



Strategic Plan

2024-2026

Because You
Matter





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Dear Friends,

At Gemma Services, we envision a world where every person knows they matter. This profound sentiment informed the recent work on our three-year Strategic Plan that will guide us into Gemma's future, providing a road map as we navigate opportunities, focus on continuous improvement, and deepen our impact on our community.



This Strategic Plan was designed to be ambitious but achievable, as well as specific but adaptable. Most importantly, we designed this plan to be embedded in our regular practice to ensure it will be an active guidepost for Gemma through 2026 and beyond as we envision our long-term sustainability and success.

The Plan is organized according to three interlinked strategic priorities:



GROWTH

Because the need for our mission continues to expand, Gemma must grow professionally and organizationally to identify and respond to challenges, needs, and opportunities around us.



IMPACT

As we grow, we remain focused on making the greatest impact so that people in our community will know they matter because Gemma accompanies them with individualized support.



EMPLOYER OF CHOICE

To sustain our growth and impact, Gemma strives to be an employer of choice by fostering a personally rewarding and engaging culture to support a passionate, innovative, and resilient workforce.

We are excited to share our Strategic Plan with you and we look forward to updating you throughout the next three years. As you explore these pages, we invite you to be in touch. We want to hear your ideas for how we can work together to ensure that all members of the Gemma community know they matter.

With appreciation,

A handwritten signature in black ink that reads "Kristen".

Kristen E.M. Gay, Ph.D.
President and CEO

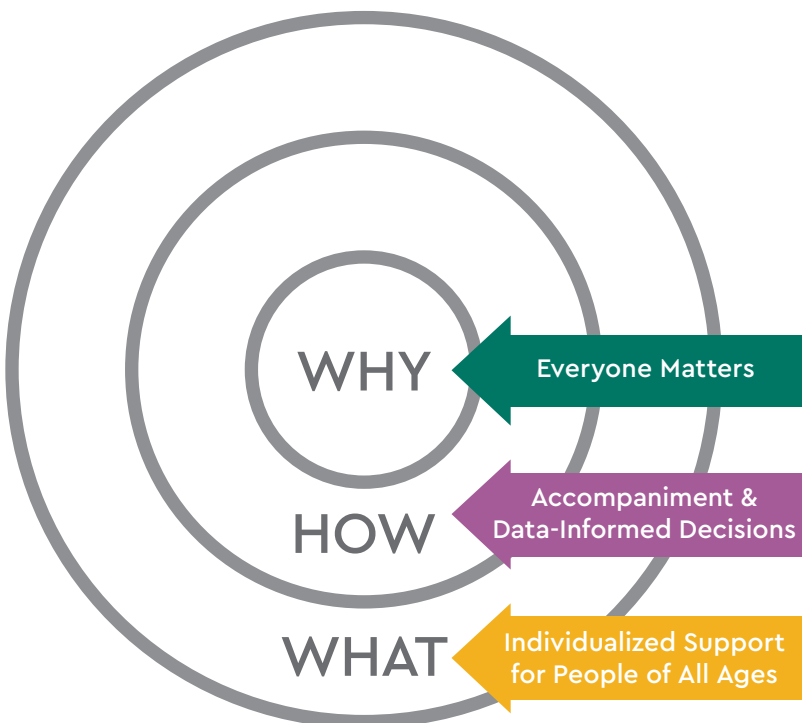
OUR VISION

We envision a world where every person knows they matter.

OUR MISSION

Gemma accompanies people of all ages through life's challenges using individualized, data-informed support.

Our Why, How, & What



UNITED: Our Values

Unlimited

WE THINK BIG

Nimble

WE ADAPT AS NEEDED

Inspired

WE ARE PASSIONATE ABOUT THE MISSION

Transparent

WE SEEK THE TRUTH TO LEARN

Effective

WE DO HARD THINGS WELL

Diverse

WE WELCOME DIFFERENT PERSPECTIVES

Strategic Priority: GROWTH



OUR GOALS

From 2024 to 2026,
Gemma will:

- ✔ Increase the number of individuals we accompany by:
 - Expanding existing community-based programs positioned for growth.
 - Exploring the expansion of the residential continuum of care.
- ✔ Support the expansion of Martin Luther School and the Plymouth Meeting campus as informed by a completed comprehensive assessment.
- ✔ Launch a Capital Campaign to expand and relocate the school to a new campus.

WHAT SUCCESS WILL LOOK LIKE

Gemma is in a unique position to expand our organization and respond to the evolving needs of our community.

- ✔ In *Residential Treatment*, Gemma will continue to develop an innovative and sustainable model for children needing residential treatment that optimizes individualized support and promotes effective family and community connections, and will explore avenues for expansion of residential continuum of care.
- ✔ In our *Community-Based Programs*, we will focus our growth efforts on programs that have high sustainability, demand, and impact, such as Applied Behavior Assessment Services, Family-Based Mental Health Services, and opportunities to expand prevention programs.
- ✔ At *Martin Luther School*, Gemma will provide the region's finest educational experience for students needing emotional support by expanding to Pre K-12th grades, promoting continuous innovation, and creating an exceptional educational campus.

Strategic Priority: IMPACT



OUR GOALS

From 2024 to 2026,
Gemma will:

- Identify and track key performance indicators across the organization.
- Create and expand individual, organizational, and governmental relationships to advocate for our mission.
- Explore how to best measure mattering and develop performance indicators for categories including mission, financial, safety, operations, and outcomes.
- Publish an annual report communicating Gemma's impact.

WHAT SUCCESS WILL LOOK LIKE

To exemplify accompaniment, data-informed decision making, and promote a well-informed community, Gemma will measure our impact and establish a nimble, easily accessible system that drives continuous improvement and celebrates progress toward goals.

We will expand our partnerships and visibility with all stakeholders, internal and external, by enhancing communications that tell Gemma's story and illustrate our impact on the lives of those we accompany.

Strategic Priority: EMPLOYER OF CHOICE



OUR GOALS

From 2024 to 2026,
Gemma will:

- Ensure all employees are aware of Gemma's array of benefits and perks that are available to them.
- Develop and provide comprehensive employee trainings in our best-in-class systems.
- Continue to offer broad professional development and leadership opportunities, and define career pathways across Gemma.

WHAT SUCCESS WILL LOOK LIKE

Gemma will establish a reputation as a leader in professional development by offering diverse opportunities and pathways for employee growth. We will develop best-in-class systems for employee wellbeing and enhanced performance to sustain a culture and environment that attracts, engages, and retains the best workforce.

Gemma will provide internally equitable and externally competitive compensation, benefits, and perks. By investing in our workforce and cultivating leaders, we will foster an engaging, supportive, and recognition-based environment.

Finally, Gemma will leverage and expand symbiotic relationships with educational institutions that provide professional learning and research opportunities.

