



"Together Building a New Way of Life"

FIRETREE, LTD. STRATEGIC PLAN

PREPARED FOR :
Firetree

PREPARED BY:
HCi
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MISSION STATEMENT



Our mission statement, “Together Building a New Way of Life,” is exemplified by our progressive programs and our dedicated professional staff. We work as a team with our clients to help them change their thinking and behavior in order to maintain their sobriety.

We believe that change is possible, but will only take place through acceptance of personal responsibility and accountability.



WHO WE ARE

Firetree Ltd. was formed in 1991 to provide both quality transitional services and support to individuals associated with the criminal justice system. In approximately 90% of the prison population, chemical abuse is the cause of criminal behavior – direct or indirectly. However, only a minimal number of these offenders were receiving treatment for substance abuse. Firetree’s programs are based on the principle that “drug and alcohol treatment is essential to effect change in the criminal offender.”

Firetree is committed to the belief that clients are responsible for their own choices and behaviors and that change is possible through acceptance of personal responsibility and accountability. Whether it is a criminal justice program geared towards reentry into society, or a residential treatment service within in a therapeutic community, Firetree offers a multitude of services targeted to help those suffering. Through progressive programs and with the help from dedicated staff, Firetree is devoted to change the thought process and behavior of their clients with the goal of maintaining sobriety and providing them the skills needed to successfully re-enter society.





PROGRAMS

Firetree's programs include residential treatment, reentry programming, co-occurring residential programs, halfway houses, and outpatient treatment. Many locations are equipped for in-patient treatment with a variety of bed occupancies, ranging from 40 to 76 beds, while others focus on outpatient services. In total, there are nine facilities scattered throughout Pennsylvania and one in New York.

Residential treatment is geared towards addressing the disease of addiction within each individual client. Incorporating cognitive/behavioral-based treatment and motivational interviewing along with comprehensive treatment planning, community participation, life skills, and clinical groups, helps to enhance the individual's positive social attitudes and values.

Reentry Programming, which can be found within three of the facilities, focuses on the structure needed to facilitate the transition of men and women reentering their communities after a period of incarceration. Lastly, outpatient treatment is offered through Genesis House, Inc. and provides substance abuse counseling services. The main objective of this program is to create and develop "acceptance and awareness of the addiction process, role fulfillment, expansion and use of support services, and cognitive behavioral change to support recovery".

WHO WE SERVE

Firetree Ltd. has made it their mission to help serve chemically addicted individuals. Men and women 18 years and older are welcomed into any of the five services Firetree offers: residential treatment, co-occurring, halfway houses, outpatient treatment, and residential reentry programs. With a variety of locations in Pennsylvania and New York, Firetree has created short- and long-term treatment options to those suffering from chemical addiction. Special consideration is geared towards special high risk treatment populations such as: pregnant injection drug users, pregnant women substance users, overdose survivors, injection drug users, veterans, and other substance abusers.



OUR ORGANIZATIONAL GOALS

Goal # 1: Workforce and Staffing

We will strive to attract, develop, and retain a workforce that advances our mission.

Firetree, Ltd. will be an employer of choice by developing and implementing new programs and a culture designed to attract and retain a workforce that supports Firetree's progressive approach to delivering services.

Attract

- We will review compensation to ensure we are competitive in the market when recruiting.
- We will participate in more community events such as job fairs and college recruitment events to attract qualified candidates.

Retain

- We will enhance communication between corporate and facilities staff so that frontline staff can provide valuable input into program policies and procedures.
- We will develop an onboarding and training program that will prepare staff to perform the functions associated with their positions and establish a more gradual progression toward a full caseload.
- We will retain staff by establishing a work environment that embraces collaboration and creativity.
- We will empanel a multi-disciplinary task force of employees across facilities to develop strategies for increasing support of frontline staff and as they deal with providing services to difficult populations.
- We will seek more input from frontline staff prior to implementation of policies that impact operations so that we can fully analyse potential impacts on staff and clients.
- We will review the current merit increase and reward system to properly acknowledge employees that provide excellent service.
- We will celebrate employee, team and department successes and provide staff incentives that are both cost conscious and effective in demonstrating appreciation of staff efforts.

Develop

- We will develop career paths, training, and opportunities for employees to encourage professional growth with the company.
- We will create committees throughout the organization comprised of staff interested in professional growth and leadership to discuss industry best practices and policy and procedure improvements.



OUR ORGANIZATIONAL GOALS

Goal #2: Community Relations and Marketing

We bolster marketing initiatives to promote growth and will strengthen community relations.

Community Relations

- We will encourage each facility to develop ideas on how to better connect with the immediate neighborhood and community.
- We will engage with other community-based providers, join or establish community advisory boards and participate in local activities. This will enhance our presence in the area, provide assistance to other organizations and develop referral relationships to better serve our clients.
- We will carefully review complaints from the community to determine ways to prevent future concerns.

Marketing

- We will evaluate our current marketing efforts determine what is most effective and identify other marketing resources that will expand our market reach.
- We will continue to nurture our relationships with our current partners and sources of business.
- We will use events and success stories as part of a broader marketing plan to market our services.



OUR ORGANIZATIONAL GOALS

Goal #3: Administration

We will manage administration and operations to ensure sustainability and promote growth.

Communication

- We will create more opportunities for corporate staff to visit facilities more often and connect with line staff to gain understanding of the uniqueness of each program and show appreciation toward staff.
- We will create organizational chart that allows for better communication between corporate and the facilities and within departments.
- We will create more opportunities for staff of different facilities with similar programs to connect and share challenges and best practices.

Financial

- We will be intentional in our assessment of needs to ensure that funds are allocated toward expenses that advance organizational and program goals.
- We will standardize financial policies across facilities.
- We will approach budgeting proactively.
- We will further engage in financial forecasting and monitor trends.

Training

- We will assess our training program to determine which delivery systems are most cost effective and beneficial for staff. (Trainer that travels to facilities, virtual training, outsourcing training, etc.)

IT

- We will do an assessment of technology infrastructure at each facility.

Physical Plant

- We will address maintenance issues in each facility and ensure that buildings are being maintained in a way that promotes safety, cleanliness and preserves the lifespan of the physical plant and its major systems.¹
- We will strive to make our facilities more inviting so that we can deliver services in a positive environment and be competitive in the market.

Organization

- We will align organizational functions so the structure reflects our mission and optimizes our ability to meet our goals.



OUR ORGANIZATIONAL GOALS

Goal #4: Data and Metrics

We will analyze current data, develop additional data points and create, implement, and monitor performance measurements across the organization.

- Analyze current data to identify gaps in data collection and develop methods to collect missing data points.
- Create operational/administrative performance metrics across the organization to identify streamlining opportunities designed to improve service delivery and meet or exceed financial goals.
- We will identify desired outcomes with metrics for delivered results that allow for open communication.
- We will identify ways to obtain input from clients aside from program evaluations.
- We will review the program evaluation tool to ensure that it is capturing accurate information, that it is not too onerous for the clients and that the scoring can mitigate for client errors (i.e., rating something a 1 when meaning to rate it a 5).
- We will analyze and compare data from other programs in the industry.
- We will create cross-functional teams to work, where appropriate, across initiatives and projects.



OUR ORGANIZATIONAL GOALS

Goal #5: Program/Clinical

We will enhance, expand, and diversify evidence-based programs.

- We will be creative in our programming and add variety to the current curriculum so that clients can benefit from therapeutic, meaningful and fun activities that support a new way of life.
- We will assess our facilities with the goal of making them more pleasing and comfortable for clients and create an environment that contributes to their therapeutic goals.
- We will develop a business services plan to identify areas in which we are well positioned to provide services, including:
 - o Outpatient mental health services including case management for clients
 - o Permanent supportive housing
 - o Detox treatment
 - o Sex offender treatment
 - o Psychological evaluation services for discharge
 - o Medication management services
 - o Female half-way houses
 - o Parenting support and child-custody assistance for clients
 - o Expanded life skills program
 - o Develop a private pay program in a separate facility