



## 2007-2010 Strategic Plan

June 2007

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## Who We Are

Center for Human Services (CHS) is a community-based not-for-profit youth and family services agency that has been a resource to children, adults and families since 1970. Resulting from a merger between the Creative Life Foundation and Shoreline Youth Services in 1982, CHS is a highly respected resource in the community. For over twenty years, King County and the State of Washington have contracted with CHS to provide *substance abuse treatment and prevention services* to youth and adults on Medicaid or living with a low-income. CHS also has over ten year of experience as a provider of *community mental health services* to economically disadvantaged children and families. In 1994 CHS opened the Shoreline Family Support Center and began offering *family support services* to young children, youth and their parents/caregivers. The community's demand for family support programs continued to grow, leading to the opening of the Ballinger Homes Family Center and the Northshore Family Center in 2004.

Today, CHS serves over 10,000 community members annually through our three focus areas – Family Counseling, Substance Abuse and Family Support. Of our clients and participants:

- 49% are immigrants/refugees
- 61% are living with a low income
- 68% are women
- 48% are children ages birth-eighteen

## VISION STATEMENT

Center for Human Services is the community's leading provider of social services to children, youth, adults and families. CHS strives to help create a strong community in which

- *Thriving children, vital individuals and stable loving families are created and supported*
- *Children and their families are able to increase emotional strength and resolve personal and interpersonal issues*
- *All members live a productive lifestyle free of alcohol and other drugs*

## MISSION STATEMENT

Center for Human Services' mission is to strengthen the community through counseling, education, and support to children, youth, adults, and families in North King County and South Snohomish County. To accomplish this aim, Center for Human Services provides family counseling, substance abuse treatment and prevention and family support service to the community.

## CORE VALUES

- **Culturally Competent:** We are committed to understanding, respecting, and honoring cultural differences
- **Provide Accessibility:** We provide services that are easy to find, use and understand
- **Champion Collaboration:** We foster collaborative relationships that promote creativity, innovation and teamwork
- **Demand Accountability:** We assess and coordinate our programs and systems to assure that we meet high standards of service and care

- **Personify Integrity:** We value the strengths and assets of our clients, community members and co-workers and are honest, respectful and ethical in our interactions
- **Have Fun:** We are passionate about the work we do and use humor to promote a positive work environment

## OUR PHILOSOPHY AND STRATEGIC APPROACHES

Center for Human Services believes that the most critical element for strengthening a community is to strengthen its members and their families through preventive and responsive programs that are culturally competent. This is accomplished by taking an approach that is strengths-based, family focused and integrated.

**Strengths-Based:** Providing services from a strengths-based perspective is based on the belief that every individual has strengths and that the role of a human service provider is to create opportunities for individuals to use these talents and skills to strengthen themselves, their families and their community. When working with a child or an adult we acknowledge and respond to their needs, while also identifying their strengths and capacity for growth. This approach empowers participants to draw on their own strengths and move toward creating change for themselves.

**Family-focused:** Our approach is family-focused and holistic in that we try to understand the whole person or whole family rather than a dissection of parts. We define family in the broadest sense of the word and are dedicated to supporting all families. Every family is unique, and we recognize that grandparents, friends, extended family and other caring adults play a significant role in children's lives.

**Integrated:** Recognizing that no single approach works for everyone or in all situations, our programs include a variety of services and techniques. These include prevention based services as well as services which respond to the immediate needs of the community. Interagency referrals are made between programs when a combination of our services would best serve the client's/participant's needs. If additional services are needed outside the agency's scope, external referrals are made.

These three strategic approaches are the foundation for our programming in Family Counseling, Substance Abuse, Family Support as well as in our new research program aimed at strengthening couples' relationships so they will be strong parents and raise successful children. These strategic approaches drive the creation of effective services which meet the diverse needs of our population and ultimately strengthen our community.

## Our Areas of Focus

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### FAMILY COUNSELING

**Goal:** *Children and their families resolve personal and interpersonal issues and increase emotional strength.*

Family Counseling provides client-centered mental health services to the children, families and individuals of North King County. Counseling is primarily provided through wrap-around services. This approach is child-centered and family-focused; community based versus institutional in nature; and culturally

competent. Using this strength-based approach, the child and caregivers are a vital part of the treatment planning process. Family Counseling engages with natural supports when working with the children of the community and seeks to provide services and support for both individuals and their families. Natural supports for a family can include extended family members, community, social and spiritual connections, and other helping professionals working with the family.

Family Counseling focuses on achieving the following outcomes:

Outcomes	Indicators
1. People with mental illness function at the highest level possible.	<ul style="list-style-type: none"> <li>▪ Client's symptomatic episodes are reduced.</li> <li>▪ Client's mental stability and functioning is maintained or improved.</li> </ul>
2. Youth show increased progress toward attainment of treatment goals.	<ul style="list-style-type: none"> <li>▪ Progress is made toward the youth's meeting his/her individual goals set at intake and initial assessment.</li> </ul>
3. Youth develop or strengthen coping skills.	<ul style="list-style-type: none"> <li>▪ Youth exhibit improved mood and emotional functioning.</li> <li>▪ Youth exhibit the ability to engage positively with family and others.</li> <li>▪ Youth exhibit the ability to express anger appropriately.</li> </ul>
4. Youth improve academic functioning.	<ul style="list-style-type: none"> <li>▪ Youth report improvements in school work (including interest, motivation, perseverance, completion of assignments, attendance, test scores, and grades).</li> <li>▪ Collaterals report improvement in the youth's attitude and behavior related to education (including attendance, completion of homework, and grades).</li> </ul>
5. Youth decrease their likelihood of involvement in the criminal justice system.	<ul style="list-style-type: none"> <li>▪ Youth and parent report a decrease of criminal behavior or activities likely to lead to legal trouble.</li> <li>▪ Probation or parole officer (if applicable) report satisfaction with the youth's progress.</li> <li>▪ There are no new records of involvement in the juvenile justice system (initial or repeated).</li> </ul>
6. People with Co-Occurring Disorders improve on both dimensions.	<ul style="list-style-type: none"> <li>▪ Clients show reduced psychiatric symptoms for 6 months or more.</li> <li>▪ Clients show a reduction in their ASI scores 6 months after assessment.</li> </ul>

**To achieve these outcomes for families and children, Family Counseling provides the following multi-language (English, Korean and Spanish) services:**

- Client-centered psychotherapy services using a variety of clinical tools including psychodynamic, cognitive behavioral, solution focused, and psycho-educational approaches
- Onsite access to psychiatric evaluation and medication management services to client base via contracted services
- Guidance and referral to community resources

**The following multi-language (English, Korean and Spanish) services focus on achieving outcomes specifically for children and youth:**

- Client-centered play therapeutic services
- Aggression replacement therapy to strengthen skills and identify emotions
- Mental health services for youth in lieu of juvenile detention or suspension from school ,or as a condition to re-enter school after being suspended/expelled
- Guidance and referral to school and community-based services

## **FAMILY SUPPORT**

***Goal:** A strong community where participants, staff and partners come together to create thriving children, vital individuals and stable loving families.*

Family Support provides a safe and fun place where all families and individuals benefit from diverse resources and learning opportunities while making community connections in North King and South Snohomish Counties.

Family Support operates three family centers:

- Ballinger Homes Family Center (serving a public-housing community in Shoreline)
- Northshore Family Center (serving the cities of Bothell, Kenmore and Woodinville)
- Shoreline Family Support Center (serving the cities of Lake Forest Park and Shoreline)

At our Family Centers, staff and participants work together in relationships based on equality and respect. Participants are empowered to work alongside the staff to further the mission of the center and develop, implement and evaluate programs. Staff and family leaders work together on projects such as installing child safety devices, decorating group rooms, developing new play groups, translating fliers into multiple languages, and organizing community events.

Family Support focuses on achieving the following outcomes:

<b>Outcomes</b>	<b>Indicators</b>
1. Parents/guardians/caregivers acquire or strengthen their parenting skills.	<ul style="list-style-type: none"> <li>▪ Parents/guardians/caregivers increase knowledge of parental roles and responsibilities.</li> <li>▪ Parents/guardians/caregivers gain or increase</li> </ul>

	<p>their knowledge of age-appropriate child development, needs, and behaviors.</p> <ul style="list-style-type: none"> <li>▪ Parents/guardians/caregivers learn strategies that foster secure attachment and/or nurturing relationships.</li> <li>▪ Parents/guardians/caregivers improve their parenting skills and behaviors.</li> </ul>
2. Parents/guardians participate in their children's learning.	<ul style="list-style-type: none"> <li>▪ Parents/guardians seek help and/or advocate for their children's education as needed.</li> <li>▪ Parents/guardians read with and/or tell stories to their children regularly.</li> </ul>
3. Parents/guardians/caregivers increase their interaction with their children.	<ul style="list-style-type: none"> <li>▪ Parents/guardians/caregivers show improvement in their parenting behavior and understanding.</li> <li>▪ Children and their parents/guardians/caregivers engage in structured learning and play time</li> </ul>
4. Families are involved in the community.	<ul style="list-style-type: none"> <li>▪ Family members volunteer in the community, participate in community activities, or are otherwise involved in the community.</li> </ul>
5. Families utilize community resources.	<ul style="list-style-type: none"> <li>▪ Families use community resources as a result of the Family Center's assistance.</li> </ul>
6. Young children are prepared to enter kindergarten.	<ul style="list-style-type: none"> <li>▪ Children demonstrate age-appropriate language skills.</li> <li>▪ Children exhibit age-appropriate behavior and social skills.</li> <li>▪ Children are able to engage in structured learning and play time.</li> </ul>
7. Students develop or strengthen their skills and/or habits that support academic success.	<ul style="list-style-type: none"> <li>▪ Students develop study skills and routine</li> <li>▪ Students complete homework assignments</li> </ul>
8. People acquire or improve English language and literacy skills.	<ul style="list-style-type: none"> <li>▪ People increase their ability to communicate verbally in English.</li> <li>▪ People increase their ability to write in English.</li> <li>▪ People increase their ability to read English.</li> </ul>

**To achieve these outcomes for families, adults and children, Family Support provides the following services through their programs:**

- Early childhood education
- After-school/summer academic enrichment opportunities
- Parent/caregiver education and support
- Youth and family leadership opportunities
- Community events and festivals
- Free childcare for families attending Family Support & Substance Abuse groups & classes

## SUBSTANCE ABUSE

**Goal:** *All members of the community have an opportunity to live a productive lifestyle free of alcohol and other drugs.*

Substance Abuse programs work to reduce or eliminate substance abuse from the lives of families in the community through prevention, intervention and treatment.

Substance Abuse programs focus on achieving the following outcomes:

Outcomes	Indicators
1. People who have problems with alcohol or other drugs (AOD) are able to break their dependency.	<ul style="list-style-type: none"> <li>▪ Clients reduce or abstain from AOD use.</li> <li>▪ Clients follow through with treatment.</li> </ul>
2. People with co-occurring disorders improve their functioning on both dimensions.	<ul style="list-style-type: none"> <li>▪ Clients show reduced psychiatric symptoms for 6 months or more.</li> <li>▪ Clients show a reduction in their ASI scores 6 months after assessment.</li> </ul>
3. Youth strengthen skills and attitudes.	<ul style="list-style-type: none"> <li>▪ Youth's perceived risk of use decreases.</li> <li>▪ Youth's awareness of social influences increases.</li> <li>▪ Youth's refusal skills improve.</li> <li>▪ Youth's self control improves.</li> <li>▪ Youth exhibits appropriate assertiveness skills.</li> <li>▪ Youth's social skills improve.</li> <li>▪ Youth's communication skills improve.</li> <li>▪ Youth's decision-making skills improve.</li> <li>▪ Youth's self esteem improves.</li> <li>▪ Youth increase their bonding (opportunity, skills, and recognition) among peers, family and school.</li> <li>▪ Youth are assured supportive relationships within families, neighborhoods and communities.</li> </ul>
4. Youth reduce or eliminate problem behavior.	<ul style="list-style-type: none"> <li>▪ Youth's alcohol, tobacco or other drug use is reduced or eliminated.</li> <li>▪ Youth's aggressive behavior and anger/uncontrolled behavior decreases.</li> <li>▪ Youth's anxiety and/or depression improve.</li> <li>▪ Youth's school truancy decreases.</li> <li>▪ Youth associates less with inappropriate peers.</li> </ul>

**To achieve these outcomes for youth, Substance Abuse provides the following services through their programs:**

- Alcohol and/or drug education groups for youth
- Appropriate outpatient services which utilize current models and approaches as determined by assessment tools

- Education and process groups, individual sessions, family sessions and case management services
- Prevention services and brief and full interventions in a school or agency setting
- Referrals as appropriate for other modalities of treatment

**To achieve these outcomes for adults, Substance Abuse provides the following services through their programs:**

- Assessments to determine level of substance abuse treatment needed
- Abstinence model using best practices including urine drug screens
- Assistance for clients and their families in identifying inpatient treatment options for those requiring a different level of care
- Referrals to outside self-help support groups

## LOVING FAMILIES

**Goal:** *To strengthen relationships of economically disadvantaged married couples through support and education.*

Loving Families is a new project for CHS. As one of eight sites in the country, CHS is participating in the Supporting Healthy Marriage Project (SHM). SHM is the first large-scale evaluation of marriage education and skills programs to benefit economically disadvantaged married couples and their children. As part of the research project CHS will recruit 800 couples to be randomly assigned to either a control group or program group. Couples in the program group will participate in Loving Families activities.

Loving Families focuses on achieving the following outcomes:

Outcomes
1. Couples gain skills to strengthen their relationship.
2. Couples recognize and create strong social support networks.
3. Couples find opportunities to identify and address personal challenges.
4. Couples are empowered to address external factors that can affect their relationship.
5. Couples find support in their role as parents.

**To achieve these outcomes Loving Families provides the following services to participants in the project:**

- Marriage education groups
- Extended marriage education activities
- Family Advocate visits
- Incentives, resources and support