



SEVEN HILLS 2.0

Strategic Plan

2021-2023



Seven Hills

Foundation & Affiliates

SEVEN HILLS 2.0



Dear Seven Hills Community,

In the summer of 2020, I launched “Seven Hills 2.0” as a means of revising what we do as an organization and how we do it. I asked every Affiliate Vice President and Program Manager to complete a comprehensive self-analysis on their program using five key metrics:

- Clinical Performance
- Financial Performance
- Current & Future Anticipated Demand
- Staffing Stability
- External Relationship Priorities

The self-analyses culminated in nearly 500 pages of information and critical self-reflection from which we gleaned four overriding themes. A Standing Committee was established for each of these themes, and from October to December 2020, each Committee drafted recommendations upon which we built our Strategic Goals, Objectives, and Detailed Implementation Strategies to serve as the blueprint for our work over the next two-year cycle.

This document serves as a summary of our Goals & Objectives for the period January 2021 – December 2022. The detailed Implementation Strategies are not included herein given consideration of the length it would require. Affiliate leadership will now work with their respective staff to craft their affiliate-specific set of goals and objectives in alignment with the Foundation’s.

Suffice it to say, our ambitions and direction are now clear: we must move Seven Hills from a largely “analog” mentality to a more timely and competitive “digital” one (i.e., Seven Hills 2.0) where telehealth, telecounseling, data analytics, and predictive analytics are critical to our competitive sustainability. We need to become ever more prescient concerning future trends in our health and human services sector, as well as society at large.

Thank you to all of our Standing Committee Chairs, Vice Chairs, and Members for engaging in this process with significant results. I also want to acknowledge the assistance of Director David Simon with whom we worked to craft our original Seven Hills 2.0 Program Metrics and Analysis tool.

Respectfully,

David A. Jordan

Dr. David A. Jordan
President, Seven Hills Foundation & Affiliates

STRATEGY THEMES

- Technology & Data Governance
- Employee Experience
- Future Trends
- Telehealth & Remote Supports

2021-2023 Standing Committees

TECHNOLOGY & DATA GOVERNANCE

Michael Matthews
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Cindy Andrews

Dr. Kathee Jordan

Jared Moore

Marilyn Lopez-Haddad

Chris Bailey

Jean Des Roches

Annie Fine

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Anne Marie Senior

Hannah Rinehardt

Domenic Smarra

Sharon Goldberg

Dr. Jonathan Worcester

Tammy Peterson

EMPLOYEE EXPERIENCE

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Dr. Bill Sodeman

Bill Stock

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Kellie Gray

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Sabrina Borelli

Marybeth Brown

Thomas Moir

Andrea Snow

Natalie Driscoll



Technology & DATA GOVERNANCE

GOAL 1

Provide the technological infrastructure (hardware, software, networks, facility) and capacity (bandwidth, speed, staffing) for organizational effectiveness, efficiency, and alignment with SHF 2.0 Vision.

OBJECTIVES

- 1A. Complete an assessment of all current infrastructure and capacity to establish that all employee's and supported individual's technology and assistive technology needs are met.
- 1B. Contract with external experts to evaluate Seven Hills Foundation network and infrastructure and provide a recommendation for how best to meet SHF demands.
- 1C. Measure and assess the current skill sets within IT and the levels of human capital resources to meet the demands of SHF 2.0.
- 1D. Ensure that our equipment procurement process is efficient and effective and all staff are educated on its proper use.

GOAL 2

Manage risk and maintain security and privacy by developing and augmenting the Seven Hills Foundation information security infrastructure and associated technology management practices.

OBJECTIVES

- 2A. Update Policy 110 (Information Technology and Social Media) with new security and privacy policies to reflect the level of protections necessary to support all SHF 2.0 mission and goals, including work from home staff regarding confidentiality, risk assessment and external threats.
- 2B. Provide detailed policies and procedures to enforce SHF 2.0 security and privacy requirements specifically for Bring Your Own Device.
- 2C. Provide detailed policies and procedures to enforce SHF 2.0 security and privacy requirements regarding confidentiality, risk assessment and external threats specifically for TeleHealth & Remote Supports.
- 2D. Develop a new employee orientation and mandatory staff education and training on how to care for sensitive data for the proper handling of protected information in any capacity.

GOAL 3

Build a cloud-based data warehouse system to access data siloed in legacy systems (e.g., EMRs, HRIS, accounting software) to improve the integration, analysis, and reporting of real-time and historical data.

OBJECTIVES

- 3A. Purchase a data warehousing system to allow for data integration.
- 3B. Prioritize initial data to load into the data warehouse to achieve the most pressing, business-driven goals set forth by senior leadership.
- 3C. Transform data into a useable format to prepare for analyses and visualization.
- 3D. Create the Data Governance oversight standards for data in collaboration with the Technology & Data Governance Committee.
- 3E. Research, purchase and implement data visualization tools needed to create reports and data dashboards.
- 3F. Educate affiliate staff on "self-serve" access to their data to make their everyday tasks more efficient and informative.



GOAL 4

Develop the capacity for reliable, HIPAA-compliant, consumer-centric tools for providing telehealth and other technologically informed treatment.

OBJECTIVE

- 4A. Increase the use and future development of telehealth as a strategy to put the client first using a four-stage approach (e.g., research, safety and security, comfort of familiarity, design for accessibility).

GOAL 5

Create a culture of service and communication excellence by developing a collaborative, integrated, intuitive user technology experience.

OBJECTIVES

- 5A. Improve customer service and communication among staff, particularly at the point of service and remote locations.
- 5B. Provide a mechanism for two-way communication to understand the issues and concerns of employees.
- 5C. Provide opportunities for direct staff participation and feedback on specific projects, questions and unmet needs when implementing and assessing current and future enterprise business software.
- 5D. Provide training and orientation on enterprise, affiliate and program-specific software, and improve digital literacy overall in our employees.



Employee Experience

GOAL 1

Ensure a culture of open communication and engage employees at all levels of the organization in an active dialogue.

OBJECTIVES

- 1A. Ensure Seven Hills Foundation secures the expertise, adequate personnel capacity, and resources to move the Employee Experience Goals, Objectives and Implementation Plan forward in the next two-year cycle.
- 1B. Increase the opportunity for employees to attend live organization-wide briefings and engage with Seven Hills leadership and senior management teams.
- 1C. Leverage new technology in order to provide efficient and timely communications while easing the burden on internal resources.
- 1D. Continue to develop our staff site in order to provide relevant and accessible information and tools to all Seven Hills employees.

GOAL 2

Enhance our employee experience to provide a work culture aligned with the Seven Hills Core Values, which attracts and retains professionals that demonstrate excellence.

OBJECTIVES

- 2A. Conduct an industry (MA & RI) review of staff compensation programs and compare to relevant markets in order to remain competitive.
- 2B. Enhance employee benefits package inclusive of employee wellness initiatives, which encourage healthy living and work-life balance.
- 2C. Identify a recognition strategy that reinforces our mission, vision and core values, and improves engagement and productivity.
- 2D. Establish a strategic onboarding and assimilation program that will help new employees become rooted in the organization and increase employee retention.
- 2E. Develop and support performance-based culture that aids employees in achieving their professional goals, career advancement and job enrichment.
- 2F. Lead the industry in fostering an inclusive community by embracing the values of equity and diversity, promoting inclusion and respect for all people, and providing equitable access to development opportunities and career growth.





GOAL 3

Create and foster individual effectiveness by developing and offering an array of innovative and diverse learning opportunities in support of our strategic goals.

OBJECTIVES

- 3A. Identify professional development opportunities tailored to three key areas (new employees, current staff, and supervisors/managers/leaders), which will ensure that appropriate resources and competencies are available to achieve individual and program success.
- 3B. Offer development opportunities throughout an employee's career, inclusive of mentoring and learning partnerships, as part of ongoing and regular programming.
- 3C. Offer a standard leadership training for frontline supervisors and midlevel managers.

GOAL 4

Design strategies and programs to hire and deploy the best people in their respective fields in order to become the brand of choice where top talents want to work long-term.

OBJECTIVES

- 4A. Identify untapped markets/national recruiter to expand scope to create new pipelines of candidates.
- 4B. Increase social media presence to promote employment opportunities and Seven Hills as an Employer of Choice.

GOAL 5

Advance the use of technology and systems to drive data-focused Human Resources decisions.

OBJECTIVE

- 5A. Develop and implement a set of human resource metrics through the use of our HRIS system and other databases in order to inform of affiliate workforce and staffing decisions.

Future Trends

GOAL 1

Procure information in real time that is responsive to the demands placed on our sector through the identification and implementation of a digital infrastructure to ensure secure access to data, outcomes, and the ability to share that information with both internal and external stakeholders.

OBJECTIVES

- 1A. *Identification and Vetting of Technologies* – Ensure Seven Hills has the appropriate technology and systems to respond to the changing needs of the health care and human services sector including the ongoing identification and adoption of disruptive technologies.
- 1B. *Optimize Operational Systems Data* – Ensure that accounting metrics, Enterprise Resource Planning (ERP), Human Resources, Employee Relationship Management (ERM), and Consumer Relationship Management (CRM) are integrated, accessible in real time and able to leverage and analyze data across administrative, clinical and financial areas.
- 1C. *Robust Employee Systems Data & Training* – Utilize hardware and software technology and training to create a positive feedback loop that provides staff and paid caregiver/contractors with efficient, remote, equal, baseline operability, and ease of access while ensuring staff possess data/digital literacy.

GOAL 2

Move aggressively toward value-based care by developing the knowledge base, tools and systems that allow Seven Hills Foundation to engage in true value-based contracting and pay-for-performance (P4P) service delivery to achieve the quadruple aim of improved client experience, better health outcomes, improved staff experience, and lower cost of care.

OBJECTIVES

- 2A. *Design System of Integrated Care* – Develop a system that offers quick access through assessments and a care planning process that includes information sharing across affiliates that addresses the whole person (behavioral health, primary care and health-related social needs) through a care team that includes Seven Hills providers, primary care, and other natural supports.
- 2B. *Develop Relationships with ACOs/MCOs/Third-Party Payers* – Engage in discussions with ACOs/MCOs/Third-Party Payers to carve out specialty populations and service delivery niches to begin the development of at-risk arrangements.
- 2C. *Creative Models of Financing* – Reduce duplication, bottlenecks, and waste by consolidating and creating more efficient programs and workflows, particularly as they relate to mergers, partnerships, affiliations, consolidations, service gaps, and service delivery modification.
- 2D. *Focus on Member Engagement* – Put member engagement at the center of our value strategy through greater engagement with “well care” and high-touch customer services, focusing on customer satisfaction and maintaining or moving clients effectively to increased independence and/or “step down” services.
- 2E. *Launch Re-branding and Social Media Strategy* – Market Seven Hills Foundation to all internal and external stakeholders as a “health THROUGH human services” organization using the foundation of health-related social needs.



GOAL 3

Develop strategies and the staffing expertise to respond in a person-centered way to the increased acuity and complexity of individuals and families served.

OBJECTIVES

- 3A. *Expanded Employee Expertise* – Identify gaps in service provision and develop and implement trainings to ensure that appropriate skill sets are in place for all staff at the point of care.
- 3B. *Respond to Changing Demographics of Consumers* – Identify trends in the changing demographics of clients served (age, language, race, ethnicity, religion, sexual orientation, disability, family structure, etc.) to ensure staff are culturally and linguistically competent and service provision is effective and responsive.
- 3C. *Develop New Models of Care* – Work with key stakeholders to identify and collaborate on potential new models of care to better support and address the acuity and complexity of individuals and families.
- 3D. *Enhance Technology Solutions* – Identify and implement technology that yields measurable positive outcomes for consumers (e.g., quality of life, reduced staffing needs, improved health metrics).



Telehealth & Remote Supports

GOAL 1

Investigate local and national best practices and potential models for telehealth and remote services.

OBJECTIVES

- 1A. Conduct a thorough internal assessment of current infrastructure and remote services capacity including hardware, software, and service models within Seven Hills Foundation.
- 1B. Convene a regular workgroup to review and recommend best practice models in the field.
- 1C. Identify changing employee requirements, including work from home, independent assignments, field-based work, and technology-oriented tasks.

GOAL 2

Coordinate the development and support of telehealth and remote services.

OBJECTIVES

- 2A. Update employee requirements and job descriptions; develop universal training on remote supports; create functional glossary of terms to know that cross affiliates; provide affiliate-specific advanced training.
- 2B. Each affiliate to develop and implement a remote readiness/need assessment for persons served.
- 2C. Develop an agency workflow for device and service use to improve systems access, device accessibility, and timeframes for issuance and repair.





GOAL 3

Provide industry-leading telehealth, remote service delivery, assistive technology offerings, and technology-based supports.

OBJECTIVES

- 3A. Build on successful remote service operations during 2020; investigate and pursue pilot programs and other disruptive partnerships and ideas.
- 3B. Work aggressively to reduce the “digital divide” via education, assistance matching, and stakeholder support processes relevant to each affiliate and service line.
- 3C. Establish continuum of services branding, collateral, and reference material that crosses affiliates and supports internal collaboration.





CORE VALUES

Respect & Kindness | Integrity | Teamwork
Innovation | Service to Others



Seven Hills

Foundation & Affiliates

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