## Strategic Objectives 2020 - 2021

### Clinical

Astor’s 20 largest programs will either demonstrate high success rate with clients served in the prior 12 months (90%+), demonstrate significant improvement over the course of the year if using a similar metric to the prior year (10% reduction of unsuccessful episodes), or demonstrate significant improvement over the course of the second half of the year if using a different metric from the prior year (5% reduction of unsuccessful episodes). The overall objective will be considered successful if at least 85% of Astor’s program meet the criteria.

### Finance and Billing

- Increase the billing collection rate of 88.14% by 1.2%.
- To reduce the number of days outstanding on accounts receivable from the current year of 75 days to 60 days.

### Diversity Equity and Inclusion

- Staff members across roles and programs will experience an increased sense of belonging at Astor as evidenced by a 10% increase in satisfaction scores in response to survey questions 11 and 12 of 2019 Staff Engagement Survey to the new survey. Last year’s satisfaction percentage (strongly agree and agree responses) for questions 11 and 12 were each 42.22%, so we're looking for an increase to at least 52.22% for each.
- Train all hiring managers in best practices for enhancing diversity in hiring.

### Human Resources

- Creating a leadership development program that provides key competencies to our leaders with the goal of skill development of our workforce. This will lead to a 5% increase between pre and post test on leaders skills and competence managing staff issues

### Foundation and Fundraising

- Increase private fundraising revenue (this includes individuals, corporations, foundations and special events) by 10% annually.
- Increase new donors by 15% each year (i.e., individuals, foundations and corporation). This increase will be from a baseline of 390 households to 448 households.

### Family Driven Care

- Training will be developed for all supervisors titled “How to supervise using principles of Family Driven Care and Family Partnership”. This training will be provided to 30% of supervisors, and 10% of staff.
- Increase family therapy and family services from FY2019 to FY2020 by 10%.

### Strategic Initiatives and Business Development

- Increase Astor brand awareness & engagement by reaching out to 2 new prospects per month, per region and converting 20% of prospects into potential partners (i.e. as defined individuals/organizations that respond to outreach and are open to collaboration).
- Sustain strong partnerships and community collaborations by maintaining 95% of renewable school, government, and primary care contracts.
- Advance VBP readiness by 1 point on the DOHMH Organization Readiness Assessment (ORA) Tool via facilitating 3 leadership and 3 staff trainings.