



GAUDENZIA

JULY 1, 2026 – JUNE 30, 2029

Gaudenzia Strategic Plan FY2027– FY2029

Preparing Deliberately for the Future



GAUDENZIA

ADDICTION TREATMENT & RECOVERY SERVICES

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A Message from Dr. Deja Gilbert

Behavioral healthcare is evolving rapidly. Across the country, organizations are navigating increasing complexity in the needs of the individuals and communities they serve, alongside changing healthcare systems, workforce challenges, and growing expectations for integrated, high-quality care.

At Gaudenzia, we recognize that this moment requires both stability and forward-thinking leadership.

For more than five decades, our mission has remained rooted in helping individuals and families achieve recovery, healing, and renewed possibility. As we look toward the future, we remain deeply committed to delivering evidence-based, trauma-informed, and person-centered care that meets people where they are — and supports where they're going.

This strategic plan reflects our commitment to strengthening the foundation of our organization while preparing responsibly for the future of behavioral healthcare.

Our approach is intentional. We stabilize first. We grow selectively. We prepare deliberately for the future.

Over the next three years, our focus will center on five interconnected priorities: **strengthening clinical and medical care, investing in our workforce, optimizing our facilities and infrastructure, reinforcing disciplined financial stewardship, and deepening community and stakeholder partnerships.**

Grounded in dignity, compassion, accountability, and lived experience, this work is about more than organizational growth. It is about ensuring that individuals, families, and communities continue to have access to high-quality behavioral healthcare and recovery support across the continuum of care.

As a healthcare organization specializing in behavioral health, Gaudenzia understands that recovery is not one-size-fits-all. Lasting healing requires integrated support, strong partnerships, dedicated professionals, and a willingness to continue evolving alongside the changing needs of the people we serve.

This plan represents not only where we are headed, but how we intend to move forward — with purpose, discipline, collaboration, and hope.

Thank you to our Board of Directors, leadership team, staff, partners, supporters, and communities for your continued trust and partnership in this important work.

Together, we are preparing thoughtfully for the future while remaining grounded in the mission that continues to guide us every day.

Dr. Deja Gilbert, PhD, MBA, FACHE, LPC, LMHC
President & CEO

The Landscape Is Changing — and So Must We

Behavioral healthcare is evolving rapidly. Across the country, organizations serving individuals and families impacted by substance use and mental health challenges are navigating increasing complexity, changing expectations, workforce pressures, and growing demands for integrated, high-quality care.

At the same time, communities continue to face rising behavioral health needs alongside shifting healthcare, funding, and policy environments. Recovery journeys are becoming more complex, requiring stronger coordination across clinical care, medical services, housing, workforce support, and long-term recovery resources.

This moment calls for both stability and adaptability.

It requires disciplined decision-making, thoughtful investment, strong partnerships, and a clear focus on long-term sustainability. It also requires the ability to evolve — strengthening what works today while preparing responsibly for what comes next.

This strategic plan reflects Gaudenzia's commitment to meeting that moment with clarity, purpose, and intention.

Rather than pursuing growth for growth's sake, this plan is grounded in a deliberate sequence: first stabilizing and strengthening our foundation, then growing selectively and responsibly, and ultimately preparing the organization for long-term transformation and impact.

Our focus is not simply on reacting to change, but on preparing thoughtfully for the future of behavioral healthcare while remaining deeply grounded in our mission, our communities, and the people we serve every day.



Stabilize → Grow → Transform

Rather than pursuing broad expansion all at once, Gaudenzia's strategy is intentionally sequenced to ensure long-term sustainability, organizational readiness, and meaningful impact.

Each phase builds upon the next.

FY2027 | Stabilize

Stabilize

Our first priority is strengthening the foundation of the organization.

This includes stabilizing operations, supporting and developing our workforce, strengthening consistency across programs and systems, improving infrastructure, and reinforcing operational discipline and accountability.

This phase is focused on reliability, alignment, and trust — creating the stability necessary for sustainable growth.

FY2028 | Grow Selectively

Grow Selectively

As foundational systems strengthen, Gaudenzia will pursue thoughtful and disciplined growth opportunities aligned with mission, community need, operational readiness, and long-term sustainability.

Growth will not be pursued for growth's sake. Instead, decisions will be guided by strategic alignment, quality, financial stewardship, and the ability to deliver meaningful impact.

FY2029 | Prepare for Transformation

Prepare for Transformation

With a stronger foundation and clearer strategic direction, Gaudenzia will continue preparing for the future of behavioral healthcare.

This includes advancing innovation, strengthening partnerships, expanding organizational readiness, leveraging technology and data more effectively, and positioning the organization for long-term resilience and impact in a rapidly evolving landscape.

Transformation is not viewed as a single event, but as an ongoing commitment to continuous improvement, adaptability, and mission-driven leadership.

Our Five Strategic Pillars

Gaudenzia's FY2027–FY2029 Strategic Plan is organized around five interconnected strategic pillars designed to strengthen care, support our workforce, optimize operations, and position the organization for long-term sustainability and impact.

Together, these pillars reflect our commitment to whole-person care, disciplined stewardship, workforce investment, community partnership, and organizational readiness in a rapidly evolving behavioral healthcare landscape.

Each pillar plays a distinct role in helping Gaudenzia stabilize today while preparing thoughtfully for the future.



CLINICAL & MEDICAL CARE

OUR CLIENTS

Strengthening integrated, whole-person care that supports long-term recovery through coordinated clinical, medical, behavioral, and recovery-focused services.



WORKFORCE

OUR PEOPLE

Investing in a skilled, supported, and future-ready workforce equipped to meet the evolving needs of the communities we serve.



REAL ESTATE

OUR FOOTPRINT

Creating safe, sustainable, and strategically aligned environments that support healing, operational effectiveness, and long-term growth.



DISCIPLINED FINANCIAL MANAGEMENT

OUR FUTURE

Strengthening financial stewardship, sustainability, and operational discipline to ensure long-term mission stability and resilience.



STAKEHOLDER & COMMUNITY ENGAGEMENT

OUR PARTNERS

Building strong partnerships, strengthening community trust, and positioning Gaudenzia as a recognized leader and collaborative partner in behavioral healthcare.

Our Commitments Moving Forward

As Gaudenzia prepares for the future, our strategic priorities remain grounded in a set of core organizational commitments that guide how we serve, lead, invest, and grow.

These commitments reflect both who we are today and the organization we are continuing to become — one focused on whole-person care, workforce strength, disciplined stewardship, community partnership, and long-term readiness in an evolving behavioral healthcare landscape.

Whole-Person Care

We are committed to advancing integrated, person-centered care that recognizes recovery as more than treatment alone.

This includes strengthening coordination across clinical, medical, behavioral, mental health, social, and recovery support services to better meet the full spectrum of needs impacting long-term healing, stability, and wellness.

Workforce Investment

We are committed to supporting, developing, and investing in the people who make recovery possible every day.

As the behavioral healthcare landscape continues to evolve, we recognize the importance of building a skilled, supported, and future-ready workforce equipped to deliver compassionate, high-quality care while adapting to the changing needs of the communities we serve.

Disciplined Stewardship

We are committed to responsible stewardship of our resources, infrastructure, and long-term organizational sustainability.

This includes making thoughtful, mission-aligned decisions that strengthen operational effectiveness, support financial stability, and ensure Gaudenzia remains positioned to serve communities for years to come.

Community Partnership

We are committed to strengthening relationships with the communities, partners, providers, advocates, policymakers, and supporters who play an essential role in advancing recovery and behavioral healthcare access.

We believe meaningful progress happens through collaboration, trust, shared accountability, and a collective commitment to improving outcomes for individuals and families.

Innovation & Readiness

We are committed to preparing thoughtfully for the future of behavioral healthcare.

This includes strengthening organizational readiness, embracing continuous improvement, leveraging technology and data responsibly, and remaining adaptable in a rapidly changing healthcare environment while staying grounded in our mission and values.

Preparing Deliberately for the Future

The future of behavioral healthcare will continue to evolve — bringing new challenges, new opportunities, and new expectations for how organizations support individuals, families, and communities.

At Gaudenzia, we believe meeting that future requires more than growth alone. It requires stability, adaptability, strong partnerships, thoughtful leadership, and a continued commitment to whole-person care grounded in dignity, compassion, accountability, and hope.

This strategic plan reflects our commitment to strengthening the foundation of our organization while preparing responsibly for what comes next.

Over the next three years, we will continue investing in our people, strengthening care, supporting communities, improving operational readiness, and building the systems and partnerships necessary to sustain long-term impact.

Most importantly, we will remain grounded in the mission that has guided Gaudenzia for decades: helping individuals and families achieve recovery, healing, stability, and renewed possibility.

The work ahead will require discipline, collaboration, innovation, and resilience — but we believe the future also holds tremendous opportunity to strengthen care, expand impact, and better serve the evolving needs of the communities who depend on us.

We stabilize first.

We grow selectively.

We prepare deliberately for the future.

Together, we move forward with purpose, partnership, and hope.

Our Mission & Vision

Mission | To promote long-term recovery by providing comprehensive treatment and support to people with substance use disorder, co-occurring mental health disorders, and related conditions, regardless of individual circumstances.

Vision | A future where all individuals confronting substance use and mental health challenges find the assistance they need to lead healthier, more fulfilling lives.

Strategic Goal | To help people heal, thrive, and sustain lifelong recovery, now and into the future.

**Treatment & Referral
HelpLine
833.976.HELP(4357)**

HelpLine@gaudenzia.org
www.gaudenzia.org

Support our mission and help transform lives, families, and communities. Make a gift today at www.gaudenzia.org/give.

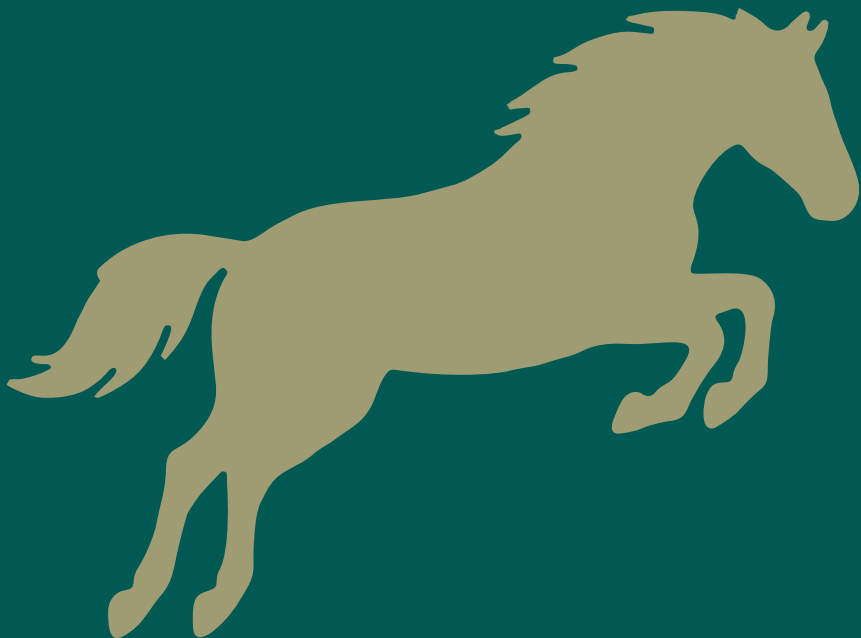
EXPLORE OUR IMPACT

To learn more about Gaudenzia's programs, outcomes, and community impact, explore our annual **Frontline Report** at:

www.gaudenzia.org/frontlinereport

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