONTEXT

The strategic context for this plan was derived from examining both the internal and external landscape in which Headstrong performs its mission. Headstrong conducted a SWOT analysis to delineate the differences and similarities in the market for this strategic plan.

EXTERNAL TRENDS

Headstrong operates in a complex and dynamic environment in which current and emerging trends present potential opportunities as well as challenges to our ability to carry out our mission.

OPPORTUNITIES

There are few mental health providers that have a national footprint with the level and access of care that Headstrong offers, and the need for mental health services is only growing.

The combination of increased telehealth adoption along with more public recognition of mental health issues in our current environment offers an attractive growth opportunity in the market.

Emphasis on data and empirical research has grown substantially and will continue to be an important part of any conversation on impact and efficacy. Stakeholders are demanding increased transparency and accountability associated with funds invested and time spent on activities.

From a funding standpoint, there are more avenues to pursue new financial opportunities and develop connections with previously untouched donor segments. Additionally, Headstrong sees opportunities in developing more sophisticated marketing techniques to connect on a personalized basis with donors.

Additionally, government entities have become more active in improving coordination and increasing funding toward mental health initiatives.

THREATS

Economic uncertainty driving insufficient capital aggregation is a risk as the economy grapples with the pernicious effects of COVID-19 and the resulting limitations on mobility, economic opportunity, and degradation in public health. Headstrong’s development prerogatives are intended to diversify from any one funding channel as to manage risk as well as maintain a more conservative cash reserve.

Headstrong is also aware that there are other service providers in this space. A perceived lack of credibility will permeate the market if the organization cannot communicate its program efficacy with credible oversight and independent validation.

STRENGTHS AND WEAKNESSES

Headstrong has several notable strengths that it plans to build on as part of its growth strategy. A flexible and dynamic service capacity based on its clinician network structure brings easy access to unstigmatized, high quality care for veterans. This world-class network of clinicians are leading practitioners and a real strength in supporting Headstrong’s mission. The dedicated internal team at Headstrong has developed a robust and intentionally cultivated organizational culture that emphasizes caring, inclusivity, accountability, and excellence.

Headstrong has identified some important weaknesses that are informing how the organization plans to scale over the next 5 years. Headstrong captures numerous data points across a lifecycle with a client, however it is abilities to aggregate and effectively communicate those data points lag where it needs to be.

This has contributed to Headstrong’s ability to tell a cohesive narrative as a national brand and therefore connect with bigger, longer term funders. Every organization has weaknesses, and Headstrong’s game plan over the near term is intended to improve in these areas in support of its broader strategic objectives.
ACCESS

Headstrongs centered its original vision and mission around the “elimination of suicide” which provided Headstrong an initial framework for programmatic expansion that anchored strategic expansion priorities around veteran populations, in market clinical resources capable of supporting the veteran population under consideration and the sufficient financial resources to underwrite the initial care for veterans utilizing the program.

Eight years into this initial framework, Headstrong had not sufficiently generated the requisite evidence to support progress toward its vision & mission and more importantly had not established a measurable operational definition capable of demonstrating its ability to impact veteran suicide rates.

Additionally, from a financial and operational point of view, Headstrong lacked an ability to generate sufficient logic for establishing priorities for expansion and sufficient financial mechanisms capable of sustaining a market beyond its initial launch without a heavy reliance on gala based events.

Critical to the future of Headstrong, in August of 2020 Headstrong updated its theory of change to reflect one that incorporated key management practices that have contributed to the organization’s success but introduced a measurable and obtainable vision: Improving lives, reducing barriers to effective mental health care, and delivering industry-leading clinical outcomes.

VISN’s, created by the VA to distribute purchasing power across the U.S. provide Headstrong with a measurable and predictable growth strategy with the key goal of generating the greatest possible access to equitable trauma informed mental health care.

Advancement in telehealth technology and expansion of clinician licensure reciprocity initiatives because of the recent public health crisis has afforded Headstrong a new mechanism to prioritize expansion to markets that would serve as anchor markets and leverage telehealth to grow within VISN’s.

Beginning 2022, Headstrong will establish a market in each of the remaining 8 VISN’s and execute a growth strategy within each of the VISN’s leveraging telehealth and licensure reciprocity agreements to expand geographic reach/ program market catchment area in the following manner and will measure its performance through the following KPI’s:

<table>
<thead>
<tr>
<th>Year 2022:</th>
</tr>
</thead>
</table>
|  - Leverage East Coast Regional clinical partnership to establish market presence in VISN 1 and VISN 8 by establishing core markets in Boston, MA and Jacksonville,FL.  
  - Leverage West Coast Regional clinical partnership to grow VISN’s 15 and 17 by establishing ancillary markets in Portland, OR and Salt Lake City, UT | 

<table>
<thead>
<tr>
<th>Year 2023:</th>
</tr>
</thead>
</table>
|  - Leverage Mountain clinical partnership to establish market presence in VISN 12 by establishing core market in Omaha, NE  
  - Leverage East Coast Regional clinical partnerships to establish market presence in VISN 10 by establishing core market in Ann Arbor, MI | 

<table>
<thead>
<tr>
<th>Year 2024:</th>
</tr>
</thead>
</table>
|  - Leverage Midwest Regional clinical partnership to establish market presence in VISN 15 by establishing core market in St. Louis, MO  
  - Leverage East Coast Regional clinical partnership to establish market presence in VISN 9 by establishing core market in Tennessee | 

<table>
<thead>
<tr>
<th>Year 2025:</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Leverage Central Clinical Partnership into VISN 16 by establishing a core market in LA.</td>
</tr>
</tbody>
</table>

William B.
QUALITY

Regional Distribution - Clinical Partnership Structure

Consistent with Headstrong’s overarching 2025 goal of ‘covering’ a more regionalized area of operations (alignment with VISN regions), there is a growing imperative for more decentralized clinical oversight of clinicians assigned to those areas across the country. Traditionally, Weill Cornell Medicine has been the primary clinical partner that would oversee the quality of care during Headstrong’s initial endeavors. As Headstrong continues to scale across the country, there is an increasing need to ensure high patient satisfaction and measurable clinical outcomes of veterans that access our trauma treatment program.

By bringing in high-level standards of care to Headstrong’s program model, the organization must bring two critical components within the organization: clinical oversight and the intake process. Over the course of 2021, Headstrong will bring onboard an organic Clinical Director and 1-2 intake coordinators per region. By owning the intake process and having an internal clinical lead, Headstrong will ensure a quality of care that will further expand access and treatment to veterans in need.

Through multiple, decentralized, and regional clinical partnerships (East, Central, Mountain, Pacific) geographically situated across the country, Headstrong’s high-quality model of care will maintain the proper clinical orientation to improve data integrity, ensure world-class quality of care and increase market transparency measured through the following KPI’s:

- Monitor treatment adherence % year over year
- Collect and analyze clinical outcome measurement data through standardized tools such as PCL-5 and ReQuol, or proprietary evaluation tools such as the Data Tracking Form
  - Monitor % of clients who achieve program goals
- Monitor Time to Care values (intake, psychiatric evaluation, 1st therapy session)

By 2025, The Headstrong Project will establish multiple Clinical Partnerships (located in Pacific, Mountain, Central, and Eastern time zones) to provide oversight and supervision to The Headstrong Project’s clinicians, clients, and staff.

Headstrong is seeking clinical supervisory and care coordination partnerships to further decentralize its clinical approach to delivering care and treatment for the nation’s Post-9/11 veteran population. Our intent is to establish regionalized partnerships with leading health care entities capable of coordinating care to a group of private mental health clinicians and therapists deployed regionally. Specific partnerships with accredited medical schools, clinics, and health-focused community organizations with accredited medical professionals are being sought to support this requirement. Three key capabilities are desired through these partnerships:

Capability 1: Coordination of Care & Compliance:

- Review aggregate level clinical outcome measurements by market to improve program efficacy.
- Establish continuous case management conferences to assist in specific cases while providing knowledge-sharing sessions for clinicians in the network.
- Ensure compliance of clinical outcome reporting using standardized tools (PCL5, ReQol, case notes)
- Conduct periodic, quality-control reviews of care and outcomes generated by therapists.
- Monitor regional program capacity adding additional clinical partners and diversify clinical pool (adding specialties to program areas) to improve client outcomes.
- The regional clinical partner will handle the client journey from psychiatric evaluation to program graduation. This will include linking veterans to appropriate therapists in Headstrong’s network, conducting case reviews, and performing appropriate audits of clinical care.

Capability 2: Clinical Supervision:

- Identify and vet new clinicians to onboard into Headstrong’s network
- Perform periodic credentialing review of existing clinical partners
- As part of periodic audits, the clinical partner will ensure clinicians are administering standardized evaluations tools at predetermined intervals.
- Vet and train existing and new clinicians on cultural & clinical competency to be fully in tune with the specific needs of the military community.
- Work alongside Headstrong staff to handle web leads to initial intake conversions of clients.

Anuradha B.
Capability 3: Clinical Leadership:

- Serve as Headstrong representatives within assigned geographies and liaison with operational partners, funders, and stakeholders.
- Create regionalized ‘communities of practice’ with assigned clinicians in response to requirement to ensure ongoing training, education, and standardization of care.
- Work with Headstrong’s Clinical Director to ensure best practices in care management and standardization across assigned region.
- Oversee ongoing network improvements, including technology, client experience, and clinician adoption.

With each clinical partner, there will be a Headstrong staff member who will serve as the liaison to both organizations. This essential staff member will not only serve as the point of contact but also the subject matter expert in driving the necessary KPI’s for Headstrong’s programmatic success. To ensure a successful rollout of each clinical partnership in the aforementioned area of operations, the following timeline will serve as a basis for Headstrong’s rollout of regional clinical partners.

2021

- Develop and execute regional clinical partnership strategy plan that will include the following:
  - Compile, analyze and recommend potential clinical partners in each region
  - Develop shell MOU that focus on clear roles and responsibilities with Headstrong maintaining ownership of all relevant intellectual property assets
  - Prepare annual budget with program market expectations (requirements-based model)
  - Confirm regional community organizations involved in financially supporting each clinical partnership
  - Prepare onboarding materials such as training guides, Headstrong best practices, and troubleshooting documentation

2022

- Establish first and second key clinical regional partnership in the East/Pacific regions
- Perform audit (Headstrong) of data integrity, clinical oversight, and program efficacy

2023

- Establish third key clinical regional partnership in Mountain region
- Perform audit (Headstrong) of data integrity, clinical oversight, and program efficacy

2024

- Establish fourth key clinical partnership in Midwest region
- Perform audit (Headstrong) of data integrity, clinical oversight, and program efficacy

2025

- Perform audit (Headstrong) of data integrity, clinical oversight, and program efficacy

VALUE

Leveraging Data / Establishing Thought Leadership through Advocacy

Value: Business Intelligence

Goal: By 2025, Headstrong’s in-house M&E team will execute reporting and forecasting on clinical, financial, and programmatic KPI’s and serve as the foundation for the advocacy arm of the organization (thought-leadership)

By 2025, Headstrong’s in-house M&E team will execute reporting and forecasting on clinical, financial, and programmatic KPI’s and serve as the foundation for the advocacy arm of the organization (thought-leadership)

With a clear strategic direction toward expansion and ownership of the full trauma treatment program model, Headstrong has, and will continue to, make significant investments in data, business intelligence and analytics. With an eye toward a complete in-house Monitoring and Evaluation team, Headstrong will also use this asset to serve as the foundation for an advocacy arm of the organization. These investments will demonstrate the value of Headstrong’s program model through data.

An in-house M&E team will allow Headstrong to make clinical outcomes based on validated clinical instruments. These transparent data outcomes will inform key decision makers in government, private sector, and public institutions. In addition, a continuous transparent look into market specific outcomes will highlight Headstrong’s unique contribution to health, mental health, and human welfare. Through this recognition, Headstrong will become the national practice of choice for the public regarding the quality and effectiveness of our program model.

Aside from the valuable clinical insight that Headstrong data will provide us, an in-house M&E team will provide transparency over organizational KPI’s. The organization will be better poised to produce and evaluate financial accounting reports, donor patterns, and funding breakdowns for public documents such as Headstrong’s Annual Report.
Headstrong will continue leveraging data by establishing an advocacy division in 2023 to facilitate and improve the organization’s ability to share and exchange knowledge. This division will oversee influencing policy decisions at the national, regional, and local levels. By using the data analytics of client demographics, clinical outcomes, and program effectiveness, the advocacy division will expand the public’s perception of Headstrong and attract a diverse portfolio of potential underwriters of Headstrong care dollars.

For a successful transition to a complete in-house model, there are two main areas that will need meticulous attention: back-end standardization of data requirements and front-end technological solutions. The following timeline will serve as the framework to allow Headstrong to not only achieve complete autonomy and conduct world-class analysis, but also engage with future partners, funders, and public institutions with valuable transparency.

The three key areas of responsibilities for an integrated in-house M&E team include:

- **Database Administration**
  (Hire made in Aug 2020)

- **Clinical Portal Management**
  (FTE to be hired in 2021)

- **Impact Dashboard/Visualizations**
  (FTE to be hired in 2021)

Each of these areas will have a dedicated staff member from Headstrong with additional investments needing to be made on the technology/data architecture front. For example, in 2021, Headstrong is poised to launch a HIPAA/PHI-compliant clinician portal where Headstrong clinicians can enter evaluation tool information and invoicing data for prompt payment. By Q3 of 2021, Headstrong is poised to invest in a data visualization solution that will afford the organization and its partners a more accurate, visual representation of dollars to market and our local level impact across the country. Lastly, this team will be responsible for most of the development and execution of reports, dashboards, and KPI analysis for the organization on-demand. In determining value, this unit will focus on key metrics that span across various organizational functions such as finance, human resources, and programs. The value of Headstrong’s program model and the organization at-large will be determined through the following KPI’s:

1. **Net Promoter Score % through Client Satisfaction Survey**
2. **Audited Financial Score**
3. **D&B Rating/AFR Rating**

**2021**
- Define business requirements for Headstrong Clinician Portal
  - Identify vendors for acquisition of software solution
    - Current Solution
    - 3rd-Party Solution
    - Pilot solution with key program markets across the country
- Define business requirements for Headstrong Impact Portal
  - Identify vendors for acquisition of software solution
  - Pilot solution in key program markets across the country
- Hire and onboard FTE responsible for Clinician Portal management
- Hire and onboard FTE responsible for Impact Portal management

**2022**
- Hire HIPAA/PHI consultant to provide standards and evaluate Headstrong compliance with key recommendations
- Onboard and train all clinicians into Headstrong Clinician Portal
- Onboard and train regional clinical partner staff for any data input (intake, case edits, notes)
- Finalize Headstrong Impact Portal launch and delivery to all partners, staff, and prospective donors

**2023**
- Headstrong will be evaluated by external M&E team for certification, recommendations for improvement, and overall data integrity/transparency
- Establish advocacy division within Headstrong to leverage aforementioned data analytics

**2024**
- Headstrong M&E team will undergo review and audit for any necessary expansion, software solution changes, or decentralization of data

**ENABLEMENT**

To achieve its strategic mission over the next 5 years, Headstrong needs to continue investing in its capacities to enable the organization’s execution. These include further implementation of best practices by hiring the best quality team members with sector expertise and pairing that with the right tools and resources such as software. This is the backbone on which the organization can strengthen its operational flexibility, establish stable fundraising mechanisms and distinguish itself in the marketplace with a strong brand identity. Headstrong will measure its capacity building performance through the following KPI’s:

- **Evaluate % ROI for Marketing/Social Investments**
- **Demonstrate % Growth in Donor Gift Size**
- **Demonstrate % Revenue Growth By Type**
- **Demonstrate % Growth in Applause**
- **Amplification**
- **SEO Optimization**
- **Evaluate % Employee Growth/Retention/Satisfaction**
Implement Best Practices

Personnel

Developing a hiring strategy does not stop with recruitment and onboarding, it continues through the lifecycle of our team members. Headstrong will continue identifying the best candidates for open roles and then support current and new team members with development resources to continue growing in their respective positions.

Tools & Resources

Headstrong’s approach to software tools and other services is that pro-bono services will only get the organization so far as long as funding permits, the team will invest in critical software infrastructure to better integrate data aggregation, synthesis, and communication platforms so that stakeholders are informed and equipped. Examples of investments include project management software, survey analysis tools and marketing automation platforms.

ONE BRAND VOICE THROUGH UNIFORM MARKETING EFFORTS

Headstrong needs to connect with a variety of stakeholders across program and fundraising, from veterans to major donors. This presents a level of complexity in maintaining consistency around the Headstrong brand and message while speaking to each stakeholder and addressing their needs under the brand umbrella. Over the next 5 years, Headstrong will be laying the groundwork to establish a stronger foundation in building this capability and leveraging its clinical impact and track record to connect with a broader spectrum of the population.

Brand Recognition

Uniform brand identity across all verticals. Headstrong will be investing in a brand redesign to re-establish the organization’s brand positioning and a road map to build resources. Headstrong has extended its reach across the nation, but it strives to be a nationwide brand and recognized leader at an elevated level.

The first phase is to establish brand guidelines that set consistency across voice and tone, logo, typography, and color palette.

The second phase to translate those brand guidelines into externally facing collaterals, from printed materials and annual reports to digital / media assets.

Headstrong can then use these assets across the sub-channels of communication with each stakeholder.

The third phase is after understanding what is working across these channels from the content creation, Headstrong will develop bigger activations and out of the home opportunities to bring the brand more top of mind across the stakeholder spectrum nationally.

Clear Messaging - How we communicate

Headstrong will use its brand redesign and revitalized tone to convey its focused vision and mission to establish national practice of choice for veterans demonstrating chronicity and co-occurring disorder.

Headstrong will utilize its new brand voice to create consistent and clear messaging through social channels and platforms such as Facebook, Instagram, LinkedIn, and other social media. Other content mediums such as YouTube will be used with edited and curated content for short form video to highlight Headstrong’s impact.

Additionally, to broaden the national reach of Headstrong’s messaging, partnering with like-minded organizations and influencers to engage their followers at scale will be an important part of driving increased exposure to the brand.

The organization’s affiliations and partnerships will also point to the clear message of what is important to the organization and consistent with its communications with stakeholders.

Lastly, public relations will be another strategy that Headstrong plans to lean into as a megaphone for communicating that message across other mediums such as blogs, print and other content channels.

Through a combination of programmatic, earned, and paid media, Headstrong will be investing considerable effort in scaling up the organization’s presence within the communities it serves and broadening its reach overall.
Web Asset Optimization

Headstrong’s website is a crucial touch point for veterans seeking care, clinicians interested in learning about Headstrong as a partner, or donors looking to support the organization. As part of the brand redesign, the organization will be investing in improving the site with the following objectives:

• Aesthetic and Brand Consistency - Incorporating updated creative, copy and overall structure throughout the site

• Building Out Content - improving scale and quality of information on the site and its usability
  - This includes new sections such as a blog page and a news and research page to support Headstrong’s efforts to establish itself further as advocate and thought leader in the mental health space
  - Improving technical aspects of the website content across the site so that Headstrong improves its SEO positioning and links to other organizations and content

• Improving User Experience
  - Better envisioning the stakeholder journey through the website for that particular person’s needs to avoid creating confusion and limiting conversions for both veterans seeking care or donors looking to give
  - Headstrong believes one of its strongest value propositions is the ease of access and bureaucracy free care, and its website should be a example of that streamlined mission

LONG TERM & STABLE DEVELOPMENT PARTNERSHIPS -

As part of its strategic plan Headstrong is committed to focusing not just growing funding sustainability as it scales but investing intentional time and effort into the relationships with organizations and building partnerships built on mutual commitment and attention to the goals of these stakeholders. These are not one-time opportunities, but long-term relationships that are to be nurtured with proactive communication and feedback on how Headstrong is performing.

Furthermore, Headstrong is investing resources into developing more robust funding channels across 4 main areas.

Major Giving:

Headstrong has traditionally spent limited time nurturing an established Major Gifts program. As part of its strategic roadmap, the team will implement the following initiatives.

2021

Headstrong will lay the groundwork for a systematic outreach and relationship management process. The goal is to set up a new baseline for major donor engagement.

• Formal Indoctrination of the Major Gifts program via the launch of Founder’s Giving Circle.
• The Major Gifts program will be operated by a Relationship Management and Natural Partner System.
  - The relationship managers consist of development staff assigned to prospective donors with the support of Board members and longtime donors who will be called Natural Partners given their institutional knowledge and experience with Headstrong and its mission
• Headstrong will implement a formal training and implementation of perpetual and consistent Moves Management donor cycle of the Relationship Management + Natural Partner Program consisting of the following subcategories to build capacities within its development staff and supporting stakeholders
  - Prospect Research
  - Prospect Qualification
  - Cultivation
  - Solicitation
  - Stewardship

Subsequent Years

In coordination with establishing a more robust data acquisition, management and insights program, the Headstrong team will leverage these tools and processes to better connect with donors and move individuals through the donor funnel in a more intuitive and natural way.
Planned Giving:

To date, Headstrong has no explicit planned giving strategy. Over the coming years starting with 2021, Headstrong will develop a roadmap for planned giving and implement processes and tools such as FreeWill to help connect with donors interested in planned giving earlier in their giving life. Headstrong sees planned giving as a new touch point for starting a conversation with a new segment of the donor population.

- Formation of Headstrong Board and staff committee to launch discovery and creative phases of the Headstrong Planned and Estate Giving Program (2021).
- Introduction and naming of Headstrong’s estate planning and EOL revenue stream (2021).

Donor Growth:

In coordination with Headstrong’s marketing efforts, the Development team will leverage the Headstrong brand along with paid and earned marketing efforts to build a more intentional and robust funnel for new donor acquisition as well as improve the email marketing and retention efforts to keep current and acquired donors engaged. The goal is both build scale as well as frequency and number of gifts, with engagement being a critical up-front focus.

Initiatives will include:

- Build infrastructure to diversify donor levels to include Individual, Monthly and Cause Marketing supporters via new donor acquisition and social media audience conversion.
- Upgrade current individual and corporate donors by 25% YoY.
- Acquire new donors in mental health, wellness and health sectors.
- Establish formal donor acquisition strategy (Email/Donor list purchase).

Reliable Annual Revenue:

As part of these categories noted above, one of the goals is to build more visible recurring revenue streams to support Headstrong’s mission.

- Introduce robust small dollar donor acquisition strategies.
- Introduce federal, state and TPA reimbursement.

Future Organizational Structure

Headstrong’s current org structure emphasizes its decentralized programmatic structure that leans heavily on clinical partnerships and external clinicians. It also highlights the focus on serving more as a fundraising vehicle to support the operational partnership with third parties.

Current team operates within 4 departments led by our Executive Director. The 4 departments are

1. Administration/Finance - this department houses the legal, accounting, and other admin functions to support Headstrong’s operations.
2. Marketing - the marketing team owns the brand messaging, website and development of creative assets that tell Headstrong’s story and illustrate the impact its mission to donors, veterans and other stakeholders.
3. Field Operations/Outreach - the field operations team coordinates with its current clinical partner and executes activities on the ground at the various operating locations. The field operations team also evaluates efficacy and develops relationships with community organizations.
4. Business Development/Impact & Analysis - the business development team is the fundraising arm of the organization. Team executes events, virtual gatherings, works with grantors as well as houses the impact data and analysis to illustrate the organization’s impact.

Inherent in Headstrong’s culture is a solution-focused approach that requires cross-departmental coordination and effort. Regardless of how the departments are structured, the core values of Headstrong are intended to remain consistent and support the team’s working style and objectives.
Future Organizational Structure

The future state of Headstrong’s operations will include the development of a more robust programmatic arm split into geographical and regional operations. There will be heavier focus on Headstrong marketing and brand identity.

Headstrong intends to restructure its departments to adhere to a best practice structure with various department heads serving as Chief Officers reporting to a CEO of Headstrong. The goal is to develop more efficiency, transparency, and accountability within and across various functions across the organization.

Tactically, end state programmatic arm will reflect the following investments:

- The organization will invest in building capacity internal centered around a Clinical Director to spearhead the further development of the department’s growth.
- There will be field operations directors and intake specialists that will handle onboarding veterans to care and placing them with the right clinician in parallel with the external clinical partnerships in the 4 regions.
- A dedicated impact data arm will be built into this structure covered by a Senior Data Manager and a Data Analyst. This team will help provide empirical feedback on efficacy and help the broader operations team continually understand what’s working and what needs to be improved.
- This enhanced program department will oversee the clinical partnerships across the VISN network to maintain a high level of quality and effectiveness, and work with the other departments on the team to incorporate learnings and findings from the success of Headstrong’s model.

The combination of internal clinical capacity and re-alignment of management hierarchy will allow Headstrong to scale effectively to generate the best impact.
Organizational Governance

Headstrong has developed a strong board of directors with a variety of experience and skill sets. While the organization may continue to add individuals to the Board, the governance structure of the Board is centered around regular quarterly meetings, interim communications as relevant, as well as subcommittee meetings.

Governance & Board Development Committee

Over time Headstrong will develop other subcommittees to build on its governance structure and deepen the ties between the Board and the broader organization.

Committee Structure

Executive Committee [Chair, Vice-Chair, Treasurer, Secretary]
Finance Committee
Marketing Committee
Development Committee

FINANCIAL PLAN

Headstrong’s financial plan reflects its investment in building a robust VISN-informed network coupled with expansion of its clinical partnership network. Intentionality in growing capacity in its internal organizational and in relationships with external parties is anticipated to promote the organization’s growth in a consistent and prudent manner.

The Headstrong team is looking to grow 4x its current 2020 size over the next 5 years because of these various initiatives and achieve over that multiple in impact across clients and communities.
Program, Management & General and Fundraising ($000s)

Operating Budget ($000s)

Partnership and VIZN Growth
Plan Endstate

Headstrong 2025’s endstate sees the completion of an historical organizational transformation that propels Headstrong into a national orbit of care and treatment never witnessed before in the organization’s history. Positioned within the sector as a national mental health treatment practice of choice for military connected families, Headstrong 2025 takes the organization to its rightful, mid-course, nonprofit stance, serving the mental health treatment needs of thousands of veteran families annually across the VA’s 18 Veteran Integrated Service Networks (VISN’s). Through trusted access to evidence-based treatment resources delivered by hundreds of best-in-class clinicians practicing to the highest standards, a generation of Headstrong clients will achieve new heights of mental resilience, health, fitness, and wellness.

Empowered by a world-class team and culture, Headstrong’s expanded, decentralized clinical partnerships serve alongside on-the-ground community engagement driven by robust outcome/output measurement and evaluation. Our care model becomes the choice of many for their mental health needs, including our partners in government and the private sector.

Headstrong 2025 represents what excellent nonprofit organizations aspire to be, an inspirational leader in their chosen field and profession.