



**BRANTWOOD**  
FAMILY SERVICES

# **STRATEGIC PLAN**

## **2021 – 2023**

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# Introduction

In preparing our first strategic plan, we reflect on our first two years in operation. Amidst a global pandemic, our team of dedicated professionals have continued to serve the women and children of Maryland. It's no secret that the Covid-19 pandemic has had devastating and lasting effects on our communities, specifically those who are most at risk for mental health issues, substance use disorder, domestic violence, and homelessness.

With many treatment facilities lowering their census and staff to accommodate social distancing, Brantwood saw a need to safely provide life-changing services to even more women this year. We adjusted our treatment program schedule to accommodate smaller groups to provide safe, individualized treatment to our ladies and their children.

We have also developed our "Early Seeds" Children's Program, so that our residents may fully engage in therapeutic groups during treatment hours. In 2020, Brantwood Family Services provided residential treatment services to 56 women and 37 children. During this time, we celebrated the birth of 4 beautiful, healthy babies while their mothers were in treatment, with another 8 newborns that were transferred with their mothers directly from hospitals into our care.

Our strategic plan was developed during a 2-day intensive planning session involving key staff members from each department. Our strategic goals were informed by survey data results from employee engagement surveys, client satisfaction surveys, feedback from community partners, and our CARF Survey Report.

Our Strategic planning committee:

Alyson Cahall, Residential Program Assistant

Kristy Conklin, Primary Counselor

Mary Gamble, Founder & Director

Morgan Madison, Residential Program Coordinator

Katherine Meehan, Admissions Coordinator

Megan O'Brien, Family Support Specialist

Lindsay Peters, Former Client & Residential Program Assistant

Sara Pugh, Family Support Assistant

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## OUR HISTORY

An individual's recovery is profoundly influenced by the family and social environment—a point that is widely acknowledged, but rarely reflected in the treatment of substance use disorders. Furthermore, evidence shows that women accompanied by their children in treatment have less psychological distress and improved skills for independent living, parenting, employment and relationships. To put it simply - people recover best when their families are a part of the process.

Founded in 2019, Brantwood Family Services was created to meet the unique needs of pregnant and parenting women with substance use disorders. We created a residential treatment program that is truly person-centered and family-oriented; one that builds on the relational nature and needs of women, and aims to heal the family unit. We use the relational power of the treatment environment as a driving mechanism for change and healing.

## OUR VISION

We imagine a world where every woman can reach her full potential.

## OUR MISSION

To provide women and their children with a healing environment as they recover from substance use disorder and discover their full potential. We provide services that are evidenced-based, family-oriented, and acknowledge that recovery is a non-linear process.

## OUR VALUES & GUIDING PRINCIPLES

**We believe that the following values are necessary for healing and joyful living:**

***Safety.*** We believe that safety is a prerequisite for healing, and therefore, we prioritize trauma-informed practices in the delivery of services.

***Compassion.*** We believe that compassion and understanding of self and others is at the core of human connection.

***Quality Care.*** We believe in our obligation to provide our families with the finest treatment experience, and are committed to life-long learning.

***Relationships.*** We believe in our human need for connection and intimacy, which are central to overcoming the isolation and despair perpetuated by addiction.

***Transparency.*** We believe in fostering trust with the families we serve, and the larger community, through open communication and accountability.

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*During my stay at Brantwood I was attending parenting classes, drug and alcohol treatment, individual therapy sessions, and many peer support groups. Brantwood gave me many skills, not just to be a parent; when I got there I was used to a very animalistic lifestyle. Today because of hard work, dedication, and the opportunity I had at Brantwood I was able to get full custody of both my children. We live in our own 3 bedroom apartment. I am employable today. I learned how to manage high stress situations and get through uncomfortable feelings. I was supported by staff in choosing my pathway to recovery, which is Narcotics Anonymous. For the first time in my 34 years of living I wake up knowing I am a great mother, friend, sister, sponsee, girlfriend, daughter, and am giving back to the recovery community. Without staff helping me believe in myself again and teaching me how to live everyday life, I would not have made it. I will forever be grateful. – JG, Cecil County*

### Organizational Strengths

1. Qualified and Dedicated Staff
2. Staff feels valued, included in organizational decisions, and well-compensated
3. Committed to quality standards as evidenced by CARF Accreditation
4. Employee retention
5. Opportunities for professional growth within the organization
6. Beautiful facility & grounds with room for growth
7. Availability of beds, ability for swift admission
8. Ease of admissions process
9. Commitment to Coordination of Care
10. Use of Electronic Health Record

### Organizational Weaknesses

1. High occupational stress & burn-out among staff
2. Lack of fringe benefits for staff
3. Not enough direct support staff (RPAs) to support growth
4. Inadequate office space
5. Constant growth & change resulting in stress to staff & clients
6. Impact of growth on individualized care
7. Not enough recreational activities for clients
8. Not well known to stakeholders
9. Lack of diversity among staff
10. Lack of continuum of care

## SWOT ANALYSIS

### External Opportunities

1. State level prioritization of specialty PWC providers
2. Few PWC providers state-wide, high demand for specialty PWC services
3. Additional funding streams for addressing opioid crisis

### External Threats

1. Stigma experienced by PWC population
2. MAT Providers that don't refer due to perceived risk of loss of client
3. Outside providers resistance to care coordination
4. Maryland Medicaid has sole payor for services

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# STRATEGIC PRIORITIES 2021 – 2023

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**Strategic Priority #1:** Provide specialized, quality care that meets the complex needs of pregnant women & women with children.

**Goal 1: Provide a continuum of care “under one roof”**

**Goal 2: Provide necessary support services.**

**Goal 3: Provide person-centered & trauma-informed care**

**Strategic Priority #2:** Hire & retain a well-trained and dedicated Team of experts in the field of addiction treatment for women.

**Goal 1: Promote workforce development & engagement**

**Strategic Priority #3:** Be recognized among stakeholders as the primary specialty provider for pregnant and parenting women with substance use disorder.

**Goal 1: Engage stakeholders to increase accessibility & reduce stigma**

