



Children's TherAplay
The Children's TherAplay Foundation, Inc.



Access & Innovation

The Children's TherAplay Foundation, Inc.

Strategic Plan

2025

Mission, Vision and Values

Our Mission

The mission of The Children's TherAplay Foundation, Inc. is to provide individualized skill development for children with disabilities and/or unique needs through physical, occupational, and speech therapies using a horse as a treatment tool in a safe and caring environment.

Our Vision

The vision of The Children's TherAplay Foundation, Inc. is for all children with disabilities and/or unique needs and their families to have access to the therapies they need to thrive.

Our Values

Empowerment

Quality

Inclusivity

Learning

Collaboration

Strategic Priority #1

Community Responsiveness

Increase our ability to respond to the unmet needs of the families we serve and provide our innovative services to more school age children by the end of 2028.

INCLUSIVITY, EMPOWERMENT

Strategic Priority #2



Financial Growth

Increase annual revenue by 20% by the end of 2027 to support new programming.

QUALITY

Focus Area



Business Efficiency

Increase organizational efficiency in employee recruitment and onboarding, workflow by department, and herd management to support strategic growth plans.

QUALITY

Focus Area



Learning & Growth

Create a system to identify annual training and education to support our strategic goals and improve employee engagement scores.

LEARNING, COLLABORATION

Strategic Priority #1

Community

Responsiveness



Increase our ability to respond to the unmet needs of the families we serve and provide our innovative services to more school-age children by the end of 2028.

Our Objectives

1. Hire **Resource Coordinator** by the Spring of 2026 to provide social services for the families we serve.
2. Add new **group therapy programming** to begin by the end of 2025, and pilot intensive therapies by the end of 2026.
3. Increase capacity to provide more **school-age children** access to our innovative therapies, increasing the number of school-age children served annually.



Strategic Priority #2

Financial Growth



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Increase annual revenue by 20% by the end of 2027 to support new programming.

Our Objectives

1. Develop an updated comprehensive **fundraising strategy** to increase annual fundraising by \$250,000 by the end of 2027.
2. Develop an updated comprehensive **earned revenue strategy** to forecast new programming income by the end of 2026.



Focus Area

Business

Efficiency



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Increase organizational efficiency in employee recruitment and onboarding, workflow by department, and herd management to support strategic growth plans.

Our Objectives

1. Create **herd management plan** by the end of 2025 which allows for equine and barn involvement in new strategic programming.
2. **Reduce voluntary turnover** by 10% by the end of 2026 through improved communication, onboarding, and culture initiatives. Achieve Gallup 12 scores of 3.8 or higher.
3. Create a **unified tracking system** across all departments for key performance indicator tracking and workflow management by the end of 2025.
4. Research, identify, and implement new **technology improvements** in clinic operations to support our strategic goals by 2027.



Focus Area

Learning & Growth



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Create system for identifying training and education annually to support our strategic goals and improve employee engagement scores.

Our Objectives

1. By the end of 2026, create a structured and dynamic **leadership development program** with emphasis on improving team communication by department and at the executive level.
2. By the end of 2026, Develop and implement improvement plans for strategic growth in our **medical billing** department.
3. By the end of 2025, develop an organizational **annual training and education plan** by October each year to prioritize the development of strategic focus areas for the coming year.
4. By the end of 2026, create a structured **training and education program for therapists** to reinforce our commitment to quality of care that allows for experiential learning and regular assessment of competency gains.

