

Section 5 – Strategic Plan

Table of Contents

1. 2023 Strategic Plan Pillars_____pg. 1-13
2. Gantt Charts_____Coming Soon



5-YEAR Strategic Plan: FOUR PILLARS

Pillar I: Teen Health Connection is locally and nationally recognized as a thought leader and primary organization serving adolescents [ages 11-26], parents, and the community through adolescent medicine and behavioral health services, health education and prevention programs, and applied research.

Pillar II: Teen Health Connection ensures long-term financial viability and a balanced portfolio of contributed income to enable the organization to sustain and grow its work to advance the mission.

Pillar III: Teen Health Connection supports and encourages partnership and collaboration with its local and national funders to meet shared goals, expand service offerings in response to community needs, and explore new mission-aligned organizational advancement opportunities.

Pillar IV: Teen Health Connection recruits, develops, and retains an engaged, diverse, inclusive, strategic, best-practice board that is mission-driven with fiduciary and governance responsibilities.



5-Year Strategic Pillars & Priorities

Pillar I: Teen Health Connection is locally and nationally recognized as a thought leader and primary organization serving adolescents [ages 11-26], parents, and the community through adolescent medicine and behavioral health services, health education and prevention programs, and applied research.

Priority 1.1: Teen Health Connection delivers high quality, innovative **direct-care services and community programs** that deploy current best practices and advance the field of adolescent health and prevention.

Strategy 1.1.1: Teen Health Connection's adolescent medicine service lines operate according to recommendations from the American Academy of Pediatrics (AAP), American Medical Association's Guidelines for Adolescent Preventive Services (GAPS), the Centers for Disease Control and Prevention (CDC), and other emerging protocols for best practice.

Strategy 1.1.2: Teen Health Connection's outpatient behavioral health services operate according to recommendations from the American Psychological Association, the American Counseling Association, the Substance Abuse and Mental Health Services Administration, and relevant licensing or accrediting boards or organizations.

Strategy 1.1.3: Teen Health Connection's services for youth in the custody of the Department of Social Services-Youth and Family Services are delivered in accordance with relevant federal, state, and local legislation, policies, and best practices for child-welfare involved youth, including Fostering Health NC, the Fostering Connections to Success Act of 2018, and the NC Specialized Foster Care Plan.

Strategy 1.1.4: Teen Health Connection's community prevention and teen leadership programs such as the Teen Advisory Board operate according to the Strategic Prevention Framework, the Youth Empowerment Conceptual Framework, and the CDC's Seven Strategies for Community Change.

Strategy 1.1.5: Teen Health Connection's parent education programs apply and/or build on principles of validated family-based prevention, education, and skill building curriculums and theories of adolescent development.

Strategy 1.1.6: All Teen Health Connection services and programs apply trauma-informed care (TIC) practices and principles to the delivery of care and their interactions with patients and families according to recommendations from the National Child

Traumatic Stress Network, the National Council for Behavioral Health, and relevant licensing or accrediting organizations for treatment modalities.

Priority 1.2: Teen Health Connection delivers programs and services through an **integrated framework** designed around unique adolescent needs and **biopsychosocial determinants of health** predictive of positive outcomes.

Strategy 1.2.1: Teen Health Connection delivers integrated care services for all patients and operates specialized care service lines for unique adolescent populations with individualized needs.

Strategy 1.2.2: Teen Health Connection delivers enhanced integration across clinical care services (adolescent medicine and behavioral health) and prevention programs for youth involved with Mecklenburg County Department of Social Services-Youth and Family Services.

Strategy 1.2.3: Teen Health Connection delivers enhanced integration across clinical care services (adolescent medicine and behavioral health) and prevention programs for youth exposed to trauma and adversity, providing a continuum of prevention, public awareness, psychoeducation, and direct treatment.

Strategy 1.2.4: Teen Health Connection delivers enhanced clinical integration across clinical care services (adolescent medicine and behavioral health) and prevention programs for transition age youth (ages 16-25), helping to build health literacy, promote ongoing utilization of preventative or specialty care, and improve health outcomes as an adult.

Strategy 1.2.5: Patients and families participating in any service or program, or who are on a waitlist for any service or program, have access to and utilize the integrated services and programs available through Teen Health Connection to meet their comprehensive needs.

Strategy 1.2.6: Programs and service lines are developed with input and involvement across multiple program leaders, including adolescent medicine, behavioral health, health education and prevention, and research and evaluation to promote optimal service integration and patient experience, promote efficiency in processes and procedures, and improve information sharing and dissemination across the team.

Strategy 1.2.7: Programs and service lines are developed, implemented, and evaluated with a diversity, equity, and inclusion lens to monitor service delivery, experience, and outcomes, ensuring that programs meet the needs of the diverse populations Teen Health Connection serves and do not inadvertently create harm or contribute to experiences of racism or discrimination for any individual or group.

Priority 1.3: Teen Health Connection's expertise extends beyond its treatment rooms and direct programs through visible **community awareness initiatives and prevention campaigns**.

Strategy 1.3.1: Teen Health Connections maintains a media presence as a local community expert on adolescent health topics.

Strategy 1.3.2: Throughout the year, Teen Health Connection conducts public prevention and awareness initiatives focused on adolescent substance use.

Strategy 1.3.3: Throughout the year, Teen Health Connection conducts public prevention and awareness initiatives focused on adolescent behavioral health.

Strategy 1.3.4: Throughout the year, Teen Health Connection conducts public prevention and awareness initiatives focused on adolescent health literacy and preventative care.

Strategy 1.3.5: Throughout the year, Teen Health Connection conducts public prevention and awareness initiatives focused on child abuse and neglect.

Strategy 1.3.6: Teen Health Connection's prevention and awareness initiatives are highly visible to Charlotte teens and families both at Teen Health Connection and in the community throughout the year through mission-based marketing and internal and external communication and promotion strategies. (*see Priority 2.2*)

Priority 1.4: Teen Health Connection serves as a preeminent provider of local, regional, and national **training and education for teens, parents, and professionals** on adolescent health, parenting, and prevention topics.

Strategy 1.4.1: Teen Health Connection is seen as a preeminent provider of local teen-leadership and prevention trainings, prevention activities, and empowerment initiatives, including teen-led and peer-to-peer education and prevention.

Strategy 1.4.2: Teen Health Connection is seen as a preeminent provider of information, education, and training initiatives for the parents of local teens and teen parents.

Strategy 1.4.3: Teen Health Connection is seen as a preeminent provider of professional development opportunities for adolescent-serving professionals, including local conference presentations and trainings, presentations at local schools and universities, professional training and local symposia, or other convening events.

Strategy 1.4.4: Community education and prevention initiatives draw on the experience and involvement of Teen Health Connection's multiple multidisciplinary experts and apply a diversity and equity lens to their content.

Priority 1.5: Teen Health Connection **advances knowledge and shapes discourse** in the field of **adolescent health** through its innovative programs and community research.

Strategy 1.5.1: Teen Health Connection formally and informally collaborates with local and national researchers and adolescent health experts on internal and community centered research and data dissemination initiatives.

Strategy 1.5.2: Teen Health Connection contributes to the field of adolescent health and professional literature by participating in local, regional, and national research

conferences and distributing data-based reports, issue briefs, whitepapers, and articles through professional, peer-reviewed, and community outlets.

Strategy 1.5.3: Teen Health Connection strategically builds ongoing clinical/practice, research, and policy initiatives with Atrium, UNCC, DSS-YFS, and other key community partners.

Strategy 1.5.4: Teen Health Connection strategically communicates with key partners, funders, and constituency groups to share the results of program evaluation and community research and to demonstrate its capacity for innovative practice and research.

Priority 1.6: Teen Health Connection recognizes, values, and embodies a wide range of voices, viewpoints, and experiences to promote a **diverse, equitable, and inclusive team and organizational culture**.

Strategy 1.6.1: An internal core team representative of core programs and service areas promotes and improves Teen Health Connection's implementation of DEI and TIC principles.

Strategy 1.6.2: Teen Health Connection's internal policies, procedures, and practices reflect organizational principles of DEI, trauma-informed care, and teammate-centered wellness.

Strategy 1.6.3: Teammates have regular opportunities to provide feedback, directly and anonymously, on ways to improve personal and teammate experience, patient care, and overall organizational functioning.

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Pillar II: Teen Health Connection ensures long-term financial viability and a balanced portfolio of contributed income and grants to enable the organization to sustain and grow its work to advance the mission.

Priority 2.1: Teen Health Connection is supported by a **unified Development team** with roles and responsibilities delineated across Development Officers, Teen Health Connection teammates, Board Members, and volunteers.

Strategy 2.1.1: Teen Health Connection's Development team maintains all needed roles and is optimally and sustainably supported with the necessary internal teammates, contracted consultants, and volunteers who possess the required skill sets.

Strategy 2.1.2: Development responsibilities are shared across appropriate Teen Health Connection teammates, consultants, and volunteers to enhance effectiveness and efficiency.

Priority 2.2: Teen Health Connection implements strong, cohesive **communication plans** that enhance engagement with mission and giving opportunities and positions Teen Health Connection as a local resource for information on adolescent health topics.

Strategy 2.2.1: Teen Health Connection leverages its website and social media channels for impact-centered communication and to increase online relevance among teens, parents, donors, and adolescent-serving professionals.

Strategy 2.2.2: Teen Health Connection maintains a recognizable internal and external voice in its communications and marketing efforts.

Strategy 2.2.3: Teen Health Connection leverages its print materials for impact-centered communication with teens, parents, donors, and adolescent-serving professionals.

Strategy 2.2.4: Teen Health Connection uses targeted communication vehicles to enhance engagement with key constituency groups.

Priority 2.3: Teen Health Connection implements a strong, cohesive donor acquisition, cultivation, engagement, retention, and reactivation program to increase **individual level donations**.

Strategy 2.3.1: Teen Health Connection implements a comprehensive donor stewardship program focused on donor retention, engagement, and upward movement that includes involvement of teammates across the organization.

Strategy 2.3.2: Teen Health Connection leverages small events for donor acquisition, stewardship, retention, and fundraising vehicles.

Strategy 2.3.3: Teen Health Connection operates a major gifts program using solicitor-based cultivation and fundraising strategies to increase leadership-level gift support.

Strategy 2.3.4: Teen Health Connection integrates opportunities for planned giving into existing donor stewardship and fundraising strategies.

Priority 2.4: Teen Health Connection facilitates program growth and operational sustainability through a **diverse grant portfolio** including private and corporate foundations and government funding sources.

Strategy 2.4.1: Teen Health Connection maintains a cohesive foundations relations strategy focused on increasing both restricted (program support) and unrestricted giving.

Strategy 2.4.2: Teen Health Connection partners with local, regional, and national grant-makers around long-term support and innovation of health education, behavioral health, specialized care, and prevention programs.

Strategy 2.4.3: Teen Health Connection develops research-specific grant partnerships and principle-investigator driven funding to directly support and expand Teen Health Connection's research capacity.

Strategy 2.4.4: Teen Health Connection maintains optimal budgeting, data collection, and reporting processes for program-specific and operational grant proposals.

Priority 2.5 (see Priority 4.2): All members of Teen Health Connection's Board of Directors support the initiatives of Teen Health Connection's Development Team and help to **maximize the organization's stewardship strategies and fundraising potential.**

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Pillar III: Teen Health Connection supports and encourages partnership and collaboration with its local and national partners and funders to meet shared goals, expand service offerings in response to community needs, contribute to systemic community change, and explore new advancement opportunities.

Priority 3.1: Teen Health Connection serves as a **local champion** for teens and families, working with local partners and community systems towards **community change and research initiatives**.

Strategy 3.1.1: Teen Health Connection teammates and leadership are engaged in community initiatives, coalitions, workgroups, advisory boards, educational panels, review committees and other professional groups relevant to their clinical expertise, professional interests, and Teen Health Connection's mission.

Strategy 3.1.2: Teen Advisory Board members represent Teen Health Connection through public events, forums, conferences, panels, and in other community-based initiatives.

Strategy 3.1.3: Teen Health Connection champions community change efforts through local dissemination of primary and secondary research data and reports.

Strategy 3.1.4: Teen Health Connection engages local leaders with its work and the work of community partners and the local nonprofit network, matched to their interests and skill sets.

Priority 3.2: Teen Health Connection **partners directly with community organizations, leaders and convening organizations** to accomplish shared goals and outcomes around **adolescent and family health and wellbeing**.

Strategy 3.2.1: Teen Health Connection engages with community leaders and partners in regular discussion and data-based examination of community trends and service gaps.

Strategy 3.2.2: Teen Health Connection shares information about its successes with existing and potential partners throughout the year through reports, annual funder meetings, and research-based presentations.

Strategy 3.2.3: Teen Health Connection conducts primary research in collaboration with local partners and funders, including program evaluation, topic-based research, or community research.

Strategy 3.2.4: Teen Health Connection engages with its existing community partners in collaborative research presentations and co-authored publications (peer reviewed and editorial).

Priority 3.3: Teen Health Connection **collaborates with Atrium Health** to expand its specialized service lines for targeted adolescent populations and to conduct primary research on adolescent health and integrated care.

Strategy 3.3.1: Teen Health Connection and Atrium Health leadership maintain policies and shared expectations related to the decision-making and planning processes for new programs and clinical service lines and for expanding upon existing services.

Strategy 3.3.2: Teen Health Connection builds relationships across Atrium clinical & non-clinical departments (Hem/Onc, Cardiology, behavioral health, Population Health, CORE research) to facilitate patient access to care, engage in mutual research and data collection, identify service gaps, and create new service lines.

Strategy 3.3.3: Teen Health Connection engages Atrium Health in population health messaging and public communications on adolescent health topics, meeting shared health education and marketing objectives.

Priority 3.4: Teen Health Connection continues to evolve programming and fill service gaps for youth served through Mecklenburg County public services.

Strategy 3.4.1: Teen Health Connection delivers outreach and enhanced integration across clinical care services (adolescent medicine and behavioral health) and prevention programs for youth involved with Mecklenburg County Department of Social Services- Youth and Family Services.

Strategy 3.4.2: Teen Health Connection seeks to expand its working partnerships across Mecklenburg County departments such as Community Support Services and the Public Health Department.

Strategy 3.4.4: Teen Health Connection serves in a leadership role in Mecklenburg County committees and initiatives.

Pillar IV: Teen Health Connection recruits, develops, and retains an engaged, diverse, inclusive, strategic, best-practice board that is mission-driven, consistent with current best practices, and resolute in its fiduciary and governance responsibilities.

Priority 4.1: All members of the Board of Directors **meaningfully engage with Teen Health Connection’s mission, services, and programs** and are knowledgeable of major changes, current events, and trends in the field.

Strategy 4.1.1: All members of the Board of Directors are committed to serving the organization through their Board roles and are excited to contribute their passion, skills, and resources to further Teen Health Connection’s mission.

Strategy 4.1.2: All members of the Board of Directors participate in opportunities to observe and understand Teen Health Connection’s programs and services.

Strategy 4.1.3: Members of the Board of Directors participate in opportunities to educate and familiarize themselves with topics and community concerns relevant to the work and mission of Teen Health Connection.

Priority 4.2: All members of Teen Health Connection’s Board of Directors support the initiatives of Teen Health Connection’s Development Team and help to **maximize the organization’s stewardship strategies and fundraising potential**.

Strategy 4.2.1: Board Members serve as active Teen Health Connection ambassadors in the local community.

Strategy 4.2.2: Board Members are meaningfully involved in donor cultivation and retention initiatives and in celebrating the success of these efforts.

Strategy 4.2.4: Board Members are committed to advancing the success of Teen Health Connection fundraising events, serve as consultants for the planning and hosting of these events, and participate in opportunities to represent Teen Health Connection at internal and co-hosted functions and events.

Priority 4.3: The **Nominating Committee** seeks and nominates qualified candidates for election to the Board of Directors.

Strategy 4.3.1: The Nominating Committee utilizes a skill-set matrix to capitalize on existing board strengths and works with the Governance committee to identify goals for new Board Member recruitment.

Strategy 4.3.2: The Nominating Committee works with the Governance Committee to implement a Diversity, Equity, and Inclusion Action Plan and make recommendations around new Board Member recruitment.

Strategy 4.3.3: In conjunction with the Executive Committee, the Nominating Committee will bring forward the recommendations for Officer positions each year.

Strategy 4.3.4: Members of the Nominating Committee contribute to its ongoing sustainability and succession planning as a critical component of Teen Health Connection's operations.

Priority 4.4: The **Governance Committee** assists the Board of Directors to ensure the effective and efficient governance of the organization, including of the Board of Directors.

Strategy 4.4.1: The Governance Committee oversees initial orientation of all members of the Board of Directors to promote new Board Member success.

Strategy 4.4.2: The Governance Committee implements a Diversity, Equity, and Inclusion (DEI) Action Plan to strengthen the Board's equitable capacity through their knowledge, culture, and actions.

Strategy 4.4.3: The Governance Committee reviews and develops policies and procedures to ensure continued alignment with Teen Health Connection's mission, vision, and strategic plan.

Strategy 4.4.4: The Governance Committee plans and implements an annual board survey and self-assessment to support the growth of the Board of Directors. This survey includes but not limited to: areas of desired training and education for Board Members, Board Member skill sets, Diversity, Equity, and Inclusion, and other topics.

Strategy 4.4.5: The Governance Committee utilizes a skill-set matrix to capitalize on existing board strengths and works with the nominating committee to identify goals for new Board Member recruitment.

Strategy 4.4.6: Members of the Governance Committee contribute to its ongoing sustainability and succession planning as a critical component of Teen Health Connection's operations.

Priority 4.5: The **Finance Committee** maintains primary responsibility for and oversight of Teen Health Connection's financial management and financial communications.

Strategy 4.5.1: The Finance committee ensures Teen Health Connection's long term financial viability and a balanced portfolio of contributed income.

Strategy 4.5.2: The Finance Committee reviews and makes recommendations regarding Teen Health Connection's budget.

Strategy 4.5.3: The Finance Committee reviews and makes recommendations regarding significant non-budgeted opportunities.

Strategy 4.5.4: Members of the Finance Committee contribute to its ongoing sustainability and succession planning as a critical component of Teen Health Connection's operations.

Priority 4.6: The Executive Committee ensures that the overall work of the organization and of the Board of Directors furthers the organization's mission and applies best practices. In furtherance of Items 4.6.1 through 4.6.5 of this Plan, the Executive Committee performs

continual oversight of the direct activities of each Board Committee as outlined throughout the plan, monitoring timeliness and performance in both the short term and long term.

Strategy 4.6.1: The Executive Committee guides Teen Health Connection's strategic planning, new service line development, and self-assessment of organizational growth.

Strategy 4.6.2: The Executive Committee defines and expands the responsibilities and opportunities available to Board Members and maintains Board Member accountability.

Strategy 4.6.3: The Executive Committee provides ongoing education for Board Members to support ongoing familiarity and resonance with the mission of Teen Health Connection and the impact of proposed, new, and existing programs.

Strategy 4.6.4: The Executive Committee promotes and provides opportunities for Board Member training in nonprofit best practices to support growth in their roles and responsibilities as Board Members.

Strategy 4.6.5: Members of the Executive Committee contribute to its ongoing sustainability and succession planning as a critical component of Teen Health Connection's operations.

Priority 4.7: Atrium Health Liaisons support the expansion of Teen Health Connection's working relationships across Atrium Health clinical and non-clinical departments.

Strategy 4.7.1: Atrium Health Liaisons maintain distinct responsibilities that are defined in relation to their Atrium Health roles and valued on the Board of Directors.

Strategy 4.7.2: Atrium Health Liaisons help to serve as Teen Health Connection ambassadors across the Atrium Health System, including within Atrium Health leadership, departments, and clinical practices.

Strategy 4.7.3: Liaisons help to maintain an open working relationship and the exchange of resources, knowledge, and assistance between Atrium Health and Teen Health Connection.

Strategy 4.7.4: Atrium Health Liaisons support their own transition planning by helping to identify appropriate Atrium Health leadership-level teammates who are passionate about and can further Teen Health Connection's mission.