



*Connecting Individuals with Disabilities to Their Community*

## **Community Bridges**

### **Strategic Plan**

**Fiscal Years 2019 – 2021**

#### **Mission**

*Community Bridges assures and maintains the integration, growth and interdependence of people with Disabilities in their home communities so they have positive control over the lives they have chosen for themselves. Community Bridges is a leader in the development of and advocacy for innovative approaches in supporting families.*

**Adopted by the Board of Directors: December 4, 2018**

# **COMMUNITY BRIDGES**

**Fiscal years 2019 – 2021**

## **STRATEGIC PLAN MISSION OF COMMUNITY BRIDGES**

Community Bridges assures and maintains the integration, growth and interdependence of people with disabilities in their home communities so they have positive control over the lives they have chosen for themselves. Community Bridges is a leader in the development of and advocacy for innovative approaches in supporting families.

### **GUIDING PRINCIPLES**

1. Ground everything we do in our commitment to our core mission and values
2. Focus on outcomes
3. Know what we are good at
4. Strategically add and let go of services
5. Become the “go to” point of access for individuals and families
6. Optimize efficiency without sacrificing quality
7. Be person-centered in everything we do
8. Make metrics an integral part of management decision-making
9. Embed scalability into our services and systems
10. Use marketing, branding and strategic communication to make us the obvious choice for consumers
11. Be clear, thoughtful and consistent in our internal communications and with our family support council
12. Invest in a high quality workforce and an outstanding board

## **2018 – 2021 STRATEGIC PILLARS**

### **I. IMPACT**

Community Bridges programs reach and make a life-changing difference for the individuals and families supported by the agency. Community Bridges services meet high quality standards and we achieve the expectations and outcomes set forth by our funders and stakeholders.

### **II. DYNAMIC & RELEVANT PROGRAMS**

Community Bridges services and programs are timely, relevant and have a positive impact on the lives of the individuals supported. Community Bridges is committed to provide a continuum of care that assists people to meet their long term goals.

### **III. RESOURCES & FINANCES**

Community Bridges finance department is committed to the financial sustainability of the organization. We seek to achieve a balanced budget by managing costs, maximizing revenue and to support departments to diversify and grow their revenue streams.

### **IV. BUILDING OUR BRAND & STRATEGIC RELATIONSHIPS**

Community Bridges is known and valued by the people we support and our community, and our brand is recognized and respected. Our communication is timely, relevant and reaches our target audience through various types of media. We are recognized for the role we play in advocating for innovative approaches to supporting individuals and families. We are known as a resource for strong leadership, supports and programs that benefit our community.

### **V. INNOVATION & GROWTH**

Community Bridges is committed to experimenting with unique and creative methods to assist people with achieving the goals they have decided for themselves. To meet and exceed our mission, we must insure that growth in our employees and our physical environment; keep pace with our program growth and expansion.

### **VI. TECHNOLOGY**

Community Bridges uses technology to support the strategic pillars and to increase the impact of our services. All employees and stakeholders are connected with the right information and technology tools anywhere, anytime on any device.

### **VII. LEADERSHIP, WORKFORCE & CULTURE**

Community Bridges board and senior leadership model excellence in their governance practices. Community Bridges attracts recruits, develops, rewards and retains talented leadership and staff. Community Bridges has designed and embraces a culture that enables it to deliver on the vision for the agency's future and adjust its approach to be relevant and adaptive to the needs, preferences and approaches of an every-changing workforce and society.

# **I. IMPACT**

## **OUR VISION**

Community Bridges programs reach and make a life-changing difference for the individuals and families supported by the agency. Community Bridges services meet high quality standards and we achieve the expectations and outcomes set forth by our funders and stakeholders.

## **STRATEGIC GOALS & OBJECTIVES**

**Goal 1: Design and implement case management best practices that ensure compliance with state and federal regulations including conflict-free case management**

**Persons Responsible: Lesley Blecharczyk and Sherry Harding**

**Target Date: June 2019**

### **Specific Objectives:**

- Develop competency-based standards for Case Management role to include observable and measurable knowledge, skills, capabilities, and attributes required
- Design and implement comprehensive training curriculum to increase Case Manager knowledge of state and federal regulations and guidance, essential Case Management functions, and specific responsibilities
- Establish firewalls to ensure HCBS waiver service budget/funding projection and approval practices eliminate conflict

**Goal 2: Improve the agency's standing among its peers and the people we support**

**Persons Responsible: Sherry Harding and Tracey Lonergan**

**Target Date: March 2019**

### **Specific Objectives:**

- Establish and define standards for Stakeholder Relationship Management for all departments at all agencies
- Train all staff on Service Excellence Standards
- Develop and implement tools to assess stakeholder satisfaction

**Goal 3: Ensure Case Management practices and approaches are based in alignment with CQL and PCT**

**Person Responsible: Lesley Blecharczyk and Sherry Harding**

**Target Date: June 2019, June 2020**

### **Specific Objectives:**

- Create and implement introductory training series to introduce IFS Department to CQL Shared Values, Basic Assurances, Personal Outcome Measures

- Identify the Adult Personal Outcome Measures to focus on for the year
- Create a pilot project to implement POMs
- Strengthen ability of CQL “Core Team” to provide mentorship for colleagues
- Design materials and tools to guide implementation of PCT into various stages of the annual service agreement monitoring cycle
- Develop strategies for implementing PC Planning into supports all along the planning along the lifespan continuum
- Explore option of arranging training with regard to POMs for Youth and Adolescents
- Explore training about Supported Decision-Making to build into supports provided across lifespan
- Design new structure and strategies for consistent orientation and on-boarding of IFS staff specific to foundational values

**Goal 4: Design department structure and systems to foster operational improvements and implementation of CQL and PCT**

**Person Responsible: Leadership Team**

**Target Date:**

**October 2019**

**Specific Objectives:**

- Review and update policies and procedures
- Initiate time studies to analyze current time usage and measure standards for carrying out specified work
- Consider investment in technology to promote efficiency

**Goal 5: Improve satisfaction with people served and families**

**Person Responsible: Courtney Faison Sherry Harding and Tracey Lonergan**

**Target Date: September 2019**

**Specific Objectives:**

- Partner with families to develop Quality Indicators
- Develop informational materials to support conversations to foster clarity and consistency
- Develop ways to gather “real time” feedback about Agency experiences
- Design methods for continuous quality improvement based on metrics / measurement related to quality and satisfaction feedback

**Goal 6: Increase the capacity of statewide organizations to support individuals with MH/IDD.**

**Person Responsible: Barb Drotos and Val Tetreault**

**Target Date: Ongoing**

**Specific Objectives:**

- Provide specialized consultation and training to statewide mental health organizations, including New Hampshire Hospital and the regional community mental health centers (evidenced by written linkage agreements renewed annually)
- Lead at least one Professional Learning Community (PLC) group annually, to include 10 community professionals, using the START PLC model

**Goal 7: Ensure consistent delivery of outstanding person centered services using the CQL Personal Outcome Measures**

**Person Responsible: Ann Potoczak, Lesley Blecharczyk**

**Target Date: October 2019**

**Specific Objectives:**

- Identify specific, measurable indicators of success (metrics) for this objective and present to Managers.
- Facilitate biweekly discussion with managers on progress and implementation strategies.
- Identify and train staff members to serve as mentors and promote the integration and use of the CQL Personal Outcome Measures (POMs) approach in all we do
- Beginning with Mountain Road program and 10 EFC homes, assess each individual's POM and develop a person-centered plan to move out of the home into a living environment that reflects the next step in a continuum and/or to improve the individual's outcomes as reflected in the assessment.
- Reassess the individuals to see if their outcomes have been achieved, determine what supports and resources and lessons learned to provide continuous improvement for the company as a whole.

**Goal 8: Deliver up to date training to enhance ability to implement high quality family support across the lifespan.**

**Person Responsible: Lesley Blecharczyk and Courtney Faison**

**Target Date: June 2019**

**Specific Objectives:**

- National Standards of Quality for Family Strengthening and Support charting the life course
- Partner with the Family Support Council to engage Charting The Life Course training for Case Managers, Individuals Supported, Families and professional colleagues

**Goal 9: Achieve the expectations set forth in the Sub Assurance performance measures established for the area agency services thru the contract with the Bureau of Developmental Services for IDD, ABD and In Home Support.**

**Person Responsible: Lesley Blecharczyk**

**Target Date: September 2019, September 2020**

**Specific Objectives:**

- Train staff on Sub Assurance Performance Measures
- Establish mechanism for tracking outcomes
- Establish targets for outcomes

**Goal 10:       Establish a QA/QI Team and Plan**  
**Person Responsible: Tracey Lonergan**  
**Target Date: June 2019**

**Specific Objectives:**

- Define Quality Improvement for the agency
- Create a QI Committee with External Representation
- Develop QI Calendar of Activities, Provider Agency Quality Dashboard Template,
- Create a Quality Improvement Plan for the agency

**Goal 11:       Establish Quality Improvement practices to align with current system expectations and requirements**  
**Person Responsible: Tracey Lonergan**  
**Target Date: June 2020**

**Specific Objectives:**

- Review quality compliance indicators
- Review/establish quality improvement indicators
- Establish targets for outcomes
- Track outcomes, review data, and establish corrective actions as warranted

## **II. DYNAMIC & RELEVANT PROGRAMS**

### OUR VISION

Community Bridges services and programs are timely, relevant and have a positive impact on the lives of the individuals supported. Community Bridges is committed to provide a continuum of care that assists people to meet their long term goals.

### STRATEGIC GOALS & OBJECTIVES

**Goal 1: Enhance intake and eligibility practices to ensure supportive and expedient entry into the area agency system at all ages/stages.**  
**Person Responsible: Lesley Blecharczyk**  
**Target Date: June 2019**

**Specific Objectives:**

- Establish internal standards for reviewing eligibility for HCBS-DD/ABD waiver services (“level of care”)
- Strengthen service and support provided to people at critical transition stages across the lifespan
- Enhance practices for adult services delivery development with a focus on person-centered planning, and options counseling, and referral to a variety of service and support resources including DD system and other community support systems
- Establish/join school district communities of practice to promote awareness and early referral
- Create materials to support understanding of the system, eligibility requirements, array of supports and services, and person centered approaches from the outset

**Goal 2: Increase capacity to address the needs of people needing intensive treatment services**  
**Person Responsible: Caryn Ann Ferriter and Kyle Dopfel**  
**Target Date: September 2019**

**Specific Objectives:**

Create a Behavior Treatment Manager supervisory and consultation position

- Identify strategies that improve our ability to assess which types of supports and services each individual needs and how to use data to move them through the continuum of care
- Complete written regional practices and procedures to remain in alignment with CSNI/BDS approved Community of Practice Standardized Operational Procedures for risk mitigation, risk management and clinical consultation



- Participate actively in statewide intensive treatment program Community of Practice and Statewide Risk Management committees
- Increase opportunities for clinical consultation, learning and professional development for Case Managers
- Develop training series to foster early identification of high risk situations, understanding of risk mitigation and management strategies, awareness of community resources and services
- Foster communication and collaboration with START as well as community agencies and services in order to provide comprehensive resourcing and support for individuals and families

**Goal 3: Provide high quality specialized consultative services to individuals (children and adults ages 6 and up) with MH//IDD in every region of NH.  
Person Responsible: Barb Drotos and Val Tetreault  
Target Date: September 2019**

**Specific Objectives:**

- Ensure all START Services are provided in each region of NH (track through SIRS)
- Maintain positive working relationships with the IOD and National Center for START Services (evidenced by regular meetings and annual contract)
- Obtain and maintain program certification of the NH START program through the National Center for START Services

**Goal 4: Strengthen our Employment services and supports and improve Employment outcomes  
Person Responsible: Ann Potoczak, Kyle Dopfel  
Target Date: December 2020**

**Specific Objectives:**

- Conduct an audit of all current employment arrangements for people that we serve using the Social Inclusion Scales from the Council on Quality and Leadership Personal Outcome Measures
- Using the Personal Outcome Measures, strengthen the quality of the Employment and Community Participation services and supports we offer
- Provide Employment and CPS department staff with additional training on Personal Outcome Measures
- Set Employment Benchmarks for employment staff
- Review the Employment services we currently offer and identify any changes needed to better assist individuals in securing meaningful work
- Review specific, measurable indicators of success over one year using the personal outcome measures
- Expand our sector-based employment (using the SEARCH model) to the NHTI and/or another academic setting

**Goal 5: Strengthen the provider infrastructure that supports the individuals and families**  
**Persons Responsible: Lesley Blecharczyk, Case Management Supervision**  
**Target Date: June 2020**

**Specific Objectives:**

- Clearly articulate to individuals and families the commitment to applying person centered approaches to working with individuals who are at “high risk” Identify strategies that improve our ability to assess which types of supports and services each individual needs and how to use data to move them through the continuum of care
- Design and implement a mentoring plan for staff who are currently responding to individuals who are at “high risk” to improve retention
- Design a system for measuring ongoing program impact by June 2019

### **III. RESOURCES & FINANCE**

#### OUR VISION

Community Bridges finance department is committed to the financial sustainability of the organization. We seek to achieve a balanced budget by managing costs, maximizing revenue and to support departments to diversify and grow their revenue streams.

#### STRATEGIC GOALS & INITIATIVES

**Goal 1: Implement select building blocks toward progressive payment reform**  
**Persons Responsible: Leadership Team**  
**Target Date: December 2020**

**Specific Objectives:**

- Improve our National Core Indicators (NCI) scores
- Implement Council on Quality and Leadership (CQL) systems
- Update our Information Technology infrastructure
- Continue dialogue with BDS / DHHS and CSNI

**Goal 2 Community Bridges will strive to achieve a 1% Operating Margin or better each year**  
**Person Responsible: Rae Tanguay**  
**Target Date: June 2018, 2019 and 2020(to be measured every year against/look at the dates next to objective**

**Specific Objectives:**

- Reduce missing attendance in CM, SEP, Day and RDS by 5%
- Maintain Salary Expense at 31.5% of Total Revenues
- Reduce reliance on outside consultants by 10%
- Reduce costs associated with outside training and travel by 10% Reduce health insurance premium expense by 10%
- Maintain GM costs at 10% of total Revenue
- Reduce the amount of time a resident vacancy remains open in Community Bridges owned homes by 50% Fully Fund START programs
- Reduce Home office occupancy costs by 5% annually

**Goal 3 Each Department will achieve a 1% improvement in cost on a year over year basis.**  
**Person Responsible: Leadership Team,**  
**Target Date: June 2019, June 2020, June 2021**

**Specific Objectives:**

- Each Department Manager will establish and implement 6 initiatives annually to generate departmental gross margin improvement to achieve targeted AA Surplus requirements.

**Goal 4 Each Department will achieve a 1% improvement in cost on a year over year basis.  
Persons Responsible: Leadership Team  
Target Date: December 2019**

**Specific Objectives:**

- Reduce usage of outside vendors (Leakage) by 20% for all CB managed populations from FY17 Baseline.
- Reduce visits/consumer by 5% in all Managed Care service categories  
Negotiate Disability Expense Trend (inflation) by 5% per year for applicable contracting Periods.
- Expand Managed Care volumes by enhanced Quality indicator monitoring tools.

**Goal 5 Improve Budget Management tools and processes.  
Person Responsible: Rae Tanguay  
Target Date: January 2019**

**Specific Objectives:**

- Initiate Monthly Departmental Operating Report meetings.
- Incorporate Statistical Unit of Measure reporting into Monthly Operating Statements.
- Tie financial performance into annual merit reviews.
- Emphasize Flex Budget reporting.

**Goal 6 Pursue pragmatic opportunities to increase and diversify revenue sources.  
Person Responsible: Tom Bunnell and Richard Royse, Sarah Aiken,  
Shawna Bowman  
Target Date: December 2019**

**Specific Objectives:**

- Explore hiring a development staff person (who could be half-time development staffer / half-time communications staffer) or consultant to pursue grant opportunities
- Investigate becoming a home health agency
- Investigate becoming a CFI Waiver case management entity
- Explore Applied Behavioral Analysis (ABA) project opportunity
- Explore Oral Health needs/service options

**Goal 7 Demonstrate fiscally responsible outcomes for the NH START Program.  
Person Responsible: Barb Drotos and Val Tetreault  
Target Date: January 2019**

**Specific Objectives:**

- Ensure accurate attendance tracking and START Information Reporting System (SIRS) data entry, statewide (tracked weekly and monthly)
- Meet monthly benchmarks program wide for SIRS entries (billable time)
- Provide the maximum number of PAs permitted for START services statewide, to ensure maximum capacity in the program
- Maintain an average of at least 75 % utilization rate for both emergency and planned stays at the START Resource center (tracked through SIRS)

**Goal 8            Strategic engagements in, planning for, and implementation of BDS Corrective Action Plan measures related to Rate Unbundling**  
**Persons Responsible: Rae Tanguay and Leadership Team**  
**Target Date: July 2021**

**Specific Objectives:**

- Strategize and plan with CSNI allies, Family Support Council, and Board of Directors
- Participate in appropriate BDS meetings and negotiations
- Implement required system changes

## **IV. BUILDING OUR BRAND & STRATEGIC RELATIONSHIPS**

### OUR VISION

Community Bridges services and programs are timely, relevant and have a positive impact on the lives of the individuals supported. Community Bridges is committed to provide a continuum of care that assists people to meet their long term goals.

### STRATEGIC GOALS & OBJECTIVES

Community Bridges is known and valued by the people we support and our community, and our brand is recognized and respected. Our communication is timely, relevant and reaches our target audience through various types of media. We are recognized for the role we play in advocating for innovative approaches to supporting individuals and families. We are known as a resource for strong leadership, supports and programs that benefit our community.

**Goal 1: Improve Communication internally and with our external stakeholders**  
**Person Responsible: Richard Royse, Sarah Aiken, Shawna Bowman**  
**Target Date: June 2019**

**Specific Objectives:**

- Develop a communications plan that integrates communication strategies and utilizes mixed media methods to reach all people in the manner that they prefer
- Develop branding concepts for agency and subsidiaries
- Develop new website(s) and marketing materials

**Goal 2: Pursue legislative initiatives that strengthen Area Agency services and capacity**  
**Person Responsible: Sarah Aiken**  
**Target Date: December 2020**

**Specific Objectives:**

- Strengthen relationships with elected officials and other stakeholders
- Increase State budget dollars for Area Agency services
- Provide access to workforce funding and innovation

**Goal 3: Offer wide-ranging opportunities for people supported, families and other interested parties to learn, engage, connect and advocate**  
**Person Responsible: Lesley Blecharczyk, Terri Warren, Courtney Faison**  
**Target Date: December 2019**

**Specific Objectives:**

- Convene a planning group for development of a calendar for trainings, workshops, advocacy opportunities, social and recreational events
- Partner with the Family Support Council to endorse and support planned and recommended events
- Solicit input from families to shape and plan what is offered

## **V. INNOVATION & GROWTH**

### OUR VISION

Community Bridges is committed to experimenting with unique and creative methods to assist people with achieving the goals they have decided for themselves' to pursue our mission our staff size and physical environment must keep pace with our program growth and expansion.

### STRATEGIC GOALS & OBJECTIVES

**Goal 1: Establish direct services provider (Community Choices) and affordable housing (Open Doors) subsidiary corporations**  
**Person Responsible: Tom Bunnell, Richard Royse and Ann Potoczak**  
**Target Date: September 1, 2021**

**Specific Objectives:**

- Complete corporation application
- Establish by-laws and policies
- Establish board of directors
- Develop operating policies and procedures

**Goal 2: Explore and act on purchasing and/or leasing opportunities for Community Bridges office property (current lease expires in October 2019)**  
**Person Responsible: Richard Royse**  
**Target Date: June 2019**

**Specific Objectives:**

- Create a cost benefit analysis of renting vs. purchasing
- Develop a cost projection for purchase/fit-up
- Develop a space assessment plan

**Goal 3: Explore pragmatic affordable housing options and opportunities for people with DD, ABD, and their families, and pursue a coordinated strategy if appropriate.**  
**Person Responsible: Tom Bunnell, Richard Royse, Shawna Bowman**  
**Target Date: December 2019**

**Specific Objectives:**

- Partner with BDS, the NH Housing Finance Authority, and other strategic allies on the initiative to provide access to portable Section 8 Housing Vouchers for persons with developmental disabilities
- In partnership with the NH Housing Finance Authority, local housing authorities, affordable housing nonprofits, and/or other strategic allies, explore additional portable as well as project based housing subsidy opportunities and innovations for persons with developmental disabilities, and pursue as appropriate

**Goal 4: Increase the capacity of statewide organizations to support individuals with MH/IDD.**

**Person Responsible: Barb Drotos and Val Tetreault**

**Target Date: December 2019**

**Specific Objectives:**

- Provide specialized consultation and training to statewide mental health organizations, including New Hampshire Hospital and the regional community mental health centers (evidenced by written linkage agreements renewed annually)



## **VI. TECHNOLOGY**

### OUR VISION

Community Bridges uses technology to support the strategic pillars and to increase the impact of our services. All employees and stakeholders are connected with the right information and technology tools anywhere, anytime on any device.

### STRATEGIC GOALS & OBJECTIVES

**Goal 1: Consistently enhance and use information technology systems to inform and drive managerial decisions.**

**Person Responsible: Tracey Lonergan, Rae Tanguay, Khalil Blanchette**

**Target Date: June 2019 and June 2020**

**Specific Objectives:**

- Improve Network Infrastructure to enhance staff productivity, revenue optimization and expense control
- Decrease server redundancy and increase load sharing capabilities
- Automate lapse reporting tools
- Migrate disparate Information Technology Systems to an integrated solution

**Goal 2: Implement new payroll system/scheduling/benefits/infrastructure**

**Person Responsible: Sherry Harding, Tracey Lonergan, IT Department**

**Target Date: December 2018**

**Specific Objectives:**

- Continue process of implementation for payroll – completing entire process in the first quarter of 2018
- Complete work on enhanced features of our new time/attendance/payroll program to produce scheduling, mileage and travel expenses and administrative efficiencies

**Goal 3: Establish practices for the new organization(s) that maximize technology to promote efficient and streamlined task management**

**Person Responsible: Ann Potoczak and Tracey Lonergan**

**Target Date: December 2021**

**Specific Objectives:**

- Implement IT tools that improve our efficiency and effectiveness
- Implement paperless systems in all residential programs
- Explore use of tablets for Employment Job Coaches to complete documentation while supporting individuals

**Goal 4: Create a unified, proactive strategy to address the most serious threats to the agency for information assurance, and security, privacy, and compliance**

**Person Responsible: Tracey Lonergan**

**Target Date: June 2019**

**Specific Objectives:**

- Develop an IT Security training component for IT staff and agency employees
- Make it easier to keep sensitive information secure and meet compliance requirements by providing guidelines, tools, and services to the entire agency.
- Create security enclaves for the most sensitive data by focusing resources and control to proactively mitigate the most damaging threats in a way that provides both security and recovery.
- Review and revise agency HIPAA Manual Policies regarding IT, Privacy and Security to stay current with rapidly changing technology environment.

**Goal 5: Use Technology to improve efficiency of the agency**

**Person Responsible: Tracey Lonergan**

**Target Date: June 2021**

**Specific Objectives:**

- Explore current software systems expansion opportunities for modules we are not currently using
- Explore adopting workflow technology to enhance staff productivity and reduce paper
- Continue to evaluate complex tasks and processes to streamline, reduce errors and delays and reduce waste

## **VII. LEADERSHIP, WORKFORCE AND CULTURE**

### OUR VISION

Community Bridges board and senior leadership model excellence in their governance practices. Community Bridges attracts recruits, develops, rewards and retains talented leadership and staff. Community Bridges has designed and embraces a culture that enables it to deliver on the vision for the agency's future and adjust its approach to be relevant and adaptive to the needs, preferences and approaches of an ever-changing workforce and society.

### STRATEGIC GOALS & OBJECTIVES

**Goal 1: Attract, Hire, and Retain committed mission oriented staff**  
**Person Responsible: Sherry Harding, Paige Smith**  
**Target Date: June 2019**

**Specific Objectives:**

- Work with new vendors on applicant tracking system
- Establish new relationships and contracts with advertisers
- Complete new on-boarding process for wrap around new introduction to the agency
- Complete process of 90 day stay interviews and follow up on career development goals for employees

**Goal 2: Develop, train and empower staff to do their best work**  
**Person Responsible: Sherry Harding, Nanette Desrochers**  
**Target Date: June 2019**

**Specific Objectives:**

- Create career ladders for all roles in the agency
- Create and implement with managers a succession planning process for management roles
- Implement suggestions and ideas as identified in 90 day stay interview for trainings and policies that empower staff to be leaders

**Goal 3:           Apprenticeship program**  
**Person Responsible: Sherry Harding, Nanette Desrochers**  
**Target Date: June 2019**

**Specific Objectives:**

- Provide roadmap and contract for full apprenticeship program for direct support professional role
- Work local area colleges, certification, national certification for DSP role and provide ongoing education for DSP role
- Complete other apprenticeship programs as identified by managers and HR for more programs in agency
- Create career ladders for all roles in the agency
- Identify next level of apprenticeship program and implement one per year
- Using career ladder system as identified in goal in 2018 implement career ladder matrix and share with all employees
- Using apprenticeship program visit schools and other career avenues for meeting candidates and sharing our program

**Goal 4:           Quality Standards for hiring practices working in teams with individuals**  
**Person Responsible: Sherry Harding**  
**Target Date: June 2019**

**Specific Objectives:**

- Create pilot program of open house interviewing at the residences that include the residents that live at the home in the interviewing and decision-making process
- Create specific interview and recruitment process for each residence that identifies the right team members
- Cross reference core indicators for quality measures as they relate to recruitment and show progress in the core areas

**Goal 5:           Utilize new infrastructure in HR for efficient use of resources**  
**Person Responsible: Sherry Harding**  
**Target Date: April 2019**

**Specific Objectives:**

- Analyze needs for HR and our growing need for enhanced training, PCT, quality measures and recruitment
- Determine needs for retention and quality hires and work to move towards a system that implements best practice and shows data that we are making progress from these initiatives
- Continue to assess and determine needs for hiring and workforce development and hire staff to ensure mentoring and development of all employees

**Goal 6: Provide top notch benefits package at reasonable cost for employees**  
**Person Responsible: Sherry Harding, Business Office**  
**Target Date: April 2018, 2019, 2020**

**Specific Objectives:**

- Complete full analysis on benefit administration and cost savings while still maintain or enhancing our current benefits offerings for fringe benefits
- Research and provide benefits that are unique and separate us from other agencies providing a recruitment advantage
- Look at innovative approaches to benefits that identify the benefits that are important to each employee not a one size fits all approach
- Reward and recognition program - review and implement new programs based on data from employees and managers

**Goal 7: Enhance appreciation programs to appeal to all staff**  
**Person Responsible: Sherry Harding, Paige Smith**  
**Target Date: March 2019**

**Specific Objectives:**

- Review and identify areas in which employees are not feeling that they are being recognized for the work they do
- Reward employees for providing leadership in their areas on every level
- Work on ideas for implementing leadership training for every employee in the agency to provide leadership development at every level

**Goal 8: Improve Strength of Organizational Leadership**  
**Person Responsible: Board and Leadership Team**  
**Target Date: December 2020**

**Specific Objectives for Board**

- Coordinate board oversight of Strategic Plan development and implementation
  - Establish and Align all board committee goals with strategic plan
  - Review and Update strategic plan annually
  - Develop 2021-2023 Strategic Plan (due July 1, 2021)
  - Develop an annual board recruitment process
  - Review and update board by-laws annually
  - Board commits to an annual board self-assessment
  - Board oversees an annual evaluation of the executive director
- Partner with FSC to further strengthen group and their role within organization and with stakeholders

**For Staff**

- Clarify and strengthen roles of leadership teams of all organizations
- Develop succession plans for Senior Management of all organizations
- Coordinate staff oversight of 2019-2021 Strategic Plan development and implementation
- Develop 2021-2023 Strategic Plan (due July 1, 2021)
- Partner with FSC to further strengthen group and their role within organization and with stakeholders

**Goal 9:            Develop Leadership structure of new organizations**  
**Person Responsible: Richard Royse, Ann Potoczak and Tom Bunnell, the board**  
**Target Date: September 2020**

**Specific Objectives:**

**Create a transition work group of the board to address the formation of the new organization,**

- Develop a board of directors, organizational policies and by-laws
- Develop an advisory council to the new organization
- Structure leadership roles within organization and develop leadership talent