***Moving Forward ~ Together***

***Our Mission***

Turn Center’s mission is to help children reach their developmental goals by providing them with the therapy service required for specific diagnoses, regardless of ability to pay; and to equip their families with essential hope and tools to support their child’s development.

***Our Past***

With a history dating back to 1931, Turn Center was created when two long-time Amarillo non-profits—the Children’s Rehabilitation Center and the Amarillo Speech and Hearing Center—merged in 2010, perpetuating the legacy of providing therapy for children with special challenges and various disabilities.

***Our Present***

Turn Center families come from all over the Texas Panhandle, sometimes driving two hours one-way in order to receive Turn Center services. In 2017-2018, Turn Center therapists provided therapy to 1,544 children with 204 different diagnoses, in addition to providing school-based speech, physical and occupational therapy at 101 school campuses in the Panhandle. Diagnoses include autism, Down syndrome, cerebral palsy, in addition to dozens of other physical or neurological disorders. Physicians throughout the Amarillo and Panhandle region routinely refer patients to Turn Center for therapy services.

It requires the combined efforts of Turn Center therapists, support staff, administrators, board members, parents, partnership interns, and valued donors to effectively address the varied needs of Turn Center children. The stakes are too high for anything other than our very best cooperative efforts.

***Our Future***

An Amarillo Area Foundation grant provided the funds to engage Dr. David Madison from Fort Worth to lead the Turn Center board in a Strategic Planning session in early October, 2017, and the following document contains initiatives that were identified either in that session or in a subsequent visioning discussion with the Turn Center leadership team. This plan will be the guide for moving forward – together!

***Turn Center Strategic Plan for 2018-2020***

***Moving Forward ~ Together***

**Program**

Rationale: The heart of Turn Center is the service that 34 therapists and support staff provide for children of all ages, with numerous diagnoses, in addition to other aspects of the program that support or enhance the services provided.

***Goal #1 – Place a high priority on training and certification for therapists.***

***Strategies***

* Identify best, evidence-based practices in speech, physical, and occupational therapy, and use these practices as a basis for professional development goals.
* Increase the professional development budget to accommodate therapists’ participation in conferences, seminars, classes and other opportunities to increase awareness and skills related to best practices in specific fields.
* Provide funding for online programs to acquire additional or advanced certifications.
* Further develop services for children on the autism spectrum, in addition to providing relevant training for therapists who work with them.

***Goal #2 – As time and space allow, explore the feasibility of incorporating and increasing additional categories of service***:

Music therapy Pet therapy Dyslexia

Program research Theater Social skills

Job skills training Daily living activities Counseling

Applied behavioral analysis Social services Art therapy

“Special-Needs Friendly” Business Certification

***Goal #3 – Complete requirements for CARF (Commission on Accreditation for Rehabilitation Facilities) accreditation.***

***Strategy***

* Appoint specific staff members to guide the institution through the process required to achieve CARF accreditation.

***Goal #4 – Create partnerships with other entities in Amarillo and the Panhandle to enhance the level and type of service provided, as well as to expand awareness regarding Turn Center.***

***Strategy***

* Meet with representatives of relevant area entities to discuss ways to diversify and strengthen Turn Center services.

**Board of Directors**

Rationale: A strong, engaged and responsive Board of Directors is essential to sustain and support organizational initiatives.

***Goal # 1 – Cultivate, recruit and select candidates for the board who possess the skill set and experience to match Turn Center needs.***

***Strategy***

* Assess the skill set of current board members and terms of service, and systematically recruit new candidates to fill in experience or skill gaps, or to replace members who are scheduled to rotate off the board in one to two years.

***Goal # 2 – Systematically provide development opportunities to keep the board up to date on best practices in non-profit governance.***

***Strategies***

* On at least an annual basis, bring in professional presenters to facilitate board training sessions.
* Provide a formal orientation for new members of the board each year.

***Goal # 3 – Adopt a new mission statement that more clearly reflects the magic that happens at Turn Center***.

***Strategy***

* Appoint a committee to draft a new mission statement to be presented for board review and approval by year’s end 2019.

***Goal #4 – Conduct performance evaluations, both of the board as a whole and as individual members, on an annual basis.***

***Strategy***

* Identify three to six initiatives (goals and/or strategies) from the Strategic Plan, or as other possible needs arise, on which to base performance evaluations.

**Administration and Leadership Team**

Rationale: A well-trained, cohesive leadership team is a vital component of an effective and well-managed organization.

***Goal #1 – Review and revise position descriptions of the leadership team as necessary to assure that position directives match current Turn Center operations and services.***

***Strategy***

* Solicit input from leadership staff regarding up-to-date position descriptions and responsibilities.

***Goal #2 – Improve the system to evaluate performance annually for members of the leadership team, and in turn of the entire staff, based on mutually agreeable performance goals.***

***Strategies***

* Determine which leadership team members will be responsible for discussing annual goals and evaluating the performance of each member of the entire staff.
* Share annual institutional initiatives with all staff members as a means of enhancing communication and promoting consideration of organizational goals in the process of setting personal performance goals.

***Goal #3 – Develop program to provide relevant professional development opportunities for leadership team members.***

**Marketing and Public Relations**

Rationale: Broader and more accurate public awareness of Turn Center will enhance the Center’s ability to reach families who need services provided at the Center, and will also expand and strengthen essential financial support for Turn Center programming.

***Goal #1 – Inform the wider Amarillo and the Panhandle region regarding Turn Center and the services provided there.***

***Strategies***

* Continue brand awareness campaign regarding how much is known in the wider Amarillo community about the Turn Center and the services it provides.
* Utilize a variety of ways to educate the community and the Panhandle region regarding Turn Center services and activities.
* Establish and strengthen relationships with local media contacts for broader and more frequent exposure.
* Explore ways Turn Center clients and families can be involved with other non-profit activities in the area.

**Physical Facility**

Rationale: In order to accommodate a program that is growing rapidly, adequate facilities must be provided.

***Goal #1 – Complete expansion project to provide significant addition space, including***

***new gym, office and therapy space.***

***Strategy***

* Explore the possibility of acquiring adjacent property.

**Finance**

Rationale: A stable and healthy financial status is essential to sustain the institution, to provide for the recruitment, development and training of Turn Center staff, and to offer the services and support Turn Center families need.

***Goal #1 – Broaden the donor base for financial support.***

***Strategy***

* Continue to use the expansion project to reach new donors and to educate the broader community about Turn Center.

***Goal #2 – Determine the amount that must be raised each year to sustain Turn Center operations, and identify ways to meet that annual goal.***

***Strategies***

* Continue to utilize the annual Celebration of Hope event to strengthen awareness and support of Turn Center.
* Explore potential sources of foundation and corporate financial support.
* Consider additional ways to raise funds for Turn Center operations.

***Goal #3 – Systematically work on increasing the Turn Center Endowment to a level that would support the cost of annual operations.***

***Strategies***

* Devise a plan to solicit gifts specifically for the endowment, and set a goal for the amount to be raised in a specified period of time.
* Utilize lunch or office meetings, in-home small group gatherings, and Turn Center events to cultivate major donor development.