



Strategic Plan 2021-2025

Our Vision

Here's Help, Inc. believes persons served can recover their lives and deserve a chance to succeed. To this end, our vision is to provide high-quality programs and services to help persons served meet their treatment goals and objectives, and to provide a work environment that will retain qualified and competent staff.

Our Mission

Here's Help, Inc.'s mission is to maintain a high standard of care and provide quality services to people who need substance abuse treatment. We recognize the need for integrated approaches that address co-occurring disorders. We strive to maintain excellence in providing services that meet the needs of those served, during and after treatment.

Who We Serve

Here's Help, Inc. is a non-profit substance abuse rehabilitation agency providing a complete continuum of care, including residential treatment for adults and juveniles ages 13 – 35 and outpatient (or In-Home) treatment for persons 13 years and older (primarily indigent individuals experiencing financial barriers to recovery).

Our Programs and Services

Founded in 1969, Here's Help, Inc. is a 501(c)(3) non-profit organization, which has become South Florida's premiere provider of residential and outpatient substance abuse treatment. Serving hundreds of individuals annually, Here's

Help, Inc. is a campus style environment with a unique approach to substance abuse recovery, incorporating traditional methods of drug rehabilitation with alternative therapy programs and education.

Here's Help operates under a self-help behavior modification treatment philosophy that is specifically designed to meet the varied and complex needs that arise in dealing with substance abuse issues. The 24 hour a day residential program offers group and individual counseling, full-time schooling, vocational assistance, medical and psychological testing, alternative therapies, dental care and social and recreational activities. Here's Help also offers a structured Outpatient program that provides group and individual counseling. In the last few years, Here's Help has added In-Home therapy.

Core Programs

- A 24 hour a day residential program which offers group and individual counseling, educational and vocational programming, linkage to medical and psychological services, alternative therapies, case management services, as well as social and recreational activities.
- A structured outpatient program that provides group and individual counseling, advocacy and case management services.
- In home/on-site therapy to individuals who exhibit mild to moderate alcohol abuse, drug abuse and/or co-occurring problems and for those that are unable to attend one of our outpatient offices due to transportation of other barriers. The program is a family focused intervention. Services provided through in-home/on-site therapy include comprehensive assessment, service and treatment planning, case management, individual and family therapy, and random drug tests.

Development of the Strategic Plan

Here's Help must ensure that we can meet our goals and provide enhanced support to the needs of the individuals we serve as well as other stakeholders through development/implementation of the Strategic Plan.

We recognize our scope of service and have evaluated our services based on program outcomes, the expectations of individuals served, funding entities, and the competitive environment. We have knowledge of the demographics of the Miami-Dade area and to ensure that the organization is equipped to meet any specialized needs associated with a particular demographic.

Here's Help, Inc. recognizes the importance of awareness of regulatory change and conformance with all governing authority regulations and the importance of working with governmental authorities to develop the best scope of services for the individuals served. We also recognize the importance of awareness of legislative concerns as they apply to the needs of the individuals we serve and to the needs of the organization.

Also taken into consideration in the development of this plan were the organization's staffing, and technology in terms of what was required to accomplish the goals and to the extent they can be projected or planned for.

In terms of financial considerations for this plan, Here's Helps position is very strong. The primary funder SFBHN has a wait list for adult residential clients and referrals for juveniles clients has been steady. Although challenges remain for increasing our Outpatient and In-Home referrals, the overall financial health of the organization is extremely positive. We have a balanced budget and adequate reserves to weather any unexpected expenses.

Social determinants were considered in the development of plan goals including transportation, affordable and safe housing, availability of nutritious

food, access to healthcare services, recreation and leisure activities, and access to educational, economic, and job opportunities. When possible or applicable these needs, or strategies to meet these needs, are identified in the plan.

Key Strategic Areas

We have identified the following key strategic areas of emphasis for the period of 2021-2025. These areas are listed in order of priority.

1. To continuously enhance program services to meet the needs of the community.
2. To achieve financial stability.
3. To transition to paperless environment.
4. To prepare for the future- including fundraising changes and succession planning.

Within these four key strategic areas, we have identified several goals, which are outlined below, and also listed in order of priority.

Our Goals 2021 - 2025

1. Regenerate Residential and Outpatient referral
2. Implement EHR
3. Build Plumbing School
4. To further outline our succession planning.
5. To make periodic upgrades to our South Campus facility
6. To Balance the budget by achieving permanent and adequate funding
7. To plan for fundraising post John (Footy) Kross.

Goal 1: Regenerate Residential and Outpatient referral

Due to the pandemic, there has been a serious decline in referrals for Residential and Outpatient treatment. The most significant decline is with juvenile referrals. There is a need to find transportation options for Outpatient persons served.

Strategies:

- a) Outreach to community to inform them of services we offer (include Marchman Court).
- b) A list of transportation options will be created for our north and south Dade-County referral sources who in turn will share this information with potential persons served.
- c) Financial resources will be allocated to:
 - Create and print flyers (\$500)
 - Investing in Telehealth (\$150)
 - Additional training (\$3500)
- d) Existing personnel and technology resources will be allocated to:
 - Time to research / develop lists of transportation options for persons served.
 - Speak with community referral sources to assess how to increase referrals.
 - Creating and distributing a quarterly electronic newsletter.

Progress Report on Goal #1:

1. Flyers were printed and distributed (August 2023).
2. The CEO invited a juvenile court judge and the director and staff from the Juvenile Assessment Center to a brainstorming meeting (July 2023).
3. More adult groups and less juvenile groups were offered in the Outpatient program starting in May 2020. Accommodations were made to ensure the health and safety of participants during the pandemic and then adapted once the pandemic subsided. Due to parents not wanting to drive more than once a week, and limited consequences for non-compliance, it is an ongoing challenge to fill the juvenile groups. Health concerns related to the pandemic have also impacted in-home participation. We will continue to adjust as needed (2023).
4. Additional Telehealth has been limited due to no drug testing. Annual Zoom license to assist in this effort is being funded at \$150 per year.
5. Outpatient therapists have been focused on specialized training to meet community demand. All have completed trauma training, and two therapists have DBT training. One therapist just completed a training in New Orleans on Assessments that she enrolled (and paid for) on her own (2023).
6. Online training program (Relias) was added in May 2023. The annual cost is approximately \$3500.
7. A Newsletter is being developed (August 2021). The newsletter is being sent out to the community via email (2023).
8. Residential adult referrals significantly increased (January 2023)
9. Residential juvenile referrals increased (May 2023)
10. We have not yet created a list of transportation options (July 2023).
11. The Executive Committee decided to restart outreach via social media (July 2023).

Goal 2: Implement EHR.

Based on feedback from other agencies, an EHR can be of great benefit to us by:

- Entering persons served information one time and it will automatically populate all forms, notes and plans throughout the episode of care.
- Automatically prevent errors. Software will have built in safeguards to ensure no field or signature is missed.
- Data and insurance billing is simplified.
- Provides customized reports that are currently compiled manually.
- Here's Help has received a grant from HFSF to purchase KIS EHR.

Strategies:

- a) To continue to work with KIS in the implementation of the E.H.R.
- b) Report progress to the HFSF
- c) Key existing personnel will be allocated to scheduling time to continue to work with KIS in developing the E.H.R.

Progress Report for Goal #2:

1. This has been dragging on for years without a finished product. The reason stated (FASAMS) is legit and has caused many delays. (March 2020).
2. Still delayed. Hopefully will launch by end of 2021.
3. Starting to have weekly meetings with KIS as of August 2021.
4. The Clinical Director, Admissions Coordinator, a therapist, and the CEO are meeting weekly with KIS-Knight Software. Does not feel like we're close to finalizing, but we are making progress (2023).

Goal 3: Build plumbing School.

With the funds obtained through a Florida Legislation Protect, Here's Help is building a plumbing School that will provide persons served in our Residential Program to learn a skill that is in high demand.

Strategies:

- a) Finalize agreement with contractor.
- b) Obtain all permits.
- c) Construct building.
- d) Existing key personnel will be allocated to:
 - Work with contractor to complete the project (CEO and Maintenance Director).
 - Research how to obtain funding for plumbing school operations (CEO).
- e) Funding from the Florida Department of Commerce will support this goal.
- f) An instructor will be hired to help oversee the school.

Progress Report for Goal #3:

1. The building is two thirds complete with a target date for completion December 2021.
2. The building is complete (April 2022).
3. Florida Legislature approved funding for plumbing school operations, pending not being vetoed by the governor. (June 2023)
4. Allocation of personnel to assist this effort has been successful in that the Maintenance Director and CEO coordinated with the contractors, the CEO worked with the Department of Education, and he also worked with a lobbyist (already compensated for other projects so no additional funding was needed). (2023)

5. The Maintenance director is in the process of looking for an instructor to help oversee the school. However, hiring the person is contingent upon a grant from the Florida Department Commerce (2023).

Goal 4: To further outline our succession planning.

As the upper management team has been with the organization close to 50 years and may want to retire or semi-retire sometime in the foreseeable future, we'd like to further outline our succession planning.

Strategies:

- a) Meetings with CEO and Board Members to prepare a future organizational executive structure.
- b) Initial plans for how the transition will work.
- c) Resources will be allocated to:

- Personnel time to work with board on succession planning (the CEO will work with the Board).

Progress Report for Goal #4:

1. No definite timeline...Liz and Jenny are being groomed. Ongoing item. (March 2020)

2. The board voted for the CAO/CFO to be the new CEO (2023). The former CEO retired and his employment terminated in July 2023.

Goal 5: Periodic South Facility Upgrades

Based on feedback from clients and the community, we have identified the need to make periodic upgrades to our South facility.

Strategies:

- a) New Flooring
- b) Air quality check
- c) Interior painting
- d) Tile bathrooms walls – upstairs tile needed.
- e) Eliminate hand blowers and replace with paper towels.

a) Financial resources will be allocated to:

-Purchase of items and services needed to upgrade the South Facility
(approximately \$24,000 from general operating funds)

Progress Report for Goal #5:

- 1. New hurricane shutters have been installed (5/2018)
- 2. New video security entry system was installed (3/2018)
- 3. Painting has been completed (March 2021)
- 4. More upgrades are needed. Difficult to coordinate North Campus maintenance crew to travel to South. (3/2020)
- 5. Flooring (4/2021)
- 6. Hand blowers removed (4/2021)
- 7. New furniture (6/2021)
- 8. It was determined that upstairs bathroom tiles were not needed after removing hand blowers and painting. The only remaining item is the air quality check. However, symptoms have improved for all staff so the issue may have resolved on its own (2023).
- 9. To-date \$23,500 has been spent on the upgrades with a remaining \$500 allocated for the air quality check (2023).

Goal 6: Balance the Budget by Achieving Permanent and Adequate Funding

Due to our desire to continually improve / upgrade our programming and to stay competitive in the marketplace (salaries), we seek new sources of funding that will meet this objective.

Strategies:

- a) Seek out and apply for grants/foundations.
- b) Explore new funders for residential services
- c) Fundraising is needed to potentially allocate funds for researching grant opportunities and a grant writer expense.

Progress Report for Goal #6:

1. 2017 and ongoing - Broward Behavioral Health Coalition has been purchasing residential beds. Broward increased funding (October 2018).
2. Grants / Foundations has been very minimal focus. Private patients was explored but is not a good fit for us. Medicaid can't be for Residential (unless laws change...there's something called the IMD rule...if you have 16 beds or more you can't bill Medicaid for Res). So any Medicaid expansion would need to be OP / IHOS, and we discussed that challenge in goal. #1. BBHC increased funding is our greatest potential for additional funding. Also, for the final four months of this fiscal year we're going to receive some SOR Grant funding. There is a possibility that could continue into the 2020-2021 FY. (3/2020)
3. Added additional SOR funding (7/2021)
4. A balanced budget has been achieved (2023)
5. Rate increase for residential level II beds will allow us to more easily earn our contract dollars from SFBHN and seek additional funding. (June 2023)
6. We've been successful in increasing our budget with SFBHN. We've achieved a balanced budget. Strategy (C) is not needed at this time since the goal has been met successfully. (2023)

Goal 7: To plan for fundraising post John (Footy) Kross.

Here's Help has been very fortunate to have John (Footy)Kross raise millions of dollars for the organization over the years, but after almost 50 years with Here's Help, we need to start to plan for the day his fundraising efforts will start to slow down.

Strategies:

- a) Meet with Board President to establish a tentative timeline for transitioning from our current fundraising projects.
- b) Determine what fundraising projects are realistic without John Kross.
- c) Charitybuzz – online auction.
- d) Professional fundraising.
- e) Personnel resources will be allocated to the discussion of fundraising strategies and options.

Progress Report for Goal #7:

1. Some planning meetings, nothing concrete yet (late 2017, early 2018)
2. Since the pandemic, fundraising efforts have been put on hold, with no changes to that anticipated in the near future (2021-2023)
3. Discussion has identified a need for a marketing/fundraising person to be hired in the future to assist with this goal. Approximately \$1,000 a month is needed. There are no immediate plans to proceed with this strategy (2023).