



Pressley Ridge

Strategic Plan 2022–2024

September 2021



Facilitated by BWF

Overview

Pressley Ridge embarked on a strategic planning process to ensure that organizational priorities meet the diverse needs of its ever-evolving clients. The urgency of this strategic plan matches the dynamic environment brought about by the COVID-19 pandemic and its cascading effects on the communities served by Pressley Ridge.

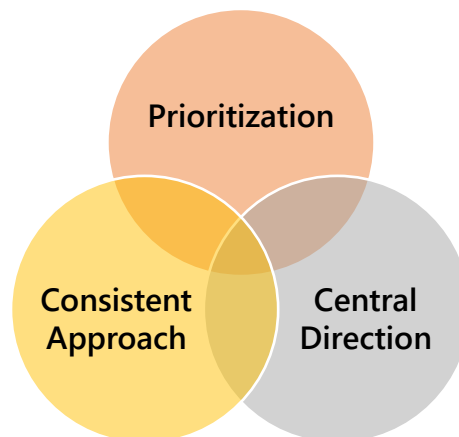
Additionally, this strategic planning process forced the organization to answer existential questions that affect not only the coming three years but will shape Pressley Ridge for decades to come.

- Should it grow? If so, where? And how?
- Should it increase its service offerings or divest itself of programs and services?
- How can Pressley Ridge increase efficiency while striving for consistent outcomes?
- How can the organization continue to adequately reflect the populations it serves, both in staff and leadership?
- What steps can be taken to ensure that Pressley Ridge has a stable and resilient workforce prepared to meet the increasing complexity of its constituents?

These questions, and dozens like it, served as the framework for this strategic planning process. The end product is a strategic plan which is data-informed, future-focused, and actionable.

Organizational Themes Shaping the Strategic Plan

Through the formulation of this strategic plan, it became clear that Pressley Ridge had an opportunity to use this process to increase organizational effectiveness and efficiency. Three themes emerged which helped shape the strategic plan and became mantras, of sorts, to the planning team. Those themes were: prioritization, consistency of approach, and centralized direction.

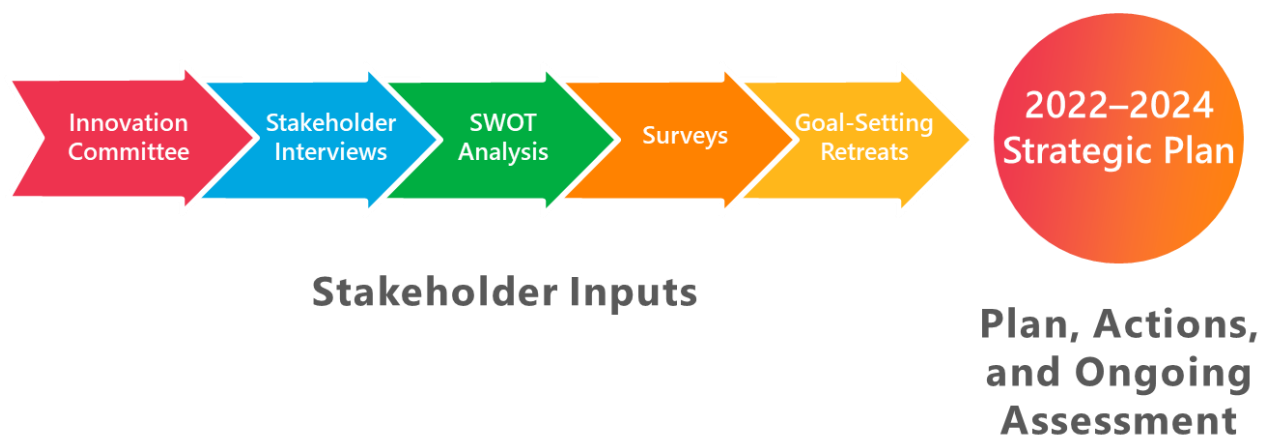


Through the SWOT analysis and follow-up surveys, a need for greater prioritization was identified. Feedback received indicated that as Pressley Ridge's scale and breadth had increased, so too had the initiatives, services, and delivery models, resulting in a variety of approaches to the execution of Pressley Ridge's core tasks. It was widely agreed upon that the organization could benefit from a concerted effort to establish institutional priorities which would allow leadership, management,

and direct-care providers to align their work with only those areas identified as priorities for Pressley Ridge, thus increasing efficiency. Feedback also noted that the decentralized structure present in the organization led to a lack of clarity. To remedy this, elements of this strategic plan have adopted a “do less better” approach, which will allow for the organization to concentrate on generating remarkable outcomes using more streamlined and consistent approaches.

Strategic Planning Process

As with any strategic plan, the process by which the plan is developed is almost as important as the plan itself. To that end, Pressley Ridge undertook an extensive process to gather insights, feedback, and perspectives from internal and external stakeholders. More than 1,000 people were given the chance to weigh in on the strategic direction and objectives under consideration by Pressley Ridge. Those constituents and the process by which they provided feedback is below.



- **Innovation Committee.** The Innovation Committee of the Pressley Ridge Governing Board initiated the formal strategic planning process. That committee oversaw the framing of the process and the involvement of outside counsel, including The Bridgespan Group and BWF.
- **Stakeholder Interviews.** BWF was contracted to facilitate the strategic planning process. Early in that relationship, a series of interviews were conducted with subject matter experts within Pressley Ridge, board members from both the Governing Board and the Foundation Board, as well as members of the Pressley Ridge executive team. Additionally, BWF reviewed materials which preceded their involvement including previous strategic plans, discovery documents, and meeting materials from the Innovation Committee.
- **SWOT Analysis.** Internal stakeholders were invited to participate in a SWOT analysis of the organization. Analysis from the responses quickly revealed themes which helped frame the strategic plan.
- **Surveys.** Four separate surveys were conducted during the strategic planning process. The constituencies for those surveys are below:
 - **External Stakeholder Group A (120 responses):** This survey was sent to donors, foundations, external partners, and government organizations.

- External Stakeholder Group A2 (14 responses): This survey was sent to a select group of external constituents with a unique perspective on Pressley Ridge and its services.
- Pressley Ridge Staff (219 responses): This survey was sent to Pressley Ridge staff.
- Pressley Ridge External Stakeholder Group B (239 responses): This survey was sent to patients, clients, and families of Pressley Ridge.
- **Goal-Setting Retreats.** Once the themes and strategic objectives were identified, Pressley Ridge conducted a series of collaborative and inclusive goal-setting sessions to arrive at working goals for the strategic plan. These draft goals became the fodder for additional consideration by members of both the Pressley Ridge executive team and the Board.
- **Strategic Plan drafting.** Once the draft goals were established, drafting began on the strategic plan itself. The plan was further shaped by feedback received from the Innovation Committee and additional meetings with Pressley Ridge leadership. The Strategic Plan was then presented and approved by the Pressley Ridge Governing Board in September 2021.

Pressley Ridge Mission, Vision, and Values

Vision. All Kids Thrive.

Mission. Whatever it takes to create success for children and families.

Values. Currently working to finalize to incorporate racial equity. (Estimated completion of December 2021.)

Pressley Ridge Strategic Priorities

Strategic Priority 1: Racial Equity

The condition that would be achieved if one's racial identity no longer predicted, in a statistical sense, how one fares. When we use this term, we are thinking about racial equity as one part of racial justice, and thus we also include work to address the root causes of inequities, not just their manifestation. This includes the elimination of policies, practices, attitudes, and cultural messages that reinforce differential outcomes by race or fail to eliminate them.

Strategic Priority 2: Workforce and Leadership Development

Ensuring that the organization can continue to meet its present workforce needs, as well as grow to meet future demands and trends with a highly skilled, diverse, and culturally competent workforce to handle the complexity of clients served. Create internal pipeline of job-ready candidates to assume supervisory and leadership roles within Pressley Ridge as opportunities present.

Strategic Priority 3: Clinical Mastery

Ensuring that Pressley Ridge, its services, and practitioners, can meet the increasing complexity exhibited by the children and families it serves with the most effective and consistent clinical interventions, ensuring the highest quality of clinical supervision for the continued advancement of skill and knowledge, while being responsive to the ever-evolving community and programmatic needs.

Strategic Priority 4: Financial Health

Ensuring that Pressley Ridge can meet its obligations, weather temporary financial challenges, and plan for its growth and future needs by maintaining a strong cash position, generating consistent surpluses from operations, maintaining acceptable debt ratios, deriving revenue from a diverse pool of sources, and providing for capital project funding.

Strategic Priority 5: Business Development

Strategically positioning Pressley Ridge for intentional organizational growth in the coming years by using Program Health Assessments (PHA) to prioritize expansion and acquisition activities with programs/services which return the highest margins, while most efficiently delivering impactful outcomes. Business development may be most effectively explored by actively seeking opportunities for coordinating care model expansion in states looking for managed care solutions and mergers and acquisitions with complementary organizations or in desirable geographic locations.

Strategic Priority 1: Racial Equity

The condition that would be achieved if one's racial identity no longer predicted, in a statistical sense, how one fares. When we use this term, we are thinking about racial equity as one part of racial justice, and thus we also include work to address the root causes of inequities, not just their manifestation. This includes the elimination of policies, practices, attitudes, and cultural messages that reinforce differential outcomes by race or fail to eliminate them.

Context and Strategic Imperatives

It is no accident that Racial Equity is the first strategic priority of Pressley Ridge's 2022–2024 Strategic Plan. There is an organization-wide belief that racial equity is a keystone which must be present in every facet of the organization. Success in advancing racial equity will only be possible through action on an enterprise scale. Pressley Ridge will increase racial equity not only within the organization but will ensure that it does everything in its power to address racial equity issues within the communities it serves.

Three pillars undergird the racial equity strategic priority:

- **Advancing data-driven strategies.** True to its nature as a data-informed organization, Pressley Ridge will use data to help identify and rectify racial inequities.

- **Viewing what we do, how we do it, and who we are through a racial equity lens.** The organization will seek to root out inequities in both the outcomes it facilitates for the children and families it serves, as well as the systems, processes, and culture within the ranks of its team members and leadership.
- **Commitment to continual evaluation, assessment, and transformation.** It is important to note that this commitment to racial equity will extend well beyond the phasing of this strategic plan. Pressley Ridge’s end goal is to adopt a racial equity lens toward all its activities, programs, methods, and practices.

Additionally, while racial inequity is the first focus of the organization, it will not be the last. Pressley Ridge will continue to root out inequities affecting things such as, but not limited to, gender identity, sexual orientation, and disability status. Pressley Ridge will use this strategic plan to take important steps toward racial equity and has established the following goals:

Objectives, Goals, and Metrics

Objective #1. Disaggregating Data

Pressley Ridge has adopted the “Texas Model” for identifying and rooting out systemic racism. An important element of that model is the disaggregation of data. When disaggregated by race, inequities become clear when comparing outcomes across racial lines. Pressley Ridge has taken great steps toward disaggregating its data and that exercise has yielded important results which compel the organization to act.

Moving forward, Pressley Ridge will:

- **Goal/Action.** Continue to use disaggregated data to identify race-based inequities in regions and service lines (2022–2024)
 - Address areas which fall outside norms in those regions by creating action plans with specific strategies, resources, and initiatives to bring outcomes within regional norms. Each executive director will be responsible and empowered to develop and execute these plans.

Objective #2. Racial Equity Workplan

Pressley Ridge has partnered with a national consultancy, led by Joyce James, which focuses on promoting racial equity. That work has been organic and has led to the development of a workplan which is currently being executed. Continued implementation of that work plan is vital and will focus upon:

- **Goal/Action.** Completion of the training plan (2022)
- **Goal/Action.** Empower and engage the Equity Committee (2022)
- **Goal/Action.** Incorporate racial equity principles into treatment and supervision throughout Pressley Ridge (2022–2024)
- **Goal/Action.** Incorporate racial equity principles into marketing and communications materials (2022-2024)

Objective #3. Equitable and Representative Supervisor and Leadership Roles

As Pressley Ridge looks to create a more racially equitable future for itself and the clients it serves, one of the fundamental elements which must be addressed is to ensure authentic racial representation of supervisor and leadership roles. Currently, 22.4 percent of supervisory level staff identify as black or other, while only 15.6 percent of directors and above do the same. Pressley Ridge will look to increase the racial diversity of its leadership ranks by addressing not only any internal structures that limit career advancement for team members from diverse backgrounds, but also will establish relationships externally which can facilitate a more inclusive pool of future job seekers. Recent data about hiring from outside the organization over the past few years indicates that Pressley Ridge has hired racially diverse candidates for supervisory and leadership roles at a percentage well above the 22.4 percent and 15.6 percent statistics listed above. That positive trend must continue.

Specifically, Pressley Ridge seeks to:

- **Goal/Action.** Set benchmarks to increase the racial diversity of supervisory positions from its 2021 level of 22.4 percent (2024)
- **Goal/Action.** Set benchmarks to increase the racial diversity of leadership positions from its 2021 level of 15.6 percent in 2021 (2024)

Objective #4. Recruitment and Retention Goals

The above metrics will not be achieved if not for a concerted and resourced effort to proactively identify, recruit, and retain internal and external candidates from racially diverse backgrounds. To accomplish that, Pressley Ridge will:

- **Goal/Action.** Establish a formal relationship with one historically black college/university (HBCU) to create and nurture a pipeline of candidates for open positions within Pressley Ridge (2022)
- **Goal/Action.** Establish a formal relationship with at least one national professional organization serving members from racial diverse backgrounds to heighten awareness of Pressley Ridge and invite career exploration from its members (2022)
- **Goal/Action.** Create a cohort of social work team members in Maryland to attain enhanced and elevated credentialing required to practice in the state (2022)
- **Goal/Action.** Increase lobbying and advocacy regarding the need to eliminate barriers to employment which disproportionately affect racially diverse candidates, such as prohibitions for misdemeanor offenses and the like (2022–2024)

Owner and Partners

While racial equity is everyone's job at Pressley Ridge, executive oversight for this strategic priority will come from both Susanne Cole, Chief Executive Officer, and the Pressley Ridge Equity Committee. Given the multifaceted approaches that will be required to see discernable change occur, their efforts will call for the coordination and integration with the following:

- Pressley Ridge C-Suite
- Pressley Ridge Governing Board
- Pressley Ridge Foundation Board
- Executive Directors
- Ron Gruca, Senior Director of Development
- Clinton Kehr, Director of Organizational Training
- Amy Strickler, Director of Organizational Performance
- Service Line Leadership

Strategic Priority 2: Workforce and Leadership Development

Ensuring that the organization can continue to meet its present workforce needs, as well as grow to meet future demands and trends with a highly skilled, diverse, and culturally competent workforce to handle the complexity of clients served. Create internal pipeline of job-ready candidates to assume supervisory and leadership roles within Pressley Ridge as opportunities present.

Context and Strategic Imperatives

Throughout the strategic planning process, the importance of workforce and leadership development was an ever-present theme. Elements of workforce and leadership development are found woven throughout each of the strategic objectives. Whether it was meeting the increasingly complex needs of the communities it serves, or cultivating the next generation of leadership, Pressley Ridge must devote significant attention to curating the workforce to meet the challenges and opportunities ahead.

In keeping with the overall theme of this strategic plan, the workforce and leadership development strategic objective is all about prioritization, providing a consistent approach, and receiving direction from the center of the organization. There is a myriad of things that Pressley Ridge could do to hone its future workforce, but this plan articulates the elements it must do.

An attention toward workforce development, for Pressley Ridge, means that it is proactively shaping its team to meet the needs of the organization, given the dynamic nature of the communities it serves. This is no small feat to be sure, nor is it an exact science. Pressley Ridge has developed the following plans and strategies to address the known opportunities ahead but must stay nimble to meet new challenges as they present in the future. As many of its team members are essential workers, the importance of this objective is heightened.

Leadership development for Pressley Ridge is rooted in the belief that it must prepare and resource its team to be successful. It must provide the tools, training, coaching, and support necessary so that they execute their duties consistently, confidently, and with high fidelity. Pressley Ridge will use this strategic plan to bring greater clarity of purpose and attention to execution for all elements of its leadership development programming.

As noted above, this strategic priority is intertwined with several other priorities, most notably Clinical Mastery and Racial Equity. The goals and objectives listed below are not meant to be a siloed approach to this work but are meant to work in concert with similar goals and objectives listed in other priorities.

Objectives, Goals, and Metrics

Objective #1. Maintain organizational voluntary turnover at four-year average of 24 percent or less

As noted consistently through the staff and external stakeholder surveys, staff turnover is a challenge for Pressley Ridge, especially in select service lines and early in a teammate's tenure with the organization. Maintaining a steady level of turnover, while taking steps to mitigate additional loss, will yield benefits for not only the organization, but also for the clients served.

- **Goal/Action.** Develop and execute recruitment strategy for hardest to fill positions, for example those in family-based care, deaf-staff, and in the State of Maryland (2022–2024)
- **Goal/Action.** Develop and execute retention strategy for hardest to retain positions, for example those in education, residential services, and among new hires (2022–2024)
- **Goal/Action.** Resource strategies listed above through internal asset allocation or with partnerships through the Pressley Ridge Foundation (2022)

Objective #2. Comprehensive career and leadership development for Pressley Ridge's team and leadership

Pressley Ridge takes seriously its commitment to bringing out the best in their team so that they may serve the clients and communities. Providing ample and clear direction about career development and creating opportunities to cultivate the next generation of organizational leaders is crucial in the coming years for the organization.

- **Goal/Action.** Increase participation/completion of Servant Leadership Model to 100 percent of all leadership by 2024 (2022–2023)
- **Goal/Action.** Ensure the continuity of leadership for Pressley Ridge
 - Design leadership framework for professional development and required competencies for supervisor/director roles and above (2022)
 - Determine the core requirements based on role and position as well as by service line (2022)
 - Match training needs with above requirements (2023)

- Build out comprehensive curriculum of leadership tools (trainings, support, resources, materials, etc.) (2024)
- **Goal/Action.** Develop standard evaluation process which supports retention and career development (2022–2023)
 - Review all job descriptions and position expectations by service line
 - Draft evaluation process which aligns with expectations and outcomes

Objective #3. Increase racial diversity of Pressley Ridge

As noted in the Racial Equity strategic priority, the diversity of Pressley Ridge’s team and leadership is a critical component of this strategic plan. To support and expand the Racial Equity strategic priority, Pressley Ridge will set the following goals related to workforce and leadership development:

- **Goal/Action.** Achieve diversity targets outlined for Racial Equity (2024)
 - Continue to disaggregate hiring data to identify and eliminate internal process barriers for racially diverse candidates (2022–2024)
 - Identify and curate an internal pipeline of qualified candidates for supervisory and leadership roles (2022–2024)

Owner and Partners

Tina Myles, Chief Human Resources Officer, will be primarily responsible for the facilitation and advancement of this strategic priority. Her efforts will call for the coordination and integration with the following Pressley Ridge team members:

- Susanne Cole, Chief Executive Officer
- Laurah Currey, Chief Operating Officer
- Doug Mullins, Chief Financial Officer
- Clinton Kehr, Director of Organizational Training
- Amy Strickler, Director of Organizational Performance
- State Executive Directors

Strategic Priority 3: Clinical Mastery

Ensuring that Pressley Ridge, its services, and practitioners, can meet the increasing complexity exhibited by the children and families it serves with the most effective and consistent clinical interventions, ensuring the highest quality of clinical supervision for the continued advancement of skill and knowledge, while being responsive to the ever-evolving community and programmatic needs.

Context and Strategic Imperatives

As an organization, Pressley Ridge has expanded throughout its history, as have its services and methods for service delivery. The diversity of services is both an asset and a limitation. In the future, it is vital that the organization take a disciplined approach toward not only executing existing methods of service delivery, but also being judicious in adding new methods of service delivery. Centralizing decisions about clinical models of care will be a key tenant of this strategic plan as Pressley Ridge seeks to simplify aspects of its enterprise to ensure consistency, maximize desired outcomes, and position itself for scalable and replicable growth.

The environment surrounding the children and families served by Pressley Ridge continues to grow more complex. With increased complexity comes enhanced severity. To ensure that the organization meets its clients not just where they are today, but where they are likely to be in the future, Pressley Ridge must see that its practitioners gain a level of clinical mastery sufficient to the evolving needs of its constituency. Additionally, Pressley Ridge will codify its process that outlines when advanced clinical consultation is required and how that consultation will be executed.

Objectives, Goals, and Metrics

Objective #1. Define and execute a unified clinical model of care

To provide consistent and effective services, treatments, and interventions, Pressley Ridge must establish a unified clinical model of care that can be adopted and utilized throughout the organization.

- **Goal/Action.** Inventory all services, treatments, and interventions (2022)
- **Goal/Action.** Identify services, treatments, and interventions which are more efficient and generate desired outcomes (2022)
- **Goal/Action.** Align all regions and services lines to unified clinical model of care (2022–2023)
- **Goal/Action.** Streamline training and career development functions to support unified clinical model of care (2023–2024)
- **Goal/Action.** Develop operating manual for clinical model of care (2024)

Objective #2. Assure consistent and uniform clinical supervision to support clinical model of care

Clinical supervision is critically important to not only ensure that services are effectively rendered, but that the staff is provided ample opportunity for professional development.

- **Goal/Action.** Identify the required components for clinical supervision (2022)
- **Goal/Action.** Implement a streamlined training curriculum that supports and advances clinical supervision (2023)

Objective #3. Implement advanced clinical consultation for children and families based on key indicators of clinical severity decision tree, as well as identified areas of racial inequity

Pressley Ridge must execute a routinized method to identify those clients whose background, experiences, and presentations require a higher level of clinical consultation. Additionally, Pressley Ridge, as part of its racial equity strategic priority, will proactively identify those services and regions where racial inequity exists. For those areas of inequity, advanced clinical consultation may be required.

- **Goal/Action.** Utilize clinical severity decision tree to standardize response at program entry (2022)
- **Goal/Action.** Develop dashboard for clinical supervisors to highlight risk potential within geographic or service line populations (2023)
- **Goal/Action.** Utilize data analytics and predictive modeling of outcomes disaggregated by race through Power BI to enhance and direct interventions (2024)

Objective #4. Centralize the assessment and implementation of new clinical models within Pressley Ridge

To ensure that Pressley Ridge presents and executes a unified clinical model of care, all decisions involving new interventions, services, and methodologies must be centralized to reduce duplicative efforts and to provide more consistent outcomes.

- **Goal/Action.** Conduct an ongoing assessment of Pressley Ridge's clinical model of care to ensure it is achieving desired outcomes (2022–2024)
- **Goal/Action.** Develop and execute protocols that evaluate new or emerging models to determine which models should supplant existing clinical models within Pressley Ridge (2022)

Objective #5. Adopt service line impact statements

Impact statements by service line will be developed as a way to clearly articulate how the mission of Pressley Ridge will be lived out, desired outcomes articulated, and those outcomes measured at the local, service line level.

- **Goal/Action.** Draft service line impact statements which outline desired outcomes (2022)
- **Goal/Action.** Monitor outcome attainment to ensure effectiveness (2023–2024)



Owner and Partners

Laurah Currey, Chief Operating Officer, will be primarily responsible for the facilitation and advancement of this strategic priority. Her efforts will call for the coordination and integration with the following Pressley Ridge team members:

- Alex Cameron, Director of Clinical Services
- Clinton Kehr, Director of Organizational Training
- Amy Strickler, Director of Organizational Performance
- Executive Directors

Strategic Priority 4: Financial Health

Ensuring that Pressley Ridge can meet its obligations, weather temporary financial challenges, and plan for its growth and future needs by maintaining a strong cash position, generating consistent surpluses from operations, maintaining acceptable debt ratios, deriving revenue from a diverse pool of sources, and providing for capital project funding.

Context and Strategic Imperatives

The financial health of any organization, especially those in the human services sector, is a critical component to the organization’s ability to serve its constituents and live out its mission. Pressley Ridge has adopted a conservative approach to its overall financial operations and strategies. That stance will continue over the course of this strategic plan. Pressley Ridge’s ability to sustain itself through variations in contract funding, escalations in the cost of doing business, and maintenance of its existing facilities is one key reason for this financial strategy. Equally as important, especially now, is the need to proactively identify and pursue expansion opportunities into new areas and service lines.

It is important to note that the financial health strategic priority provides the foundation for many elements of the other strategic priorities. Without sound financial footing, many of the other goals, actions, and initiatives would not be possible. Additionally, financial health and business development are inextricably intertwined as the need for revenue diversification is of paramount importance to Pressley Ridge to support and sustain its current operations, as well as prepare for additional scale through mergers, acquisitions, and organizational growth.

To position itself for financial stability and growth, Pressley Ridge has identified the following objectives and goals.

Objectives, Goals, and Metrics

Objective #1. Consistent surpluses

Consistent surpluses from operations will sustain Pressley Ridge's structure and programming. Focus on "clear winners" will allow Pressley Ridge to grow where the greatest return on investment is likely to be.

- **Goal/Action.** Sustain a one percent operating profit from operations by 2024
- **Goal/Action.** Utilize Program Health Assessments to determine three "clear winners" which will become the main foci for program improvement and expansion opportunities, including mergers and acquisitions (2022)

Objective #2. Maintain strong cash position, avoid debt, and create access to capital

True to its conservative financial mindset, Pressley Ridge seeks to maintain current debt ratios and strong cash positions. Additionally, the organization could investigate additional funding arrangements with the Pressley Ridge Foundation during the effective period of this strategic plan.

- **Goal/Action.** Pay off line of credit (2022)
- **Goal/Action.** Keep 1/12th of the annual budget in cash on hand at all times (2022–2024)
- **Goal/Action.** Establish and maintain a \$1,000,000 emergency fund, the utilization of which will be monitored and approved by the Pressley Ridge Governing Board (2022–2024)

Objective #3. Enhance revenue diversity

Revenue diversity will allow Pressley Ridge to become insulated from external factors affecting cash flows. Doing so also allows the organization to expand through new business development and/or acquisitions.

- **Goal/Action.** Use Program Health Assessments "clear winners" to expand services, as appropriate and when aligned with mission (2022)
- **Goal/Action.** Set targets for balanced portfolio based on program operating margins (2022)
- **Goal/Action.** Establish strategic plan for the Pressley Ridge Foundation and operating plan for organizational advancement/fundraising (2022)

Objective #4. Establish target revenue range to spur growth and support organizational structure

To support the administrative structure, Pressley Ridge must set revenue targets beyond its traditional run rate and attainment. Doing so will allow the organization to sustain itself as the cost of doing business continues to increase.

- **Goal/Action.** Continue to monitor and explore revenue generating opportunities in Texas (2022)
- **Goal/Action.** Attain annual revenues of \$90–\$120M by 2024
- **Goal/Action.** Set new business development target based on pipeline

Objective #5. Capital Planning

Prudent capital planning is a mission-aligned imperative for an organization like Pressley Ridge that provides services and support through physical locations. To ensure that those facilities meet the current and future needs of the organization, Pressley Ridge must continue to execute its capital renovation and improvement plan.

- **Goal/Action.** Continue to execute phased capital renovation and improvement plan (2022–2024)
- **Goal/Action.** Establish funding structure, including fundraising, for each element of phased capital renovation and improvement plan (2022–2024)

Objective #6. Racial Equity in Financial Dealings

Pressley Ridge's commitment to racial equity must be codified in a way that external partners understand the depth of the organization's commitment. Additionally, Pressley Ridge, through its contracting with vendors and suppliers, can demonstrate its commitment to racial equity through the selection of racially diverse partners.

- **Goal/Action.** Draft Racial Equity Statement for use in discussions with outside agencies and potential funders (2022)
- **Goal/Action.** Increase vendor and supplier diversity (2022–2024)

Owner and Partners

Doug Mullins, Chief Financial Officer, will be primarily responsible for the facilitation and advancement of this strategic priority. His efforts will call for the coordination and integration with the following Pressley Ridge team members, as well as organizational partners such as the Pressley Ridge Governing Board and Pressley Ridge Foundation Board:

- Susanne Cole, Chief Executive Officer
- Laurah Currey, Chief Operating Officer
- Richard Nedelkoff, Chief Business Development and Government Affairs Officer
- Ron Gruca, Senior Director of Development
- Executive Directors

Strategic Priority 5: Business Development

Strategically positioning Pressley Ridge for intentional organizational growth in the coming years by using Program Health Assessments (PHA) to prioritize expansion and acquisition activities with programs/services which return the highest margins, while most efficiently delivering impactful outcomes. Business development may be most effectively explored by actively seeking opportunities for coordinating care model expansion in states looking for managed care solutions and mergers and acquisitions with complementary organizations or in desirable geographic locations.

Context and Strategic Imperatives

An interesting confluence of factors brings the need for new business development into clear relief for Pressley Ridge. On the one hand, the cost of doing business continues to increase, while operating margins from contracted services continues to constrict. On the other hand, states like Texas, Florida, and Arizona are looking to centralize elements of their managed care and service delivery systems. Pressley Ridge finds itself at the intersection of those factors in a very enviable position. As a nationally recognized leader in the space, Pressley Ridge has the reputation and proficiency to serve as the lead agency for states seeking such a partner. Additionally, Pressley Ridge has the scale to consider mergers and acquisitions in geographic locations which are strategically advantageous to the organization.

However, growth for growth's sake can't be the strategy. Instead, Pressley Ridge will prioritize its growth opportunities through the lens of strategic alignment, operational proficiency, and scalability. Using the Program Health Assessment's "clear winners" as fodder for expansion or M&A activity, Pressley Ridge will ensure that its actions and focus are cast exactly where the greatest return will be on its investment.

The strategic plan for business development calls for focusing efforts initially on the most pressing and promising opportunity—the contract in Texas. Following the distortion of resources to ensure success there, Pressley Ridge will then turn its attention to systematic growth focused upon a set of prioritized services which can be packaged and scaled for success.

As noted above, this strategic priority acts in concert with Financial Health to maximize the potential for success while doing so in a systematic and intentional manner. To position Pressley Ridge for sustainable growth, the following objectives and goals have been established.

Objectives, Goals, and Metrics

Objective #1. Coordinating care model expansion

As states look to simplify their management of services, opportunities exist to expand Pressley Ridge's geographic and service line footprints beyond its current service area.

- **Goal/Action.** Evaluate business development opportunities, like those currently in Texas which are mission-aligned and revenue positive (2022)
- **Goal/Action.** Inventory additional opportunities for similar managed care/lead agency expansion in geographically desirable locations (2022-2024)

Objective #2. Systematic growth

As noted in the Financial Health strategic priority, organizational growth is imperative in the coming years. Pressley Ridge will be strategic and intentional in its growth and will set measurable benchmarks for how its growth translates into new revenue.

- **Goal/Action.** Successful new business development, outside of the Texas opportunity, which would add an additional \$10M–40M in revenue by 2024

Objective #3. Intentional programmatic expansion

In keeping with the theme of the strategic planning process to prioritize, Pressley Ridge will distort its expansion efforts on those services which have the highest margin, are the most scalable, and are replicable.

- **Goal/Action.** Use Program Health Assessment process to establish three "clear winners" which would then be prioritized for expansion across Pressley Ridge's current footprint or in areas desirable for expansion
- **Goal/Action.** "Package" prioritized services for expansion for scale and distribution according to new business development opportunities
- **Goal/Action.** Implement newly refined Treatment Foster Care model to fidelity.
- **Goal/Action.** Conduct an internal assessment to validate the effectiveness of the refined Treatment Foster Care model definition for a broader population.

Owner and Partners

Richard Nedelkoff, Chief Business Development and Government Affairs Officer, will serve as the point person for Pressley Ridge's business development strategic priority. His efforts will call for the coordination and integration with the following Pressley Ridge team members, as well as organizational partners such as the Pressley Ridge Governing Board and Pressley Ridge Foundation Board:

- Susanne Cole, Chief Executive Officer
- Doug Mullins, Chief Financial Officer
- Laura Currey, Chief Operating Officer
- Executive Directors

Conclusion

Strategic plans are only as impactful as an organization's desire to weave it into the fabric of their work. A strategic plan must not sit on a shelf and become stale. Pressley Ridge is committed to actively managing the enterprise toward the imperatives and objectives in this plan. Additionally, systems are in place to see routine and systematic review of progress toward the goals set as well as mechanisms to ensure that goals evolve as opportunities present. For the purpose of this strategic plan, Pressley Ridge has established the following procedural elements to push for measurable and sustainable progress toward the goals set in the plan.

Annual targets and operating plans. The organization will undertake a deliberate and consistent process for setting annual operating plans which use the strategic objectives of this plan as their cornerstones. These plans are meant to chart the exact course departments and service lines will take to accomplish their short-term, strategic, and plan-aligned goals. The annual operating plans will be monitored quarterly, and adjustments will be made as necessary.

- Each January, there will be a comprehensive, organization-wide review of progress toward strategic planning goals. This annual review will also look at the year ahead to help shape annual operating plans as well as to evolve strategic goals as necessary.
- The Pressley Ridge Governing Board will also, at a high level, monitor attainment toward goals and identify opportunities which call for an evolution or adjustment to strategies or goals.

This strategic plan will be in effect until a new strategic planning cycle is undertaken—starting in late 2023 and into 2024.

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