



Strategic Plan: 2026-2029

(reviewed on 8-7-26)

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Partners for Kids and Families Description

[Partners for Kids and Families](#) (PFKF) is the Care Management Organization (CMO) serving youth and their families from Burlington County, NJ. PFKF is a private, nonprofit organization that contracts with the New Jersey Department of Children and Families/Division of Children's System of Care to provide care management to youth with behavioral and emotional difficulties; intellectual or developmental disabilities; and/or substance use treatment needs.

PFKF uses the Child-Family Team (CFT) process and wraparound values (youth/family voice and choice; strengths-based; culturally competent; individualized; team-based; collaboration; community-based; natural supports; unconditional; and outcome-based) as the foundation of our work with youth and families.

Through a team-based planning process, PFKF works in partnership with the youth and family in identifying their long-term family vision, their strengths, and their needs across various life domains including but not limited to mental health, education, legal, financial, social/recreational, housing, spiritual/cultural, and safety. Using a strengths-based approach, PFKF, the youth and family, and the rest of the Child-Family Team collaborate to develop strategies to address the youth and family's needs. PFKF will also link the youth and family with community resources and services. Through the support of the Child-Family Team, the goal is for the youth to be successful at home, in school, and connected to their community.

PFKF also has a community resource development function designed to address unmet resource needs in Burlington County. This function supports the development of resources that promote the resiliency of youth and families in communities disproportionately impacted by the social determinants of health. Community resource development strengthens new and existing activities and services through collaboration with community partners to reduce risks to child and youth well-being and promote safety, health, and community connections.



Mission, Vision, and Culture

Agency Mission

PFKF's mission is to build a sustainable team of community supports with families affected by the challenges of mental health, developmental disabilities, or substance use.

Agency Vision

PFKF's vision is to have a vibrant and supportive community with resilient youth in strong, loving families.

Workplace culture statement

We strive to cultivate an organization to be one of accountability, trust, and empathy. When we empower ourselves and each other to show up authentically, we foster a team of support and respect that we carry into the community we serve.

Cultural Competency Commitment Statement

PFKF is committed to understanding, accepting, and appreciating others. We value the diversity of our community by empowering our staff with the tools to ensure that we acknowledge and appreciate the differences of the families we support.

Summary of Strategic Priorities

Strategic Priorities	Comments	CARF plans and PFKF documents used to monitor progress	Strategic goals
1. Service Excellence	We are entrusted with the care of our youth and families and have a responsibility to them to provide the best care management possible. We also have a responsibility to our community to build and promote an environment where youth and families feel a strong sense of connection, safety, and security. Ultimately, it is the community which will support and nurture our youth and families well beyond their involvement with PFKF. Our engagement with youth and families and our practice of care management will exemplify the wraparound values, trauma informed care, the principles of Nurtured Heart, Zero Suicide, QPR, and cultural competence, diversity, and inclusion.	Performance Measurement and Management Plan Performance Improvement Plan Workforce Development Plan Cultural Competence, Diversity, and Inclusion Plan Reports through Power BI	Deliver high-quality service that achieve positive outcomes for youth and families. Ensure timely access to needed services and supports Maintain fidelity to the wraparound/Child-Family Team model Sustain implementation of trauma-informed care and evidenced-informed practices
2. Community Engagement and Advocacy	PFKF will be a well-known presence for providing vital and essential support. PFKF will be viewed positively for the many ways we assist youth, families and the community.	Performance Measurement and Management Plan Performance Improvement Plan	Increase public awareness and community understanding of PFKF

	PFKF will advocate for funding and policies that enhance the long-term viability of our agency and ensure our financial and operational strength to remain indispensable to our community. PFKF will be a key decision maker and collaborator within our system of care	Accessibility Plan	and the value of Care Management Organizations. Strengthen PFKF's visibility, influence, and impact
3. Agency Sustainability and Accountability	PFKF will conduct its business honestly, ethically, and with integrity. PFKF will maintain and strengthen the community's trust and confidence in our agency. PFKF will manage its budget to ensure the agency's financial sustainability and meet the needs of our youth, families, staff, and organization.	Corporate Compliance Overview Performance Measurement and Management Plan Performance Improvement Plan PFKF Financial Policies Financial Coding and Audit Plan HIPAA policies and risk assessment Risk Management Plan Reports through Power BI	Ensure PFKF's financial sustainability Maintain compliance, accountability, and ethical business practices
4. Workforce Excellence	We will develop and maintain a highly skilled workforce which meets the needs of our families and our agency and supports a culture that makes PFKF a place where people want to work PFKF seeks to create a work environment where	Technology Plan Workforce Development Plan Performance Measurement and Management Plan	Promote staff wellness, engagement, and connection Foster professional growth and leadership

	people thrive in their jobs, encouraging growth and excellence. We will accomplish this by providing the necessary resources for everyone to excel in their work, developing the technical skills needed to perform their jobs, and fostering the emotional intelligence skills that promote success at PFKF. This includes leadership, conflict resolution, teamwork, flexibility, communication skills, and creativity. PFKF will also strive to provide advancement opportunities for its employees and maintain a high employee retention rate.	Performance Improvement Plan Cultural Competence, Diversity, and Inclusion Plan Reports through Power BI	development Implement succession planning for key agency positions Identify opportunities to further incorporate technology, including Artificial Intelligence, to improve how we work
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Performance Measurement Approach

PFKF will measure progress toward the strategic goals outlined in this plan through Key Performance Indicators (KPIs) that are detailed in supporting CARF plans and internal operational documents. These supporting documents provide the specific responsible persons, metrics, targets, and reporting processes necessary to ensure accountability and continuous improvement. Rather than listing detailed KPIs here, this strategic plan serves as a high-level roadmap, while operational plans offer the granular details. Examples of KPI categories include youth and family satisfaction, workforce development indicators, financial sustainability measures, compliance and quality benchmarks, and community engagement metrics. This layered approach ensures clarity at the strategic level and precision at the operational level.

What does success look like for PFKF?

Service Excellence

- Maintain a Care Manager ratio of 1:14-1:15
- Extend CARF accreditation beyond 2029
- The wraparound principles and trauma-informed care are embedded in all aspects of our system of care

Community Engagement and Advocacy

- Obtain a Medicaid rate increase
- Be recognized as a leader within NJCMO
- Expand awareness of PFKF

Agency Sustainability and Accountability

- Obtain a Medicaid rate increase
- Maintain a minimum of a three month financial reserve
- Sustain an organizational culture grounded in ethics, integrity, and honesty

Workforce Excellence

- Maintain an annual employee retention rate of 90% or higher
- Develop the next generation of organizational leaders

If all you need is an overview of our strategic priorities and how we are viewing success, you can stop reading here. If you are curious about the details that helped inform the plan, keep going!

Environmental Scan and Strategic Planning Analysis

Financial Opportunities

PFKF Maintains a stable financial position as a Medicaid funded care management organization serving Burlington County. Opportunities exist to strengthen our long-term financial sustainability through:

- Continued advocacy through NJCMO for increases in our Medicaid rate
- Exploration of alternate funding opportunities that align with PFKF's mission and contract requirement
- Maintaining strong census levels while ensuring fidelity to the wrap around model

These opportunities support PFKF's ability to maintain quality services while responding to changing community needs

Financial challenges

PFKF's financial stability is influenced by several external factors

- 2025 Reconciliation Law (Public Law 119-21) signed into law by President Trump on July 4, 2025, and its impact on Medicaid.

As the state plans for changes in federal funding, it will be critical to assess any longer-term effects on PFKF and our families. For example, there may be downstream effects on our youth if their parents or caregivers experience increased financial strain, potentially resulting in greater demand for financial support to meet their basic needs. Increased financial stress within the home may also negatively impact youth behaviors, leading to a higher demand for CMO support, which in turn has implications for our staffing levels.

- Without a Medicaid rate increase for CMOs, PFKF will continue to experience financial pressures impacting salaries, benefits, technology, and operations, which then impact recruitment and retention.
- Dependence on a single primary funding source
- Unpredictable nature of our census, PFKF has no control over who is referred to us

To mitigate these risks, PFKF will continue to maintain financial reserves, monitor budget performance, advocate for adequate Medicaid rate payment, and explore diversified funding opportunities.

Analysis of additional challenges

- Financial strain on employees to make ends meet compounding the stress of an already challenging line of work
- A sense of disconnection and isolation among PFKF staff
- A Care Manager to youth ratio that is consistently above 1:14 to 1:15 impacts our fidelity to the wraparound/Child-Family Team model, quality of service delivery, and employee wellbeing.
- Challenges with timely access to community-based and out-of-home treatment services. There are state-wide workforce barriers which impact the number of available treatment providers who can address the complex needs of our youth
- Ongoing barriers to addressing the needs of youth with intellectual and developmental disabilities
- Plan for the anticipated retirement of agency Directors, including the Finance Director (approximately 2029) and the leaders responsible for Office Administration and IT (approximately 2032–2034). In addition, the Executive Director, Director of Care Management Operations, and Human Resources Director may retire within a comparable timeframe.

Demographics of Burlington County

As of July 2025 (source: [U.S. Census Bureau QuickFacts: Burlington County, New Jersey](#))

Burlington County experienced a 4.2% population increase from April 2020 to July 2025 (461,860 to 481,439)

	Burlington County, NJ	New Jersey
Persons under age 5	5%	5.5%
Persons under age 18	19.9%	20.9%
Persons over age 65	20%	18.5%
Female persons	51%	51.2%

	Burlington County, NJ	New Jersey
White alone	67.8%	66.8%
Black alone	19.4%	15.8%
Asian alone	7.3%	11.6%
Two or more races	4.8%	3.8%
Hispanic or Latino	10.9%	24%

Education

	Burlington County, NJ	New Jersey
High School Diploma or higher (2020-2024)	94.3%	90.7%
Bachelor's Degree or higher	42.5%	43.6%

The source for financial information below on Burlington County residents is the [Burlington County Health Department Reports and Inspection Data | Burlington County, NJ - Official Website](#), which was completed in 2025.

The **median income** for Burlington County is **\$105, 271** per household. (see page 34)

7% of Burlington County residents live in poverty with 9% of children living in poverty. (page 34). The highest concentration of poverty is located in Beverly and Wrightstown (page 35).

ALICE (Asset Limited Income Constrained Employed) captures the percentage of working households whose income is above the federal poverty level, but below the threshold necessary to meet basic needs, such as food, clothing, utilities, or healthcare, based on localized cost of living and average household sizes. Approximately 28% of Burlington County households meet the ALICE criteria. (page 36)

The Living Wage Calculator estimates the cost of living in counties across the United States to determine the annual income an individual or family must earn to meet their basic needs. Using the estimates from the [calculator for Burlington County](#), **there are few**

jobs that provide a livable wage based on the local cost of living. (page 44)

According to the U.S. Department of Housing and Urban Development, a household is considered “cost-burdened” if it spends more than 30% of its income on housing. **In Burlington County, 28% of homeowners and 51% of renters are housing cost-burdened.** The homeowner burden rate is slightly lower than the New Jersey average and similar to the national average, while the renter burden rate is similar to both state and national averages. (page 62)

The U.S. Department of Agriculture defines “food insecurity” as *a household-level economic and social condition of limited or uncertain access to adequate food*. Households may not have consistent access to nutritious food due to financial or other barriers. **11% of children in Burlington County experienced food insecurity, compared with a 13% average for NJ.** (page 72)

Although Burlington County's median household income exceeds state and national averages, many working families continue to experience financial hardship in meeting basic living expenses.

Social Determinants of Health

PFKF recognizes that many factors outside of our agency influence youth and families outcomes. Common social determinants affecting the population served include:

- Families’ financial struggles to meet their basic needs
- Food insecurity
- Transportation barriers
- Availability of community based behavioral health resources
- Social isolation and a lack of natural supports
- Language and communication barriers

While Burlington County demonstrates strong overall economic and quality-of-life indicators, environmental and social burdens are not evenly distributed throughout the county. Certain communities experience higher concentrations of poverty, housing instability, transportation barriers, and health disparities. These conditions can contribute to increased stress on youth and families and may affect access to services, community resources, and opportunities for healthy development.

Regulatory and Legislative Environment

PFKF operates within a highly regulated environment and must remain responsive to changes affecting children's behavioral health services.

Key considerations include:

- Federal Medicaid policy changes
- New Jersey Department of Children and Families requirements
- Changes resulting from gubernatorial administrations and agency leadership transitions
- Impact of federal immigration enforcement policies on undocumented families
- CARF accreditation standards
- HIPAA and cybersecurity requirements
- Workforce credentialing and training expectations
- State and federal regulations impacting behavioral health, developmental disabilities, and substance use services

PFKF will continue monitoring legislative and regulatory developments and engaging with NJCMO and other partners to advocate for policies that support youth, families, and care management organizations.

Technology Environment

Technology continues to influence how PFKF delivers and monitors services

Current strengths include:

- Power BI reporting and data analytics
- Cloud based Microsoft 365 systems
- Enhanced cybersecurity measures
- Multi factor authentication

- Penetration testing and vulnerability assessments
- Video conference communication platforms
- Implementation of artificial intelligence technology to assist care management staff with the completion of progress notes

Future opportunities include:

- Expanded use of artificial intelligence to improve administrative efficiency
- Enhanced data analytics to support quality improvement initiatives
- Continued investment in cybersecurity protections
- Leveraging technology to improve employee engagement, training, and service delivery

PFKF will evaluate technological innovations while ensuring compliance with privacy, security, and ethical standards

Appendix A: Demographics of youth served by PFKF

All reports reflect activity as of July 1, 2025-June 30, 2026.

Active youth

[CARE WORKGROUP - Active youth July25-June26.pdf - All Documents](#)

DD eligible youth

[CARE WORKGROUP - DD eligible July25-June26.pdf - All Documents](#)

Length of stay

[CARE WORKGROUP - Length of stay July25-June26.pdf - All Documents](#)

Medicaid Coverage

[CARE WORKGROUP - Medicaid coverage July25-June26.pdf - All Documents](#)

Out of Home treatment population

[CARE WORKGROUP - OOH population July25-June26.pdf - All Documents](#)

Re-enrollments

[CARE WORKGROUP - Re-enrollments July25-June26.pdf - All Documents](#)

