

# Cornerstone Montgomery Strategic Plan 2018 - 2021

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## **Goal 1: Fortify delivery of evidence-based practices across all program areas and identify opportunities to close service gaps**

### **Objectives**

1. Define and track levels of care and increase “graduation” rates for clients, as appropriate.
2. Define key performance and program indicators (KPIs) and continuously evaluate.
3. Complete feasibility studies based on identified service gaps.

## **Goal 2: Grow and diversify revenue to support innovation and expansion**

### **Objectives**

1. Determine feasibility of expanding programmatic lines of business, such as:
  - a. Clinical and behavioral research
  - b. Integrated health
  - c. Seniors
  - d. Adolescents/kids
  - e. Substance Use Disorder
  - f. Forensic
2. Expand client base to include private (non-Medicaid) pay services.
3. Explore and implement alternative business model, either for-profit or non-profit, such as a training program, franchise, etc.
4. Create and implement a robust Development/Fundraising Plan

## **Goal 3: Improve operational processes in all areas**

### **Objectives**

1. Prepare for transition from Fee-for-Service to Value Based Purchasing.
2. Integrate treatment across programs.
3. Streamline administrative processes and structure.
4. Leverage technology to improve operations.

## **Goal 4: Be an Employer of Choice**

### **Objectives**

1. Provide competitive salaries and benefits.
2. Establish career paths and provide opportunities for staff to advance/succession planning.
3. Broaden recruitment strategies.
4. Continue to improve internal communication by providing mechanisms for bi-directional feedback.