



STRATEGIC PLAN

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OUR WHO & WHY

ORGANIZATIONAL OVERVIEW

Joya is a nonprofit Neurodevelopmental Center of Excellence staffed by certified teachers, therapists, pediatric nurses, a pediatrician, and social workers. Founded in 1960 as the Spokane Guilds' School, we provide early intervention services to children and families regardless of their ability to pay. Our team is on the front end of caring for young children with developmental delays and disabilities. Our work and interventions change the entire trajectory of a child's life, leading to better outcomes in social-emotional and physical health, school, and work.

Joya's early intervention program is family-based and operates twelve months annually. Treatment is specifically tailored to meet the individual needs of each child and family. We do this through a personalized, comprehensive program of assessment, therapy, education, and support. With a staff of 60 and a yearly budget of \$6.4 million, we currently serve more than 600 children a year and provide individual and group therapy in over 15 service areas in homes, at Joya, in temporary housing, at shelters, in residential facilities, at the YMCA pool, and at daycares throughout Spokane County.

Children with cerebral palsy, Down syndrome, spina bifida, hearing or vision impairments, muscular dystrophy, autism, traumatic brain injury (shaken babies) and other forms of developmental delays and rare syndromes, are all served without regard to race, gender, religion or ability to pay.

OUR TIMELINE - KEY EVENTS

1960	Spokane Guild's School Began
1979	The Guild's School opened Eastern WA's first Neuromuscular Center and the school was renamed Spokane Guild's School & Neuromuscular Center
1982	Operations were moved to it's new facility at the former Garland School
1983	BOD separated the operations from the Foundation and a new non-profit was formed to fund the School's operations.
1996	Penny Drive project began, continuing today in many local schools and across the community.
2018	Capital Campaign Launch
2019	Rebrand to Joya Child & Family Development
2019	Founding ED Dick Boysen Retires, Colleen Fuchs takes leadership as ED
2022	Move into current U-District new, custom-built facility.

OUR MISSION

Joya is dedicated to igniting hope, empowering children and families, and establishing lifelong skills. We provide exceptional pediatric therapy and support services, engage families, and remove financial barriers. Our community is built on inclusion, encouragement, and lasting connections.

OUR VISION

Joya envisions a future where all children thrive with the support of their families, our team, and community partners. We will be the trusted early childhood development resource for families, caregivers, and higher education partners throughout our region. Joya will remain a place where all are cared for.

OUR VALUES

At Joya, we believe in empowering families to become lifelong advocates for their children. Because we know every child is limitless.

C – Compassion, H – Hope, I – Inclusion, L – Learning, D – Dedication

KEY FINDINGS & OPPORTUNITIES

Analysis, both internal and external, revealed powerful insights that shape Joya Child & Family Development's next phase of growth and transformation. These findings underscore the strength of the organization's foundational work and point to specific, high impact opportunities aligned with Joya's strategic direction. Six themes emerged that validate the organization's strategic priorities:

1. **Build Seamless Access & Continuity Across the Care Journey**

Families and partners emphasized the need for more visible, accessible, and uninterrupted pathways through early intervention and developmental services. This echoes the strategic emphasis on expanding ESIT access and building out the full continuum of care for ages 3–5. Strengthening transitions and access points ensures that no child or family falls through the cracks during critical windows of development.

2. **Deepen Cross-Sector Integration to Meet Complex Family Needs**

Stakeholders called for stronger collaboration across systems (health, education, and social services) to better support families facing layered challenges. Joya's investment in its pediatric research center, facility expansion, and status as a preferred provider reflect an intentional strategy to serve as a hub for integrated, interdisciplinary care that meets families where they are.

3. **Champion Whole-Family, Culturally Responsive Support**

Equity and inclusion emerged as essential themes across all data sources. Respondents highlighted the need for culturally relevant care, staff diversity, and approaches that consider the whole family's wellbeing. Joya's internal focus on DEI, workforce development, and family-centered delivery models directly responds to these needs, reinforcing a culture of belonging and trust.

4. **Shift Upstream with Prevention-Focused Outreach**

There is growing awareness that families often wait too long or struggle too much before receiving help. Joya's marketing, outreach, and communications strategy, along with its efforts to engage earlier in the care journey, reflect a bold move upstream. Prevention-focused engagement can drive earlier identification, reduce disparities, and improve long-term outcomes.

5. **Activate Learning Systems to Drive Outcomes & Impact**

As Joya grows, stakeholders emphasized the importance of strengthening its data infrastructure and using learning systems to track impact, improve quality, and drive innovation. The organization's investments in EHR systems, business intelligence, and outcomes measurement reflect a maturing approach to becoming a data-informed leader in early childhood care.

6. **Strengthen Financial Sustainability for Long-Term Impact**

A recurring theme in both internal and external insights was the need to secure Joya's financial future. Building a strong financial foundation, through philanthropy, smart capital investment, payor diversification, and strategic growth, is essential to sustaining services and expanding impact. Joya's efforts to steward resources, grow its foundation, and diversify revenue sources position the organization to thrive long into the future while maintaining excellence and accessibility.

Building on these six key themes, Joya's leadership defined four strategic pillars to guide the next phase of work. Each pillar is grounded in clear goals and supported by priorities that include targeted objectives, strategies, and measures of accountability.

CONDITIONS FOR RAPID GROWTH

To meet the pace of demand for Joya's services, several enabling conditions must be in place:

- **Workforce Capacity:** Strong recruitment and retention pipelines for specialized therapists, leadership, and operational roles.
- **Facility Readiness:** Sufficient space, equipment, and infrastructure to support higher patient volumes and new service lines.
- **Financial Strength:** Sustainable funding streams, diverse revenue sources, and reserves to absorb growth-related risk.
- **Efficient Systems:** Integrated tools (EHR, BI, QA) to optimize productivity, manage resources, and track outcomes at scale.
- **Strong Referral Networks:** Consistent and well-connected pathways from hospitals, pediatric providers, and community partners.

These conditions guide the priorities in this phase of plan execution.

STRATEGIC COMMUNICATION FRAMEWORK

1. WHERE ARE WE GOING AND WHY?

We are building a future where every child – regardless of age, background or circumstance – has access to timely, coordinated developmental care and support. We are expanding services, enhancing our facilities, investing in people, and improving operational systems to meet growing needs and close equity gaps. Why?

- Children ages 3-5 often lose access to critical services after ESIT ends. We are closing that gap to support both school readiness and lifelong outcomes.
- Families face increasing complexity, especially those navigating poverty, trauma, language barriers, and health disparities. Our integrated care model meets those layered needs.
- Our funding environment is shifting, and we must prepare for uncertainty through strategic financial planning, advocacy, and revenue diversification.
- Innovation in early childhood development requires strong research and data systems. Joya is investing in learning systems and infrastructure to lead the field.
- Our people are our capacity. Sustaining a values-driven, inclusive culture ensures our staff and partners thrive and grow with us.

2. HOW ARE WE GETTING THERE?

Through four interconnected Strategic Pillars, each with focused goals and measurable priorities:

- **MAKE A DIFFERENCE:** Expand access, services and research to improve child and family outcomes.
- **SECURE OUR FUTURE:** Strengthen financial sustainability, brand awareness and advocacy.
- **LIVE THE JOYA WAY:** Build a thriving internal and external culture rooted in values, belonging and growth.
- **OPERATIONAL EXCELLENCE:** Modernize systems and structures to support efficient delivery.

Each pillar contains: clear goals, specific strategies, targeted metrics, accountable owners and defined timelines.

3. HOW DO I FIT IN?

Everyone at Joya has a part to play. This is not just a leadership plan, it's an all-of-us plan.

- Direct service teams help deliver on access, quality, and family engagement goals.

- Administrative and advancement teams help ensure sustainability, visibility, and funding.
- Leadership and management provide direction, support, and accountability.
- Board members steward the vision, champion advocacy, and secure resources.
- All staff contribute to the culture and innovation that drive impact.

We will support this alignment through:

- Role-specific workplans
- Strategic goal integration into performance evaluations
- Team-based scorecards & dashboards

4. HOW WILL I KNOW IF I AM CONTRIBUTING WELL?

Progress will be tracked and shared regularly to keep everyone informed and engaged.

- Departmental scorecards and dashboards will show progress toward goal areas.
- Individual contributions will be reflected in performance evaluations and reviews.
- Organization-wide updates will be shared via:
 - Staff meetings and internal newsletters
 - Quarterly Strategy Briefings
 - Board Reports

5. WHAT'S IN IT FOR ME?

By contributing to the plan, you help children and families thrive while you grow simultaneously.

- A meaningful role in a mission-driven organization
- Opportunities for professional development and advancement
- Recognition and feedback tied to impact
- A workplace that lives its values and invests in people
- The joy of seeing your work make a real difference

6. WHERE DO I GO IF I NEED HELP?

At Joya, we are committed to a culture of learning, support and care.

- Peer mentoring and team-based support will be strengthened (utilizing team leads?)
- HR and leadership will reinforce a safe-to-fail environment that encourages questions, curiosity and collaboration

STRATEGIC PILLARS & PRIORITIES

STRATEGIC PILLAR 1: MAKE A DIFFERENCE

Definition: *Delivering on our mission by expanding services and engaging in research that improves outcomes for children and families in our community.*

Why It Matters: *Children’s developmental needs don’t pause at age 3, yet many families lose access to services at that critical point. Expanding services for ages 3–5 ensures a more complete continuum of care and prevents children from falling behind before school entry or remaining on extensive waitlists. Meanwhile, research and innovation are essential to improving our methods, refining diagnoses, and creating a future where every child receives timely, evidence-informed support. If we want to lead in pediatric care, we must invest in both access and discovery.*

- Focus Areas: Community access to care, early support services, research development and facility enhancement.

“AT JOYA, MAKING A DIFFERENCE MEANS ACTIVELY CLOSING GAPS IN ACCESS, DRIVING PEDIATRIC INNOVATION AND ENSURING THAT NO CHILD IS LEFT BEHIND.”

Goal 1.1 - Community Access

We are committed to reaching more children and families across our region by strengthening and expanding early support services.

- ESIT Expansion
 - We will expand our Early Support for Infant & Toddlers (ESIT) services to ensure at least 25% of eligible children are receiving care.
- Ages 3-5 Services
 - By June 2025, we aim to have a full complement of services (speech, physical and occupational therapies) available for children ages 3-5.

Goal 1.2 – Pediatric Research

Building a foundation for pediatric research aligns with our vision to stay at the forefront of child development science.

- Program Development
 - We will define the legal, organizational and financial models needed to support a sustainable and effective research institute.
- Facility Project
 - The creation of a dedicated research facility includes developing the design, procuring furniture, fixtures and equipment (FF&E), constructing the space and initiating operations.

STRATEGIC PILLAR 2: SECURE OUR FUTURE

Definition: *Ensuring long-term financial and organizational sustainability through strategic stewardship, philanthropy and intentional communication.*

Why It Matters: *Our financial sustainability is critical for long-term impact. With potential volatility in Medicaid and other public funding sources, it's essential we diversify revenue streams and develop contingency plans. Expanding our philanthropic footprint, strengthening our foundation, and investing in brand visibility will protect core services and ensure Joya can grow while maintaining excellence and equity.*

- Focus Areas: Advancement strategy, capital planning, donor cultivation, brand visibility and legislative advocacy.

“WE ARE BUILDING A RESILIENT FOUNDATION TO SERVE FUTURE GENERATIONS WHILE HONORING THE INVESTMENTS OF THOSE WHO BELIEVE IN OUR MISSION.”

Goal 2.1 – Steward Resources

- Advancement Program: We will build and implement a comprehensive advancement program.
 - Planned Gifts: Increase by more than 10%
 - Donor Base: Grow both total and grant donors by more than 10%
 - Retention: Retain 70% of current donors year over year
- Grow Foundation
 - Increase Foundation fund value to \$10 million through targeted campaigns and investments.
- Pay Off Value
 - Develop a capital plan and raise \$4.2 million to pay off the new construction and reduce financial liability.

Goal 2.2 - Marketing & Communications

- Launch a marketing and communications plan with clear target audiences, key messages, and performance metrics to support enrollment and fundraising.
- Target messaging will be used to increase ESIT enrollment, and diversify our payor mix.
- Increase ESIT enrollment and improve payer mix with an increase in private insurance utilization through targeted outreach and family communications.
- Publish an annual Advocacy Toolkit, host impact visits with policymakers each year, and engage new community advocates annually to advance Joya’s legislative priorities.

STRATEGIC PILLAR 3: LIVE THE JOYA WAY

Definition: *Cultivating an internal culture where people thrive in all roles, guided by our core values of compassion, hope, inclusion, learning and dedication.*

Why It Matters: *People are at the heart of Joya. To deliver on our mission, we must invest in those who carry it out. When our team feels included, supported, and professionally fulfilled, our impact multiplies. Employees must clearly see how their roles align with our vision, how their contributions are measured, and where they can turn for*

help. These efforts ensure Joya remains a preferred place to work — critical in a competitive talent landscape.

- Focus Areas: Values-based Culture, professional development, employee engagement and workplace excellence.

“THE JOYA WAY IS HOW WE LIVE OUR VALUES – IT’S HOW WE CARE FOR EACH OTHER AS WE CARE FOR THE COMMUNITY.”

Goal 3.1 – Foster a Values-Based Culture of Belonging

Cultivate a workplace culture where employees feel connected, valued and supported in living out Joya’s core values. Center this effort on shared ownership of our culture, continuous listening and intentional space for staff from all roles to shape their experience at work.

- Cross-Functional Staff “Values Committee”
 - Establish a Values Committee with representation across roles and tenures, charged with recommending values-driven activities, policy reviews, or affinity initiatives annually to strengthen belonging.
- Confidential Employee Feedback Channel
 - Implement a standing, anonymous feedback channel for staff, with quarterly theme reviews conducted jointly by leadership and the Values Committee, ensuring timely response and follow-up.
- Define & Expand Growth Pathways (Published Transparent & Objective)
 - Publish department-specific growth pathways for all staff, with annual review and updates to ensure transparency and alignment with organizational needs.
- Regularly Measure Engagement & Belonging
 - Conduct an annual engagement and belonging survey with results shared back to staff and a goal of year-over-year improvement in eNPS and belonging metrics.
- Launch a centralized online Training Library accessible to all staff updated semi-annually.
- Board Representation: Recruit and onboard Board members representing under-represented demographics or lived experience to better reflect Joya’s community.

Goal 3.2 - Invest In People

- Professional Development: Ensure 100% of staff complete annual performance evaluations that include a professional development discussion.
- Competitive Wages: Conduct a wage benchmarking review every three years, maintaining all roles within the competitive market zone.
- Internships: Sustain higher education internships annually, with structured mentorship and evaluation.

Goal 3.3 - Be the Preferred Place to Work

- Employee Satisfaction: Conduct an annual employee satisfaction survey, tracking year-over-year improvement across benefits, culture, and work-life balance.
- Retention: Maintain an annual turnover rate below 15%, monitored quarterly.

STRATEGIC PILLAR 4: OPERATIONAL EXCELLENCE

Definition: *Advancing systems and strategies that make our work smarter, more efficient and adapt quickly to changing needs.*

Why It Matters: *Our systems must grow with us. Joya's SWOT analysis highlighted the need for better technology and infrastructure to manage growth and improve care quality. From implementing a new EHR system to enhancing business intelligence, we must modernize and prepare for scale. With smart succession planning, improved financial health, and strong internal data systems, we can lead the field in both efficiency and outcomes.*

- Focus Areas: Technology upgrades, succession planning, financial performance and quality outcomes.

"WE AIM TO NOT JUST KEEP UP, BUT TO LEAD. OPERATIONAL EXCELLENCE ENSURES WE'RE READY FOR WHAT'S NEXT."

Goal 4.1 - Information Technology

- EMR/EHR System
 - By Q4 2026, complete procurement, installation, user training, records migration, and full go-live of a new EMR/EHR system.
- Business Intelligence System: Implement a modern BI system with at least three core performance dashboards (financial, clinical, operational) live and in use by leadership.

Goal 4.2 - Succession Planning

- Compensation Plan: Update and approve a comprehensive compensation plan every 3 years.
- Mentorship: Launch formal employee mentoring groups, with 80%+ of mid-level staff matched with a mentor.
- Career Outreach: Host/join Career Nights with local high schools to support workforce development.
- Growth Pathways: Publish clear growth pathways across all departments.
- Leadership Redundancy: Complete an updated organizational chart and coverage plan identifying at least one redundancy for each leadership role.

- Talent Acquisition: Fill all priority positions (Advancement Director, Research Director, Admin Support, CPA/Controller, Project Management)

Goal 4.3 - Financial Performance

- FIB Ratio: Maintain a First Interstate Bank (FIB) Ratio >1.0, reviewed quarterly.
- Payer Mix: Improve payer mix by increasing Medicaid contribution.
- Revenue Diversification: Reduce philanthropic dependency on operations, increase patient volumes and launch monetization initiatives using Joya facilities.
- Accounting Upgrades

Goal 4.4 - Preferred Provider Status

- Family Satisfaction: Achieve and maintain >90% positive responses on annual family satisfaction surveys, plus track response rate >50% for reliability.
- Quality Assurance: Implement a continuous quality improvement framework, with quarterly reviews and 100% of identified issues addressed within 30 days.
- Delivery Environment: Ensure >90% of encounters occur in natural environments
- Center of Excellence: Maintain designation by completing annual self-evaluation against all criteria.
- Inbound Referrals: Increase referral volume by 25% by FY26, tracked monthly.
- Clinical Outcomes: Track child developmental outcomes through EHR, with 50% of children meeting age-appropriate milestones by age 3.

2025-26 FY STRATEGIC PRIORITIES

SUMMARY

As Joya developed its comprehensive strategic plan, several important trends and themes emerged from our analysis of strengths, challenges, and opportunities. In reviewing these findings, it became clear that certain areas required more immediate attention to position the organization for long-term success.

The following section highlights the priorities and initiatives we will focus on first during Fiscal Years 2025–2026. These represent the most urgent and high-impact projects that will help us respond to growing community needs, strengthen our organizational foundation, and accelerate progress toward our vision. Each initiative connects directly to our strategic pillars and reflects both the realities of our current environment and the opportunities before us.

PRIORITIES & MEASURES OF SUCCESS

STRATEGIC PILLAR 1: MAKE A DIFFERENCE

Why: Expand access to pediatric therapy and research, ensuring children and families across our region can receive timely, high-quality services.

Top Priorities:

1. Enhance & Scale Jumpstart Services (Ages 3–5)
2. Establish Pediatric Research Program Structure

Pillar KPI: *Increase the total number of children and families served by 20% year-over-year, as measured at fiscal year-end, compared to the prior fiscal year baseline.*

STRATEGIC PILLAR 2: SECURE OUR FUTURE

Why: Strengthen Joya’s long-term financial stability, visibility, and advocacy to ensure sustainability well into the future.

Top Priorities:

1. Develop & Launch Facility Payoff Strategy
2. Launch Mid-Level & Planned Giving Advancement Strategy
3. ESIT-Focused Marketing & Referral Campaign

Pillar KPI: *Achieve and maintain a 5% or greater operating margin by the end of FY26, measured quarterly and at fiscal year-end.*

STRATEGIC PILLAR 3: LIVE THE JOYA WAY

Why: Build an inclusive, supportive internal culture that reflects our values and strengthens leadership at all levels.

Top Priorities:

1. Implement Leadership & Management Development Program
2. Conduct & Respond to Annual Staff Engagement Survey

Pillar KPI: *Achieve and maintain an Employee Net Promoter Score (eNPS) of 60 or higher on the annual staff survey, measured once per fiscal year.*

STRATEGIC PILLAR 4: OPERATIONAL EXCELLENCE

Why: Modernize systems and infrastructure to support scalable, high-quality care.

Top Priorities:

1. Implement EHR System with QA & BI Integration
2. Establish Cross-Program Quality Assurance Framework

Pillar KPI: *Maintain 90% or higher positive satisfaction responses from patients/parents on the annual survey, measured once per fiscal year.*