

PROVOCATIVE PROPOSITIONS

“What Should Be” - (connects our strengths and the dream)

QUALITY PEOPLE and RELATIONSHIPS/HOW WE WORK TOGETHER

1. Culture and environment

AFCS attracts and retains the best staff members in all roles and levels. It is a model for openness and innovation. AFCS supports a values-driven culture of:

- spirituality and faith
- integrity
- respect
- excellence
- sustainability
- joy

2. Open and clear communication

AFCS pursues communication that cultivates nonjudgmental diversity of ideas in a safe environment.

3. Greater trust between board/leadership/staff

Board members and staff members take an active role in identifying and creating opportunities for formal and informal interactions. Communication and interaction with staff and inter-departmentally are assessed annually.

4. Leader and staff roles redefined

Leader and staff roles at AFCS are continuously evaluated and adapted. Expanded and/or new roles are compensated justly.

5. Career development plan for staff

Leadership listens, delegates and assesses strengths and improvement areas of staff. Leadership provides adequate time to mentor and facilitate professional development of staff. Opportunities for growth are available. Failure is viewed as an opportunity to learn and grow. Systems include regular career plans along with transparent pay and promotion criteria. Training programs are available and funded to allow for full development. Recognition systems for accomplishments of both individuals and teams are in place.

6. Staff training/skills building

AFCS staff are premier providers of mental health treatment in Brown County. They actively build connections with associations in their specialty areas. Continuous development is a top priority at AFCS, with a focus on evidence-based treatment.

7. Make up of board

AFCS Board, administrators and staff actively take their stories to community leaders in order to build a pool of potential board candidates to help carry out the Mission of AFCS. Prospective board members whose skills and background match the need of AFCS projects are identified and added to the board candidate pool.

SERVICES PROVIDED NOW AND FUTURE/PRINCIPLES AND CHANGE

8. New programs and therapy approaches

AFCS clients have the best outcomes in Northeastern Wisconsin. The comprehensive client treatment model includes a survey process to determine the client's greatest needs in the system in which he/she lives. As the client changes with therapy, changes are supported at a variety of levels: family, job, school, community and by the treatment team. Research and outcomes are a part of the model and constantly monitored.

9. Outcomes

AFCS uses evidence-based treatment to provide the best services to clients. It measures outcomes to allow stakeholders to understand the effectiveness of treatment.

10. Change management process

Creative solutions are welcomed, accepted, acted upon and the results are communicated in a timely manner:

- clear/concise plan is in place
- secures commitment at all levels of the organization
- defines how it impacts people/organization
- provides a feedback mechanism
- creates support and enthusiasm
- gathers best practices that mesh with AFCS culture
- provides for inclusion/involvement of all
- includes clearly defined expectations
- encourages people to step forward
- trains, trains, trains

11. Articulated expectations and support to achieve them

In order to "become more of who they are," AFCS has a clear plan of action. It is provocative, grounded, desired, affirmative, provides guidance and expands the zone of possible change and development. The Board, individuals and teams at AFCS are aware of the agency's tactical plans and take ownership in each individual or team's role in moving the plans forward to completion. Support is provided at all levels to assure movement toward the desired outcome.

12. Quicker response time in implementing changes

Embracing change and the quest to be the best, individuals and teams at AFCS engage in innovations to respond to the shifting needs of the agency and clients in a timely manner.

COMMUNITY RELATIONSHIPS, AWARENESS AND SUPPORT

13. Rebranding/marketing

AFCS takes the steps necessary, including employing consultants, to re-engineer its identity and perception of the agency in the community. A rollout marketing campaign is developed and executed.

14. Strategic funding

The AFCS strategic funding plan identifies and investigates all revenue generation opportunities for the agency. The plan leverages the agency's relationships in the community, with individuals, and with businesses. Board and staff committees identify and review ways to generate and maximize funding. Long term and short term are considered in the plan.

15. Identify and expand donor base/endowment structure

AFCS has developed relationships in Northeastern Wisconsin in order to secure and maintain a significant endowment allowing the agency to continue its Mission and programming to clients with little means to afford treatment. The donor base is consistently growing which allows for a steady flow of resources to the organization.

16. Collaboration

AFCS understands the importance of collaboration with agencies that provide similar and complementary services. AFCS actively seeks ways to work with other entities to carry out its work and serve its clients.

17. Staff actively pursue community relationships

Staff are visible in the community creating opportunities and relationships that enhance care to clients and prepare the agency to meet emerging needs.