Strategic Plan
2018–2021
Hathaway-Sycamores

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Message from the CEO and Board Chair
We are pleased to present the Hathaway-Sycamores Strategic Plan for Fiscal Years 2018 – 2021. Throughout our history, the organization has never lost sight of its core mission to cultivate hope and resilience to enrich the wellbeing of children, adults, families, and communities. In pursuit of this mission, we have also distinguished ourselves as a leader and strong advocate within the field of child welfare – consistently at the forefront of practice and policy. This plan builds on that history, positioning the agency for even greater achievements in the coming years.

Since our founding over 115 years ago, Hathaway-Sycamores maintained our strong roots as a safe place for foster youth. We have also greatly expanded our reach and impact through the development of comprehensive community mental health programs, school-based services, youth leadership and education, and housing support for homeless young adults, amongst other programs. This significant growth has positioned the organization to continue to serve diverse populations while remaining true to our history. We continue to honor our legacy of adapting our program array and service model to meet the changing needs of the local communities.

Hathaway-Sycamores is inspired by the belief that every individual deserves the opportunity to lead a happy and healthy life. The existence of a behavioral health condition or other adverse circumstances that an individual may face, no matter how big or small, should not preclude her from achieving that dream. We are committed to supporting individuals on their journey to happiness, resilience, and wellbeing.

The Strategic Plan presented here establishes key strategies and goals to address the emerging needs of those we serve; strengthen, and in some instances, redefine the programs and services we provide; and further solidify our position as a leader and advocate in the field. As you will read on the following pages, we intend to increase our housing resources to support stability for young adults; improve consumer outcomes earlier through more person-centered models of prevention and care; expand our influence through research, education, training, and advocacy; and reimagine our facilities and physical spaces to support program growth and quality treatment.

The Strategic Plan will guide the agency’s operations and investments in pursuit of our shared goals. We invite you to join us as we work to improve the lives of the children, adults, families, and communities we serve.

Debra Manners
President and Chief Executive Officer

Elizabeth Hoxworth
Chair, Board of Directors
Who We Are
Our vision, mission, and values inform the direction and efforts of Hathaway-Sycamores now and into the future.

**Vision** depicts the ideal future that Hathaway-Sycamores strives to create. **Mission** describes what we do in pursuit of that vision. **Values** express the shared beliefs and principles that underpin our work.

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**Vision**

Stronger families, stronger communities.

**Mission**

Cultivating hope and resilience to enrich the wellbeing of children, adults, families, and communities.

**Values**

**Collaborative:** Partnering with others toward a common purpose.

**Innovative:** Creating purposeful and flexible approaches in a changing environment.

**Quality:** Improving agency performance to achieve desired outcomes.

**Diverse:** Respecting differences in all that we do.

**Integrity:** Adhering to the highest ethical principles in all aspects of our work.

**Leadership:** Creating strategies to guide and inspire.

**Accountability:** Assuring responsible, effective, and efficient service delivery.

**Comprehensive:** Providing a full service network responsive to the needs of children, adults, families, and communities.
Investing in Behavioral Health
In the present day, the need for behavioral health services is more widely acknowledged than ever before. While this is a welcome development and one that will ensure that increasing numbers of individuals have access to care, we find – through representations in media and discussions with consumers, policy makers, and the broader community – that the true nature of behavioral health illnesses is still not fully understood.

According to the National Institute of Mental Health, approximately one in five individuals in the United States – regardless of age – live with a mental health condition. For foster youth, this rate increases to an astonishing 80% of children living with a mental health illness. Based on analysis conducted by the National Alliance on Mental Health, nearly 60% of adults with a mental illness did not receive treatment in the previous year, compared to 50% of youth ages 8 – 15 and 77% of foster youth. As these numbers clearly show, tens of millions of Americans are living with mental health issues, yet many do not have access to or receive the care that they need.

Given the prevalence of mental health illness, investments in prevention and early intervention are critical. Research has shown that while there are genetic factors that may make one more susceptible to a behavioral health disorder, one’s brain development and life experiences also play a significant role. This explains the significant discrepancy between the rates of mental health conditions for the general population and children in the foster care system. That being said, if risk factors are successfully identified and addressed early, behavioral health symptoms can be prevented from further developing and turning into a diagnosable disorder. The emphasis on prevention and early intervention services stems from understanding that treating individuals during crisis or later stages of illness has devastating consequences for that person and community, greater health care costs, and lower economic productivity.

Other issues closely linked to mental illness include homelessness, substance use disorders, and physical health conditions. Approximately 26% of homeless adults live with a serious mental illness. Similarly, approximately 23% of adults with a mental health disorder have also been diagnosed with an addiction disorder. Looking at physical health, we see that 68% of adults with a mental health disorder also have some type of chronic illness.

The strong correlation between mental illness and homelessness, substance use disorders, and chronic conditions shows the need for multi-faceted treatment models. It also underscores the need for prevention and early intervention, understanding that untreated mental illness can have a tragic long-term impact on an individual’s life. In fact, adults in the United States living with a serious mental illness die, on average, 25 years earlier than their peers.

It is critical that we address these gaps and disparities in care and aim to provide all our consumers - children, young adults, and adults - with the holistic models of care needed to address their complex needs. It starts with prevention and early intervention, but quickly expands to the provision of a wide set of behavioral health and increasingly physical health and supportive services tailored to meet the unique needs of each individual. We are committed to working with our at-risk and underserved communities to ensure that everyone has access to the care and support they need when it matters most.
Our Core Practice
Model Principles
For many years, treatment for mental illness and substance use disorder were provided in separate locations by different providers. Behavioral healthcare represents a marked shift towards integration. Behavioral healthcare understands that people are complex and that meaningful service and treatment requires working across a wide array of domains.

At Hathaway-Sycamores, we believe this definition of behavioral healthcare is still too limiting. We understand that there are a multitude of factors that may impact an individual's ability to seek out, receive, and sustain treatment. A child working through a traumatic experience may need additional support in school to ensure that she is able to keep up with her peers. A young adult living on the streets needs a safe and stable place to live to reap the full benefits of mental health and/or substance use treatment. A mother facing immense financial stress after the loss of a job may need support finding work so that she can refocus her attention on supporting her child as they work to address a behavioral disorder.

Our Core Practice Model reflects this understanding of the importance of a holistic, person-centered approach to care.

Consumer & Family Voice, Choice, and Access: We listen to our consumers and their families to better understand their perspectives and build trusting relationships.

Safety: We work to establish and maintain safety for our consumers and their families.

Individualized, Family-Focused Interventions: We empower consumers as experts of their own families and tailor our treatment model to meet their unique needs.

Communication & Collaboration: We communicate actively and openly throughout the treatment process.

Culture & Identity: We provide culturally and linguistically appropriate services that honor the backgrounds and experiences of our consumers and their families.

Permanent Connections: We engage and support consumers and their families in establishing a comprehensive network of long-term supports within their communities.
What We Do

More than 15,000 children, young adults, and families impacted and 334,138 services delivered.

LIVES IMPACTED 2017 - 18

Ethnicity

- Hispanic: 68%
- African American: 17%
- Caucasian: 7%
- Other/Unknown: 6%
- Asian: 2%

Gender

- Male: 58%
- Female: 42%

Age Range

- 0 - 10 yrs.: 41%
- 11 - 15 yrs.: 37%
- 16 - 24 yrs.: 21%
- 25+ yrs.: 1%

Clinical Areas Treated

- Depressive Disorders: 37%
- Trauma and Stress Disorders: 19%
- Behavior Disorders: 13%
- Anxiety Disorders: 12%
- Neurodevelopmental Disorders: 11%
- Other: 8%
Our Impact

Residential and Housing Services
Transition Age Youth (TAY)
- 97% Improved in job readiness and independent living skills
- 28% Employed
- 13% School
- 37% Both
- 17% None
- 5% Unknown

School-Based Services
Reducing Youth Distress with School-Based Services
- Intake
- Discharge
- By discharge, youth showed less distress
- By discharge, youth showed less distress

Comprehensive Mental Health Services
Reducing Youth Distress with Evidence-Based Practices
- Intake
- Discharge
- By discharge, youth showed less distress
- By discharge, youth showed less distress

Youth Leadership and Education
- 100% of seniors who completed our SAT class are going to college
- Students received more than $860,400 in scholarships and grants
- 89% of students improved or maintained their grades which is comparable to last year’s outcomes.

**YOQ = Youth Outcome Questionnaire Total Scores**
What We Do
Hathaway-Sycamores serves children, young adults, and adults in high-need areas throughout Los Angeles County.

**Residential and Housing Services:** We offer a number of residential and housing services to meet the specific, and often changing, needs of our consumers. From 24-hour, longer-term residential placements for children and young adults ages 6 – 18 to shorter-term transitional and emergency shelter care, we provide a variety of options for our consumers. Additionally, for Transition Age Youth, who may no longer be eligible for or remain in need of more intensive residential/shelter care, we offer more than 100 scattered-site apartments to support their continued growth and independence. Supportive services, including behavioral health care, are offered to all consumers and their families. Our goal is to help youth and young adults find a permanent place to call home in the community.

**Comprehensive Mental Health Services:** We provide a variety of comprehensive services ranging from prevention and early intervention to intensive programs. Clinic-based and community-based services are provided to children and their families, young adults, and adults through a variety of models including individual, family, and group therapy, as well as crisis intervention. Hathaway-Sycamores offers whole-person care through medication support, psychiatric testing, and substance use counseling.

**School-Based Services:** We serve local schools by offering individual, group and family therapy, crisis intervention, and assessment services for students to help them manage stress and achieve greater academic success. Students can be self-referred, or referred by parents or by school personnel. Hathaway-Sycamores provides services on nearly 30 school campuses and offers over 8 different Evidence-Based Practices. In terms of early education, we have a strong collaboration with a local Head Start entity.

**Youth Leadership and Education:** We provide a wide variety of youth development services to aid the ongoing growth of our consumers. We offer educational supports, including tutoring, literacy classes, and SAT/college preparation workshops, as well as leadership development, workforce readiness, and employment services for our young adults. These programs supplement and reinforce the work done through our housing, mental health, and school-based services.
Strategic Planning Process
In March 2018, Hathaway-Sycamores launched a rigorous strategic planning process that will guide the agency over the next three years. Overseeing the effort were members of the Hathaway-Sycamores staff and Board of Directors, who actively solicited input from youth and families and other subject matter experts, under the guidance of experienced consultants from NPO Solutions.

The Executive Leadership Team and members of the Board met throughout the planning process to review and discuss data, external trends, and emerging opportunities; their deep knowledge of Hathaway-Sycamores and our communities of service ensured a dynamic discovery process.

To support this process, two staff-led Design Teams were assembled to provide a more in-depth review of key areas of opportunity. Focusing on Housing Continuum and School-Based Services, the Design Teams met to explore these areas and provide recommendations to leadership regarding areas of priority for Hathaway-Sycamores. Separate focus groups with youth and their families yielded insights regarding their experience with Hathaway-Sycamores and areas of need and opportunity.

In addition, Hathaway-Sycamores hosted a Strategic Planning Summit, the goal of which was to engage subject matter experts on key topics related to the future of the agency. Attended by over 50 Board and staff members, the Summit included sessions on payment reform, homelessness and affordable housing, integrated care, and philanthropy.

To support the discussion, Hathaway-Sycamores invited a panel of individuals with expertise on these topics. Speakers included:

- Jonathan E. Sherin, M.D., Ph.D., Director, Los Angeles County Department of Mental Health
- Debbie Innes-Gomberg, Ph.D., Deputy Director, Program Development and Outcomes Bureau, Los Angeles County Department of Mental Health
- Dave Neilsen, Senior Mental Health Policy Advocate, California Alliance of Child & Family Services
- Jennifer Price-Letcher, Director, Programs and Special Projects, The Ralph M. Parsons Foundation
- Jerry Ramirez, Manager, Homelessness Initiative, Los Angeles County Chief Executive Office
- Tod Lipka, Executive Director and Chief Executive Officer, Step Up on Second

Information from the Design Teams, consumer focus groups, and Planning Summit informed the development of the strategies/goals reflected on the following pages. We are grateful to the many stakeholders and supporters who lent their ideas and expertise to the planning process and to the children, adults, families, and communities who inspire all our efforts.
Critical Success Factors
Our Critical Success Factors serve as the pillars of the Strategic Plan. Developed during Hathaway-Sycamores’ last planning effort in 2015, the Critical Success Factors serve as criteria for assessing emerging opportunities or areas of emphasis. Each of the resulting four strategies for the 2018-2021 Plan aligns with these success factors.
Strategies
Strategy 1: Housing Continuum

Improve permanency and supports for young adults.

Strategy 2: Improved Wellbeing

Improve consumer outcomes through value-based and other person-centered models of prevention and intervention.

Strategy 3: Leading the Field

Maintain our position as a leader in the field – advancing innovation through research, education, training, and advocacy.

Strategy 4: Reimagining Our Spaces

Further develop our facilities to support program growth and enhance education, treatment, and housing services.
Strategy 1: Housing Continuum

The consumers and communities that we serve have long been negatively impacted by homelessness and housing instability. Such circumstances are incredibly disruptive, robbing children and youth of the opportunity to properly grow and develop, while having long-lasting implications as they transition to adulthood. Children who have interacted with the foster care and/or juvenile justice system are especially at-risk for homelessness.

Thankfully, there is growing recognition of the importance of housing and housing stability not as an end in and of itself, but rather as the foundation for successful development and treatment. This recognition comes at a time of increasing public concern about the acuity of the homeless crisis in Los Angeles County. The passage of Proposition HHH and Measure H launched a new era of local investment in ending homelessness in the county, including increased support across the housing continuum. That said, housing and support services for young adults and Transition Age Youth (TAY) who face complex barriers to housing, are underdeveloped at best.

This need, long understood by practitioners, has now become more widely-recognized by policymakers and the public, leading to new opportunities to provide housing and support services to this population. Hathaway-Sycamores, with our depth of experience, is ideally positioned to expand and enhance service offerings in this area.

25% of former foster youth experience homelessness within 2 - 4 years after leaving care.

In 2018, there were 3,300+ homeless/unaccompanied minors and TAY in LA County.
Goals

Goal 1.1 Support housing permanency for Young Adults/Transition Age Youth.

Goal 1.2 Respond to consumer needs for immediate and interim housing solutions.

Goal 1.3 Provide supportive services at existing Permanent Supportive Housing sites.

Performance Indicators (examples)

- Number of young adults housed.
- Percentage of young adults who are ready for the workforce.
- Percentage of young adults who maintain employment and/or are enrolled in school 1-year after discharge.
- Percentage of young adults with improved independent living skills or life skills.
Strategy 2: Improved Wellbeing

Improve consumer outcomes through value-based and other person-centered models of prevention and intervention.

At the core of our treatment approach is a commitment to meeting consumers where they are. While this includes removing the physical barriers that can limit access to care, it also encompasses our commitment to providing behavioral health services across disciplines and beyond the traditional funding structures that can restrict access.

The current health delivery system is fragmented – with mental health, physical health, and substance use developing and operating somewhat independently and with different funding streams. Movement toward integrating these health disciplines has increased in recent years, codified with the passage of the Affordable Care Act and other legislation requiring insurers to provide mental health and substance use parity. This ongoing development has presented opportunities to expand the scope of integrated services that Hathaway-Sycamores is able to provide to our consumers, while diversifying our revenue streams.

We are committed to staying at the forefront of this movement for the benefit of our consumers and the long-term sustainability of the agency.

Hathaway-Sycamores also recognizes opportunities to better support consumers in a school-based setting. As central and trusted hubs within communities, schools offer an ideal environment for prevention, intervention, and positive development programs. Under the current model of care, we work with individual students experiencing serious behavioral disorders, if they are referred by a teacher or staff member. While we will continue this critical work, we hope to expand our services to support all students spanning the continuum of need and enact school-wide changes in culture to support overall wellbeing.

### Hathaway-Sycamores Strategic Plan 2018-2021

- **25 years**
  - Individuals with severe mental illness die 25 years earlier, on average, largely due to physical health conditions.

- **60% - 75%**
  - Of adolescents diagnosed with a substance use disorder also have a co-occurring mental illness.
Goals

**Goal 2.1** Pilot a value-based model of care.

**Goal 2.2** Transition to a whole-school model of care at partner schools and districts.

**Goal 2.3** Increase the scope and reach of substance use service offerings.

**Goal 2.4** Collaborate with physical health providers/insurers.

Performance Indicators (examples)

- Select and implement standardized assessment tool for substance use.
- Identify metrics to measure cost of care, quality, and timely access to care for the value-based model.
- Select data to measure students’ functioning at school and measure the quality of relationships at school.
Strategy 3: Leading the Field

Maintain our position as a leader in the field – advancing innovation through research, education, training, and advocacy.

Hathaway-Sycamores has long distinguished itself as a leader in the field of children’s behavioral health. This position stems largely from our commitment to a research-based approach to care and to continually developing, validating, and replicating innovative models.

While we remain committed to providing direct services in Los Angeles County, the agency will extend its reach and impact through the Research and Training Institute and continue its investment in advocacy, innovation, and leadership development.

Establishing the Research and Training Institute as a separate entity will allow Hathaway-Sycamores to further leverage its existing expertise, staff, and customer base, to test and train professionals in new approaches outside the boundaries of its current contracts. The revenue from the newly-formed research entity will be reinvested in Hathaway-Sycamores to support its overall sustainability.

With a strong and solid foundation in data collection and outcomes reporting, the agency is also uniquely positioned to bridge the gap between policy and practice. In the coming years, Hathaway-Sycamores will continue to advocate at all levels to ensure that policies align with best practices and the needs of consumers and communities.

Finally, the agency will also invest in building its leadership capacity, with a focus on preparing staff to implement and oversee the new and expanded areas of work described in this plan.

528 individuals have been trained through our agency’s Evaluation and Research Department this past year.

Hathaway-Sycamores participated in the Resident-Based Services pilot and was an early provider of Wraparound Program services, both of which have become national best practices of care.
Goals

Goal 3.1 Leverage our research and training expertise to further enhance internal practice and influence the field at large.

Goal 3.2 Maintain an active voice in advocacy to ensure that policy is informed by and responsive to practice.

Goal 3.3 Formalize and strengthen our commitment to innovation.

Goal 3.4 Further grow the leadership competencies, skills, and capacity of agency staff.

Performance Indicators (examples)

- Survey training participants regarding content and their experience of the trainings.
- Continue examination of how data or science informs the agency’s practice delivery.
- Secure funding for newly-established Research and Training Institute.
Strategy 4: Reimagining Our Spaces

Hathaway-Sycamores must actively reimagine and invest in our facilities and spaces in order to support the ongoing work, planned growth, and development of the agency. Our vision and long-term facilities plan recognizes the impact that space and design have on the successful experiences of consumers and staff. As such, we need to ensure that our spaces are conducive to providing quality care while also facilitating cross-agency coordination and collaboration. Additionally, the organization continues to look at cost effective strategies so that we can invest more in the staff and workplace environment.

We aim to maximize our growth potential as an organization, while developing and providing spaces that best serve our consumers and communities.

Hathaway-Sycamores will position its Family Resource Center to meet the needs of the community, with a primary focus on education, prevention and early intervention, and support services. We envision developing a convenient hub for education and learning for consumers and their families, as well as the field more broadly.

At the El Nido campus, we will explore opportunities to shift additional programming on-site to support the enhanced models of care described in Strategy 1 – Housing Continuum and Strategy 2 – Improved Wellbeing (e.g., building permanent supportive housing units on campus). The plan also considers the feasibility of moving the administrative headquarters to El Nido, which has the dual benefit of centralizing certain program and operational functions and supporting increased internal collaboration.
Goals

**Goal 4.1** Position the Family Resource Center to best meet the need for education and support services.

**Goal 4.2** Develop the El Nido campus to support expanded housing and treatment options for adolescents and young adults.

**Performance Indicators (examples)**

- Develop a framework to explore options to maximize the Highland Park Family Resource Center, taking into account both community and agency needs.

- Engage staff, Board, and other professionals, as appropriate, to provide input on the El Nido campus space.

- Progress on the capital campaign to support the plans for the El Nido and Family Resource Center campuses.
Strengthening organizations
to accelerate their impact.

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