

CHS 2024-2027

Strategic PLAN

**Children's
Home
Society**

OF SOUTH DAKOTA



THE SCIENCE OF HOPE: A NEW FOUNDATION FOR OUR WORK



In 2024, Children's Home Society of South Dakota embraced transformation—of our campuses, our services, and, most importantly, the lives of the children and families we serve.

That transformation continues today, fueled by something just as powerful: hope.

Hope is a science-backed strategy for resilience, healing, and change. It is the foundation of the work we do every day. For the first time in our agency's history, all 380 of our employees have been trained in a single theory of care: the Science of Hope. We now carry with us the knowledge that hope is not an abstract concept: it is measurable, teachable and life-changing.

I am profoundly hopeful about Children's Home Society. Our work is exceptional; our staff is second to none. Every day we work with children and families who need hope, safety and stability and we are absolutely blessed to witness their growth and success.

Hope is what drives each of us—staff, board members, volunteers and donors—to invest in the possibility of something better. You are part of this story. Your support, generosity and dedication make hope possible.

Together, we are changing lives, and we are building a future in which hope leads the way.

Michelle Lavallee
President and CEO
Children's Home Society
of South Dakota

THE MISSION OF CHILDREN'S HOME SOCIETY OF SOUTH DAKOTA

As the state's oldest nonprofit human services organization, founded in 1893, just four years after South Dakota became a state, we have evolved to meet the changing needs of the people we serve.

OUR MISSION

To prevent, treat and heal trauma.

OUR VISION

A world that stands up to trauma where all people are safe, healthy and resilient.

OUR VALUES



We are better together.



We choose kindness.



We are tenacious.



OUR SERVICES

Residential Treatment and Schools

Black Hills Children's Home and Sioux Falls Children's Home are psychiatric residential treatment facilities and special education schools for children, ages 4–14. We partner with parents and caregivers to serve children with emotional, behavioral or mental health needs who may have experienced domestic violence, neglect, and emotional, physical or sexual abuse.

Outpatient Mental Health Services

CHS provides hope-centered, strengths-based and trauma-informed mental health services for children and families as part of our continuum of care. Services include outpatient psychiatry and outpatient therapy (individual, family, group) and intensive case management, which involves interventions and support for youth and families at imminent risk of system involvement. Using evidence-based practices, we deliver personalized treatment that addresses a wide range of challenges, fostering resilience and healing. We collaborate with families to create a supportive environment where growth and positive change are possible.

Children's Home Shelter for Family Safety

Located in Sioux Falls, Shelter for Family Safety is a 38-bedroom (108 beds) secure facility that provides free emergency shelter to adults and children who are victims of family violence, stalking, sexual assault, child abuse or neglect. Resources available to individuals in shelter include counseling, case management, court advocacy, meals, parenting support, transportation, childcare and more.

Children's Home Child Advocacy Center

Located in Rapid City, Children's Home Child Advocacy Center (CAC) serves children who are alleged victims of sexual abuse, physical abuse or who have witnessed violence. Like more than 900 other CACs nationwide, we provide forensic interview support to families and coordinate specialized medical examinations. These services eliminate the need for multiple interviews and examinations. Referrals come through law enforcement and Child Protection Services.

Bright Start

Bright Start, a nurse home visitation program, provides care for families with socio-economic risk factors during pregnancy and up until the child turns two. Nursing services include prenatal, maternal and infant/child health and development assessments and education, and parenting, health, safety and nutrition education.

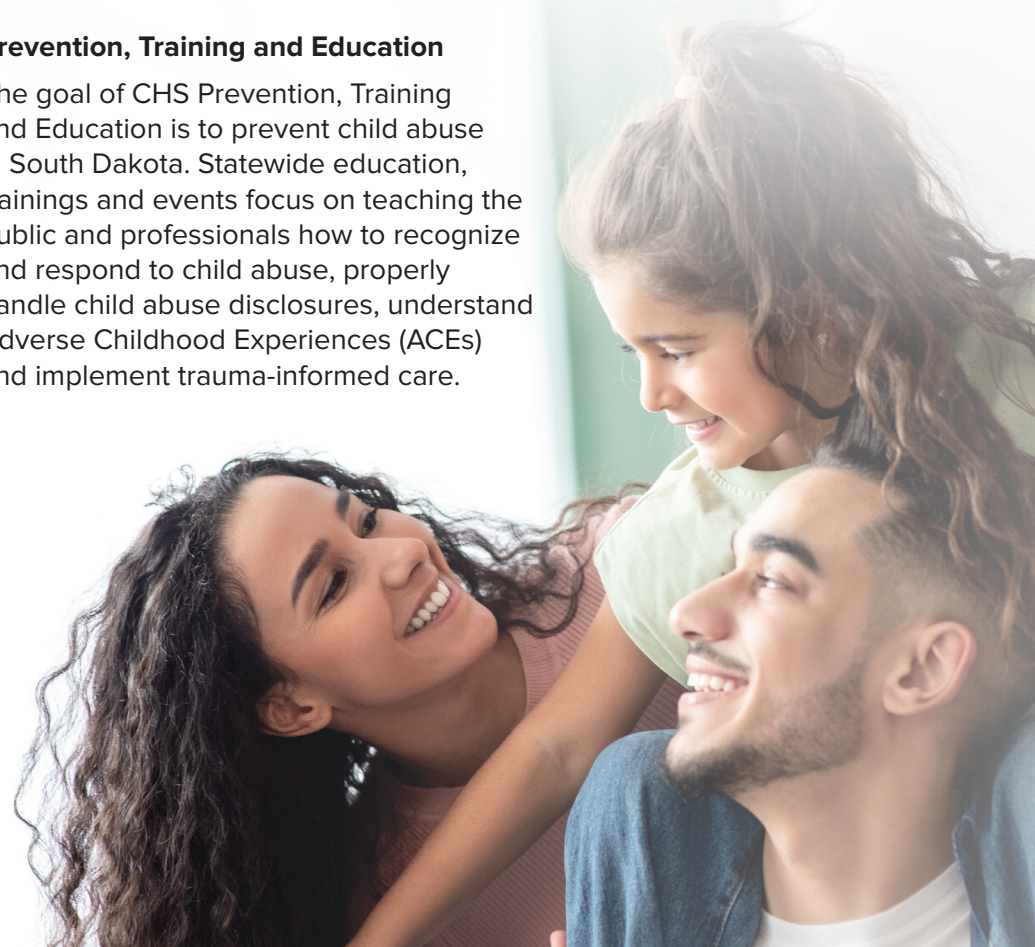
Foster Care and Adoption

Therapeutic Foster Care focuses on therapy, family support, case management and referrals.

Wendy's Wonderful Kids (WWK) works to find adoptive families for children of all ages who are considered hard to place.

Prevention, Training and Education

The goal of CHS Prevention, Training and Education is to prevent child abuse in South Dakota. Statewide education, trainings and events focus on teaching the public and professionals how to recognize and respond to child abuse, properly handle child abuse disclosures, understand Adverse Childhood Experiences (ACEs) and implement trauma-informed care.



PLANNING PROCESS

The 2024–2027 Strategic Plan represents a defining moment in CHS’s ongoing evolution—one grounded in intentionality, resilience and a deep commitment to mission impact. Developed through a comprehensive strategic planning process in late 2023, the plan identifies four core strategic anchors: Implement a Consistent Care Model, Increase Revenue Diversity for Sustainability, Buildout New Rapid City Campus to Launch Model Programs, and Improve the Employee Experience. Each anchor advances our mission while addressing current realities and future opportunities. Planning included a thorough evaluation of CHS programs, long-term outlook and the needs of the individuals and communities we serve. Leadership closely collaborated with the CHS and CHF Boards of Directors to ensure alignment and shared ownership of the strategic vision.

We routinely monitor Key Performance Indicators (KPIs) to drive measurable progress, maintain accountability and keep the strategic plan on track and responsive to organizational and environmental shifts. The plan has been shared with all staff and is a core element of New Employee Orientation. Through our employee performance management system, each employee’s goal falls under one of the strategic anchors, helping team members understand they are actively responsible for the successful implementation of the strategic plan.

At the heart of this plan is a transformative, evidence-based framework, the Science of Hope, developed by Dr. Chan Hellman, a leading expert in hope research. This approach reframes hope not as passive optimism, but as a measurable and actionable pathway to sustainable change. Grounded in three foundational elements: goals, pathways, and agency, the hope-centered framework guides how we operationalize our strategy. We define clear, aspirational goals that chart our direction, build practical pathways to navigate challenges, and cultivate agency by fostering belief in our individual and collective capacities. In today’s rapidly evolving environment, hope is not just a guiding value, it is a strategic imperative. This plan is not only about what CHS seeks to achieve over the next three years, but also about the mindset and momentum we will harness to drive meaningful, lasting impact.

Together, we move forward with
clarity, compassion, and conviction.
Together, we build a future where hope
is not only sustained but multiplied.



IMPLEMENT A CONSISTENT CARE MODEL



STRATEGIC FOCUS



Establish and provide a continuum of care model for families receiving services at CHS through the navigation of all services including outpatient psychiatric and therapy services. Provide a consistent practice model incorporating the Science of Hope, and standardized

evidence-based (EVB) assessments that provide unique understanding and direction for therapeutic services, ultimately providing adequate support for the family to live successfully in the community.

MEASURES OF SUCCESS



- **Service Line Expansion**
- **Client Utilization & Satisfaction**
- **COA Certification Achievement**
- **Quality**
- **Staff Training & Development**
- **Stakeholder Engagement**
- **Client Outcomes Satisfaction**
- **Provider Productivity**

OBJECTIVES



Clinic Development and Planning

Develop a detailed plan for integrating clinic services into each appropriate service line, including service descriptions, target populations, and reimbursement strategies.

Regulatory and Compliance Readiness

Ensure all new clinic services meet regulatory requirements and obtain necessary certifications and licenses.

COA Certification

Obtain COA certification to improve service quality, ensure compliance with industry standards, and promote operational excellence, leading to better client outcomes.

Science of Hope Implementation

Develop and implement a consistent care model incorporating Hope as a Science into our care model, ensuring all staff is trained, and the model is integrated into daily practices.

Staff Training and Development

Ensure 100% of staff complete all training related to our model of care.

Database Warehouse Development

Establish a comprehensive database warehouse for clinical and outcome data, allowing for efficient data collection, storage, and analysis.

Outcome Monitoring and Reporting

Implement a robust system for monitoring and reporting client outcomes, using the data warehouse to generate regular reports and inform decision-making.

Data-Driven Process Improvement

Utilize the database warehouse to monitor clinical outcomes and identify areas for improvement, implementing at least one data-driven process improvement.

Enhanced Utilization of ERS/Technology Platforms

Increase utilization of the ERS platform, expanding its functionality and migrating to a singular ERS platform for the enterprise.

INCREASE REVENUE DIVERSITY FOR SUSTAINABILITY



OBJECTIVES



Clinic Reimbursements

Establish systems to enable billing for each new payor: top five third-party payors, private pay insurance, Medicaid, and strategic partnerships.

Third-Party Payor

Secure provider credentials and annual renewals of the five largest third-party payors in South Dakota.

Black Hills Capital Campaign

Execute a five-phase capital campaign to raise \$15 million for the Rapid City campus within five years.

Rapid City Campus Financing

Identify and secure creative financing to augment the capital campaign's funding of the new Rapid City campus buildout.

Endowed Funds

Increase endowed funds average balance by 10% over the next two years through increased donations, reinvested income, and market value appreciation.

Investment Policy

Develop and implement cash management and investment strategies to maximize returns while effectively managing risk.

Risk Management and Resilience

Identify, assess, and mitigate financial risks to protect the organization, establishing and implementing a risk management framework.

Financial Literacy

Enhance budget transparency and financial literacy through staffing ratios, education, and training programs.

STRATEGIC FOCUS



Ensure the long-term sustainability of the organization through billable services, investing, philanthropy, and grants.

MEASURES OF SUCCESS



- **Portfolio Performance**
- **Capital Campaign Milestones**
- **Clinical Revenue Growth**
- **Compliance & Reimbursement Efficiency**

NEW RAPID CITY CAMPUS TO LAUNCH MODEL PROGRAMS



OBJECTIVES



Stakeholder Engagement

Conduct regular meetings with key stakeholders to gather input and provide updates, establishing a feedback loop to address concerns promptly.

Contractor Selection and Procurement

Select a qualified construction manager and procure all necessary materials and services to ensure quality and cost-effectiveness.

Construction and Renovation

Commence construction and renovation work, addressing the need for change, with a focus on meeting current and future needs while adhering to the established project plan, and conducting regular site inspections to ensure quality standards.

Budget Management

Implement strict budget monitoring and control mechanisms, conducting monthly financial reviews to ensure the project remains within budget.

Regulatory Compliance and Safety

Obtain all necessary permits and approvals, ensuring all work complies with local, state, and federal regulations through regular audits and inspections.

Service Transition and Integration

Develop a detailed transition plan for moving each existing service line and integrating new ones, coordinating with key leaders to ensure a seamless transition. Create staff training plans and walk-throughs before opening to ensure operational readiness.

Final Inspection and Handover

Conduct a final inspection and quality check of all completed work, addressing any outstanding issues promptly to ensure readiness for occupancy.

Launch and Evaluation

Officially open the remodeled campus for service delivery and conduct a post-project specific to each service offering evaluation to assess outcomes and opportunities in providing feedback for further improvement.

Divestiture of Rockerville and Messengers Campuses

Market and sell existing campuses.

STRATEGIC FOCUS



Successfully remodel the newly acquired campus to launch model residential treatment, school, outpatient clinic, community-based services, child advocacy, and future programs, ensuring the project is completed on time and within budget.

MEASURES OF SUCCESS



- **Project Timeline**
- **Budget Adherence**
- **Quality Standards**
- **Service Integration**
- **Regulatory Compliance**

IMPROVE THE EMPLOYEE EXPERIENCE



OBJECTIVES



Action Plan Development

Develop detailed action plans addressing identified engagement gaps, including targeted initiatives for improvement.

Communication and Transparency

Establish regular communication channels, such as monthly newsletters and town hall meetings, to inform employees about engagement initiatives and progress.

Succession, Employee Development, and Recognition

Implement a comprehensive employee development program, offering training, mentorship, and career advancement opportunities. Implement STAY interviews with employees.

Regular Measurement and Feedback

Conduct the next employee engagement survey to track progress and measure the impact of engagement initiatives.

Leadership and Management Training

Provide ongoing leadership training for managers, supervisors, and emerging leaders through CHSU to equip them with the skills to foster a positive work environment and support employee engagement and development.

Well-Being and Work-Life Balance

Design well-being initiatives, such as flexible work arrangements, wellness programs, and mental health support, to enhance employee satisfaction and work-life balance.

Hope Score Establishment

Establish a “Science of Hope” score for each department or unit within the organization to measure and enhance employees’ optimism, motivation, and agency. Integrate these questions with Culture Amp and Sagency’s engagement approach.

HUB Salary Study Education and Adjustment Planning

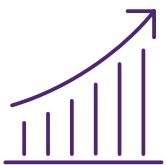
Educate employees about the HUB salary study and develop a plan to implement necessary salary adjustments to ensure fair and competitive compensation.

STRATEGIC FOCUS



Understand and enhance the employee experience to foster a positive work culture, increase job satisfaction, and improve overall organizational performance.

MEASURES OF SUCCESS



- **Employee Engagement Success**
- **Retention Rates & Strategies**
- **Employee Satisfaction**
- **Participation in Engagement Activities**
- **Performance & Productivity**

INTO THE FUTURE

This strategic plan serves as a roadmap for Children's Home Society to navigate the three-year period from 2024 to 2027.

Almost immediately following the plan's creation, unforeseen challenges began to surface in sectors such as government policy, funding, service delivery and more. While change is always expected, the accelerated pace of change has created waves within nonprofit management nationally.

Because this strategic plan represents a solid framework, it is both sturdy and flexible enough to endure shifts and adjustments.

By centering hope, we rely on what is timeless, relevant and resilient in our organization, staff and the people we serve.



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