



stars
hope. health. connection.

STARS Nashville

Strategic Plan 2023-2026

Our Mission: To help young people pursue their unlimited potential by providing hope, health, and connection.





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STARS Nashville 2024-2026 Strategic Plan

An overview of the strategic plan process:

As we began our work, we discussed what leadership wanted to accomplish within the years 2024-2026. Our discussion centered around this question - What does STARS look like in three years?

The efforts of the staff to provide answers to that consequential question has included conversations at all levels of the organization throughout all levels of personnel including the STARS Board of Directors.

There were five focus areas agreed upon in these initial conversations:

- Solvent with a growing revenue portfolio that can fill gaps caused by multi-million dollar grant expirations to ensure sustainability and organization growth
- Growth in children and adolescents served through a variety of means including a focused growth in telehealth aimed through the YODA program to an international level
- Strong Board(s) filled with committed members who give of their time, talent, and treasure in ways befitting of leadership in an internationally recognized organization
- Strong technological infrastructure that meets the requirements to deliver the highest quality of care to clients in the delivery of the STARS mission supporting staff on all levels of the organization
- A succession plan for the executive team fully named for implementation as timing requires

As the Strategic Plan took shape, four major areas within the organization provided a framework to create a plan that incorporated the initial focus areas:

Delivery of Mission – the techniques and processes used to provide children and adolescents the care they desire through the established channels and existing strategic partnerships with a focus on serving more students by acquiring more channels and partnerships to meet service growth

Infrastructure – the processes and procedures to ensure best practices in the operations space of the organization

Sustainability – the efforts to secure funding and leadership consistency and growth to ensure uninterrupted delivery of the mission

Board of Directors – the processes and procedures to ensure the best practices of the recruitment, engagement, management, and retention of the STARS Board of Directors as guided by the Bylaws.

The Rationale and Intended Outcomes of the complete STARS Nashville Strategic Plan

Delivery of Mission

GOAL: Provide equitable access to STARS network schools and community based services.

Rationale: The equitable delivery of school-based prevention and intervention services, as well as intensive outpatient treatment services for adolescents with substance use and co-occurring disorders is at the core of the STARS Mission. Serving children and adolescents with a focus on those in disadvantaged areas remains a commitment of the STARS organization no matter the ability of the individual and their family to pay for treatment.

GOAL: Increase and secure IT Access for STARS personnel within school buildings as well as supply and upgrade their equipment to meet treatment best practice and school district requirements.

Rationale: The treatment of children and adolescents served by STARS requires consistent and reliable access to the internet, especially within the school buildings partnered with STARS. The use of devices in the delivery of the mission is a crucial piece of providing quality care.

GOAL: Expand YODA out-patient and IOP treatment services to the surrounding Middle Tennessee counties.

Rationale: Nationwide statistics show the rising number of children and adolescents suffering with mental health issues. Tennessee has a growing population of those children and adolescents at risk outside of the major urban areas. The expansion of these services moves the delivery of the mission to serve a greater population.

GOAL: Create a sustainability plan for the Nashville Thrives Coalition to continue to grow and extend STARS reach in the community as a leader in prevention work.

Rationale: Strategic partnerships are essential in this work. Making a commitment to this coalition demonstrates that STARS believes that more organizations working in this space together helps more of our children and adolescents.

GOAL: Explore the feasibility of third party billing for YODA and ESAP services.

Rationale: The diversification of revenue streams is essential to secure the lasting impact of STARS.

GOAL: Update the STARS training model, structure, and processes.

Rationale: Responsiveness to a sector within the healthcare industry is imperative to best serve our children and adolescents and their families. As innovative approaches and practices emerge from research based data, STARS will innovate the delivery of the mission as required.

Infrastructure

GOAL: Maintain the CARF accreditation status.

Rationale: The CARF accreditation is recognition of an organization's commitment to excellence in the delivery of the mission in the healthcare sector. Maintaining the CARF accreditation is a significant asset for STARS as well as a recognition of the strength of the STARS team in delivering the mission.

GOAL: Develop a workplace culture where employees feel trusted and respected.

Rationale: The recruitment and retention of highly skilled employees throughout the STARS organization is imperative to maintain the quality of services delivered to clients. A workplace culture of trust and respect will help to both recruit and retain these talented professionals.

GOAL: Implement competitive compensation packages that attract and retain staff.

Rationale: Providing a competitive compensation package for STARS team members that acknowledges their expertise and experiences is imperative for the recruitment and the retention of top talent in the field.

GOAL: Develop and sustain succession planning for the STARS senior leadership.

Rationale: Uninterrupted service is required to best serve our students, their families, and our area schools. A strong succession plan that is easily implemented given a variety of scenarios is imperative.

Sustainability

GOAL: Close the gap between public and private funding.

Rationale: In concert with the other identified revenue streams of the STARS model, the development/fundraising section is the most flexible and responsive to secure uninterrupted current service and in planning for future expansion.

GOAL: Create and Maintain a communications strategy that leverages current and future messaging platforms to benefit those that would use the services of STARS, those who would advocate for the services STARS provides, and those who would fund STARS.

Rationale: As the various platforms for messaging change and expand, a responsive and efficient communications program is required to meet the needs of existing site partners, funders, service partners, students, and their families to best understand how they can benefit from and support STARS.

GOAL: Create and Maintain a consistent and responsive communication strategy to gain a high-level brand awareness of the mission to the level that those not directly in need of services recommend STARS to those who would benefit from provided services.

Rationale: Raising brand awareness of the impact in STARS as the delivery of the mission expands will support the creation of new partnerships to serve more students as well as increase the community that financially supports the organization.

Board Management

GOAL: Create a recruitment process for the STARS Board of Directors.

Rationale: Creating a recruitment program that includes an application process will ensure the highest quality Board of Directors seated to support the STARS team for the foreseeable future.

GOAL: Establish expectations and engagement programming for the STARS Board of Directors.

Rationale: Creating an engagement program for the STARS Board membership to ensure an active and responsive oversight body that best supports the delivery of the STARS mission and the STARS team.

GOAL: Establish an engagement program for the STARS Board of Directors focused on supporting the work of the STARS Development team.

Rationale: Creating a specific development/fundraising engagement program to maximize the connections of the Board membership to support the STARS organization as well as possible personal resources to that end.



The STARS Strategic Plan 2024-2026

The specific strategy for reaching each Goal accomplished through actionable steps, timing, team lead and required resources, and impact of achieving the goal.

Delivery of the Mission

Goal: Provide equitable access to STARS school and community based services.

Action Steps to Achieve Goal	Completion Timeline	Team Lead & Required Resources	Impact of Achieving Goal
Develop relationships with key community stakeholders including TDMHSAS to solidify partnership for school-based mental health services include demographic awareness and staffing requirements	24-Jun	CEO/COO, Director of Clinical Services, Director of Prevention Services	Improved coordination among organizations serving the student mental health sector preventing overlap and duplication of resources. Underscores STARS leadership in the sector.
Maintain relationships with key district stakeholders. Define a protocol with timing for maintaining key district relationships ensuring that a few of the executive staff share that relationship.	Annually	CEO/COO, Director of Clinical Services, Director of Prevention Services	A sustained and effective effort to keep strategic partners informed and connected to achieve the greatest impact possible.
Develop a menu of options to access the level of consultation and guidance needed for staff that are currently on a licensure track	June 2024 and annually thereafter	COO, Director of Clinical Services, Director of Prevention Services	Increases capacity of STARS staff and perhaps their commitment to the organization. Data shows that professional development of staff can affect retention.
Develop a menu of staff trainings that are provided on an annual basis to ensure best practices, staff comfort and increase staff competency	June 2024 and annually thereafter	COO, Director of Clinical Services, Director of Prevention Services	Increases capacity of STARS staff and perhaps their commitment to the organization. Data shows that professional development of staff can affect retention.
Maintain licensure supervision support for staff working toward clinical license	June 2024 and annually thereafter	Director of Clinical Services and Clinical Supervisors	Increases capacity of STARS staff and perhaps their commitment to the organization. Data shows that professional development of staff can affect retention.

Goal: Guaranteed IT Access to Essential On-site Platforms & Devices

Action Steps to Achieve Goal	Completion Timeline	Team Lead & Required Resources	Impact of Achieving Goal
Work with school districts to ensure STARS staff has access to all IT required devices and if not ensure STARS provides the devices necessary to do their job. Target most hospitable districts to answer this need for STARS personnel and use that relationship to leverage future requests for access.	December 2024 and by September of 2024	COO, Director of Clinical Services, STARS IT staff	Uninterrupted real time delivery of services to students on all campuses and throughout the STARS service area.
Transition to tablets that allow for document scanning to phase out existing supply of laptops.	Start the transition process in August 2024 (transition to tablets for STARS Therapist moving forward)	COO, Director of Clinical Services, STARS IT staff	Increase the capacity of the STARS team to serve the students.
Transition to paper free charts for ESAP clients through acquisition of tablets or printer/scanners for all ESAP therapists to upload paper documents to EMR system.	Start the transition process in August 2024 (transition to tablets for STARS Therapist moving forward)	COO, Director of Clinical Services, STARS IT staff	Increase the capacity of the STARS team to serve the students.

GOAL: Increase the capacity of the STARS team to serve the students.			
Action Steps to Achieve Goal	Completion Timeline	Team Lead & Required Resources	Impact of Achieving Goal
Gather data from juvenile judges or their designee to create active interest in bringing the STARS program to Middle Tennessee counties including Rutherford, Sumner, and Robertson to determine interest, need, and feasibility in the delivery of services.	Dec-23	Director of Treatment Services & COO	Meet the growing needs of our students' mental health challenges across the Middle Tennessee area.
Utilize Thera Nest to offer telehealth services in a confidential virtual setting.	December 2023 and as needed moving forward (Re-evaluate need annually)	Director of Treatment Services & COO	Expand the reach of STARS services to meet the growing needs of our students' mental health challenges across the entire Middle Tennessee area.
Goal: Create a sustainability plan for the Nashville Thrives Coalition to continue to grow and extend STARS			
Action Steps to Achieve Goal	Completion Timeline	Team Lead & Required Resources	Impact of Achieving Goal
Work to solidify an agreement with the Tennessee Department of Mental Health and Substance Abuse Services	Jan-24	CEO & COO	Sustaining strategic partnerships increases the impact of STARS delivery of services. This growth will require additional staff support enabling STARS to expand service across Tennessee.
Develop Phase 1 and Phase 2 plan for pre and post SAMHSA funding	Jul-24	CEO, COO, CFO and Director of Nashville Thrives	
Increase staff to broaden prevention efforts across the community.	Aug-24	COO & Director of Nashville Thrives	
Goal: Explore the feasibility of third-party billing for YODA and ESAP services			
Action Steps to Achieve Goal	Completion Timeline	Team Lead & Required Resources	Impact of Achieving Goal
Determine what would be required to be an established provider with each particular insurance companies, how would insurance requirements impact service delivery	June 2024 and annually thereafter	CEO/COO/CFO Outsource partner	Increase the diversity of revenue streams to ensure the sustainability of the organization and increase financial position.
Determine what kind of administrative support is needed for insurance billing and cost associated	June 2024 and annually thereafter		
Identify key partner who has experience working with insurance companies to determine next steps and process to become	Jan-24		
Goal: Update the current STARS training model including content, structure, and process			
Action Steps to Achieve Goal	Completion Timeline	Team Lead & Required Resources	Impact of Achieving Goal
Restructure training model	Jun-24	Leadership Team	Add to the STARS revenue portfolio as well as raise brand awareness.
Market STARS Training Program at conferences	Sep-23	Director of Training, CDO	
Leverage IBPA contacts to foster relationships and training requests	Ongoing	Director of Training, CDO, COO, CEO	
Increase training offerings by 10% annually	Annually	Director of Training	Ensure continuity in the training staff
Increase Trainer stipends to ensure professional staff retention	Sep-23	CEO, COO and CFO	

Infrastructure

GOAL: Maintain CARF Accreditation

Action Steps to Achieve Goal	Completion Timeline	Team Lead & Required Resources	Impact of Achieving Goal
Maintain CARF processes and practices to ease the work required to retain multi-year accreditation	Ongoing	COO	CARF accreditation increases the value of the STARS brand and serves as an esteemed benchmarking process for operations and the delivery of services.

GOAL: Develop a workplace culture where employees feel trusted and respected

Action Steps to Achieve Goal	Completion Timeline	Team Lead & Required Resources	Impact of Achieving Goal
Implement strategies to support the emotional well-being of STARS staff: including weekly communication from the CEO, gathering and conversation opportunities within and across departments	Varying deadlines: weekly and monthly cadence	Leadership	The recruitment and retention of staff at all levels.

Goal: Implement competitive compensation that attracts and retains staff.

Action Steps to Achieve Goal	Completion Timeline	Team Lead & Required Resources	Impact of Achieving Goal
Improve competitive compensation package to recruit the highest quality candidates.	Ongoing	Board/CEO/COO/CFO	The retention of high quality staff across all departments within STARS.
Continue to find creative ways to recruit hard to fill positions	Ongoing	COO/HR	The recruit of high quality staff that leads to successful retention of talent.
Increase staff job satisfaction	Ongoing	Leadership	The retention of high quality staff across all departments within STARS.

Goal: Develop and sustain succession planning for senior leadership

Action Steps to Achieve Goal	Completion Timeline	Team Lead & Required Resources	Impact of Achieving Goal
Identify competencies required for senior leadership positions within existing job descriptions	February 2024 and annually thereafter	CEO/COO	Seamless transition to ensure stability.
Identify internal candidates for specific positions securing leadership succession	2024	COO/HR	
Provide professional development for identified staff to ensure competencies following a gap analysis to ensure a seamless succession experience into new leadership	May 2024 with quarterly analysis thereafter	CEO/COO/HR	
Provide career development opportunities for all staff	Ongoing including internal and external sources	COO/HR	

Sustainability

Goal: Close the gap between public and private funding.

Action Steps to Achieve Goal	Completion Timeline	Team Lead & Required Resources	Impact of Achieving Goal
Implement a diverse and balanced funding plan of \$13,000,000 for operational and capital needs and \$2.5 million for endowment	30-Jun-26	CEO/CDO/Board of Directors	Secure the sustainability and growth of STARS to meet the growing needs of our youth in Tennessee.
Reengage the major gift and endowment committee to increase endowment from \$3.7 million to \$5 million in 2026	Jan-24		Access the expertise and experience of current and past supporters/champions of STARS to support the growth of the STARS endowment fund.
Bring more parity between private funds (12%) and public/contract funds (88%) to 15% private (contributions, special events, United Ways) and 85% public/contract funds by 2026	Annually		Secure the sustainability and growth of STARS to meet the growing needs of our youth in Tennessee

Goal: Communicate the story of STARS to all stakeholders.

Action Steps to Achieve Goal	Completion Timeline	Team Lead & Required Resources	Impact of Achieving Goal
Increase times and methods STARS communicates with donors with focus on personalizing messages to address donor interest - newsletters, personal notes, email blasts, personal phone calls/texts.	Conduct monthly analysis on communication activities	Development Team	Increase the understanding of the impact of STARS
Increase public/private presentations, similar to lunch & learns, to recruit, nurture, and celebrate donors to at least one event a quarter by 2026.	Evaluate quarterly		
Work with program leaders and staff to increase usage of "storytelling" to advance our brand and communication of impact (establish a more intentional process that takes the burden off program managers and put Team Development in more direct communication with direct staff, as appropriate).	Weekly social content plan		
Increase followers on our social media platforms (FaceBook, X, Instagram, LinkedIn) by 30% in 2026.	FaceBook from 1,900 to 2,470 - Instagram from 1,045 to 1,358 - X from 571 to 742 - LinkedIn from 322 to 419		

GOAL: Strengthen Brand Awareness

Action Steps to Achieve Goal	Completion Timeline	Team Lead & Required Resources	Impact of Achieving Goal
Launch podcast, Straight to the Point with STARS, to highlight mission moments, success stories, interviews with other stakeholders and industry leaders.	June 2024 and ongoing	Development Team	Expand messaging options and open up new avenues for sharing the brand for potential clients, partners, and donors
Create messaging to promote all facets at STARS while remaining holistic, rather than program centric, using social posts, website, podcasts, mailings, etc. to stay onpoint with branding.	June 2024 and ongoing		Serves to reorient all stakeholders and the community to view STARS differently and more effectivly

Board			
GOAL: Recruitment & Composition of the Board			
Action Steps to Achieve Goal	Completion Timeline	Team Lead & Required Resources	Impact of Achieving Goal
Develop application process and implement to make membership on the STARS Board even more valuable	Begin January 2024 with annual review	STARS CEO, CDO and Board Nominating Committee	Creation of a sustainable responsive process to seat the Board with the expertise and experiences most beneficial to STARS.
Update board member Matrix to determine gaps in community representation (professional, public service, volunteer, business, philanthropic)	Annual November/ December	STARS Board Nominating Committee, STARS CEO, CDO	Understand the current Board makeup for recruiting purposes.
Review current Board content knowledge, experience, and expertise required to fully support the STARS team and the delivery of the mission to understand potential gaps to be filled			Understand how to creatively and responsively provide necessary program content knowledge to Board members to ensure their maximum impact while in service to STARS.
Utilize matrix/rubric of the Board's competencies for future seating of new Board members (as well as potential Honorary Board members, etc.)			Understand the current Board makeup for recruiting purposes.
Recruit Board Members based on identified needs and fill vacancies with qualified applicants to serve on the Board with metrics of exemplary service			Create a Board with the expertise and experience providing a responsive strategic oversight body to assist STARS as it grows.
Continue recruitment of next generation of philanthropic board members for STARS' future			Create an on boarding path for Board candidates within a specific demographic.
Nominating Committee to conduct annual review based on matrix metrics			Understand the current Board makeup for recruiting purposes.
Board members will complete an annual self-assessment about their board service I WOULD HAVE THIS A CONVERSATION WITH THE CHAIR AND THE ED rather than a survey.			Increase the level of all Board members.
GOAL: Board Engagement Focus on Funding			
Action Steps to Achieve Goal	Completion Timeline	Team Lead & Required Resources	Impact of Achieving Goal
100% Board members will share a personal financial gift with STARS. The goal is a minimum of \$1,000.	Annually, Review June 30th	Board Development Co-Chairs and Development Committee members, STARS CDO and CEO. ***This group shares expertise or contacts and may be less financially involved, though giving at some level and the commitment of all board members financially contributing to the mission of STARS.	An encouraged engagement based on a "win" within the membership and an asset for grant application data, etc.
Board orientation will include STARS board training on fund-development and marketing of STARS programs and services to include information concepts from the following: Ideal board participation, understanding that each individual is available to contribute at different levels: The most committed - 1/3 should consider STARS their top philanthropic priority, (if involved after their place of worship); Very committed – 1/3 should place STARS among their top three philanthropic priorities; Providing expertise more than funds – this group shares expertise or contacts and may be less financially involved, though giving at some level.			An engagement action for all Board members that meets them where they are and honors their connections and industry expertise in support of Development efforts.
Strengthen the Board's commitment to becoming or gaining access to consequential donors from their network and the STARS donor/sponsor data base			An engagement action for all Board members that can forge effective relationships across the community.
Support all fund development and marketing efforts, including: Low risk, low stress board-led fundraising acts (personal notes, call, thanking donors); Opening doors and establishing appointments for the CEO and CDO to personally visit potential STARS donors for support; Participation the STARS Leadership Team in anticipating future funding environments and assist in developing contingences to modify current plans			An engagement requirement made clear in the recruitment process to maximize the concentric circles of connections among the Board members.