



Highlights of our Strategic Initiatives **2020-2023**

Who we are...

Special Service for Groups has always been about community. We are a private, nonprofit corporation providing a range of health and human services to multiethnic groups across Southern California and San Francisco. From our beginnings in Los Angeles in 1952 through today, our services have always been rooted in meeting the needs of diverse and underserved individuals and families in Los Angeles and surrounding areas. Over the years our programs have been built, expanded, and sustained out of the need to provide culturally and linguistically tailored services to growing ethnic minority communities in the region. Today we continue to specialize in services to these communities at 20 divisions in Southern California and San Francisco.

Where we are going...

SSG's first priority is to continue sustainable growth and effective programming—especially in those areas identified by internal and external stakeholders including our clients, our staff, and the communities we serve. Some major issues that significantly impact agency goals include federal, state and local priorities aimed at increasing health access, improving quality of care, and advancing health equity, particularly for communities who are disproportionately impacted by racial and economic injustice. SSG's task will be to assess opportunities that align with our areas of expertise, develop the assets and systems to support expansion into new markets, and support our staff through these changes in order to achieve successful expansion.



How we will get there...

Nine (9) specific strategies have been identified to reach the agency's goal for sustainable growth.

Strategic Initiative #1

Products, Services and Markets:

Evaluate, modify, and create programming that is responsive to key changes in community investment priorities. This initiative will focus increasing access to appropriate high-quality prevention, treatment, and recovery support services and prioritizing the delivery of integrated, coordinated care for our clients through the formation of new healthcare partnerships.

Strategic Initiative #2

Asset and Resource Development:

This initiative will focus on maximizing current funding streams (both public and private funding) while initiating steps to diversify our revenue model to include third-party payers and other revenue sources.

Strategic Initiative #3

Technology and Systems:

This initiative will focus on keeping up with quickly changing technology systems to ensure adoption of effective and appropriate programming in areas of revenue management, program service models, research & evaluation, electronic health records and more.

Strategic Initiative #4

Strategic Partnerships, Alliances & Networks:

This initiative will focus on prioritizing community partnerships that increase the agency's overall effectiveness and relevance.

Strategic Initiative #5

Infrastructure and Capacity Improvements:

This initiative will focus on overhauling old, or investing in new, systems and practices in order to achieve the organizational skills, human resources and infrastructure to support and retain the most capable service providers, as well as respond to stakeholder and consumer demands and expectations.



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Strategic Initiative #6

Homeless Service Expansion:

This initiative will focus on building organizational capacity to respond to the increased demands on SSG's homeless services division and to prepare for the influx of new resources earmarked for homeless service providers across Los Angeles County.

Strategic Initiative #7

Long-term Financing:

This initiative will focus on supporting the tremendous growth of the agency by exploring long term financing plans and structures that will insure the sustained financial capability of the agency.

Strategic Initiative #8

Alternatives to Incarceration:

This initiative will focus on contributing to the re-imagining of the system of care for justice-involved individuals across Los Angeles. As a leader in the field, SSG aims to take a leadership role in the design and implementation of a treatment system that is based on best-practices in the field and guided by the "Care First, Jails Last" philosophy.

Strategic Initiative #9

COVID-19 Crisis Management:

This initiative will focus on prioritizing the health and safety of our staff and clients in response to the COVID-19 Pandemic. Priorities include hiring a COVID-19 Medical Director to advise on agency operations, responding to the increased need for safety net services from our clients, and supporting our staff by offering wages and benefits that reflect industry standards.