



Critical Pathway Goals FY 27

1. The Bridge enhances and deepens our efforts to be an organization that respects all of our constituents.

We strive to provide everyone we serve with access to mental health care that appreciates and reflects who they are and their life experiences.

Anticipated outcomes of our approach include:

- Staff and board reflect clients served
- More effective interaction with client population
- Bridge program sites and communications are welcoming to all

Proposed measurements of progress towards achieving pathway:

- Align management and staff with client demographics by ensuring the percentage of management and staff reflects the percentage of clients in each department
- Utilize Quality Improvement forms, surveys, and open discussions to solicit client feedback in regard to the Bridge's sensitivity and respectful practices
- Conduct annual audits to ensure Bridge sites and all communication vehicles reflect a caring and welcoming philosophy

2. The Bridge implements an effective recruitment, training, and retention process to attract and retain a competent workforce.

A workforce that is recruited, trained and retained thoughtfully and efficiently improves the quality of Bridge services on all levels.

Anticipated outcomes of our staff recruitment and retention efforts include:

- Productivity and employee morale are improved
- Costs associated with high employee turnover are reduced
- Positive organizational culture is created resulting in improved employee and client satisfaction

Proposed measurements of progress towards achieving pathway:

- Increase the retention rate of employees in the six-month to one-year tenure cohort by 5%
- Meet or exceed annual pay and benefit comparisons for other non-profit organizations
- Aim to achieve 80% positive responses in the employee survey

3. The Bridge strengthens **and develops their leaders.**

By developing emerging leaders and supporting our seasoned leaders, we invest in our future through attracting and retaining a qualified team of innovative and strong leaders.

Anticipated outcomes of our commitment to leadership development:

- A culture of leadership is fostered that supports and encourages innovation and commitment to the mission of the Bridge.
- Emerging leaders are mentored by senior leaders.
- Leaders become ambassadors of the Bridge. They model a level of compassion, knowledge and commitment that draws others to our mission.

Proposed measurements of progress towards achieving pathway:

- Increase retention rate of mid-level and senior level leadership positions by 10%
- Surveys of Bridge leaders reflect positive feedback about opportunities for leadership development.
- Bi-annual day long workshops focusing on employee evaluation, documentation, progressive discipline and labor laws reduce the Bridge's exposure to labor-related lawsuits and unemployment claims. Individualized professional development goals with a focus on leadership development are also vital part of leadership development.

4. **The Bridge implements strategic development plan incorporating recommendations from development consultant.**

A stronger and actionable fundraising plan provides a strategic roadmap for financial stability, and drives success through clear goal-setting, improved staff alignment, and optimized donor stewardship.

Anticipated outcomes of our enhanced fundraising efforts:

- Fundraising efforts are focused on most effective strategies and activities.
- Revenue and sustainability are increased.
- Donor relationships are strengthened.

Proposed measurements of progress towards achieving pathway:

- Number of 1:1 meetings with donors
- Increase conversion rate of donors by 10%
- Increase number of attendees at cultivation events by 20%

