

# FY2018 through FY2019 Strategic Plan – Phase I

Status of FY16 – FY17 Goals and  
Deliverables

Environmental Scan & Going Forward  
Priorities

# FY16 – FY17 Status Report

- Growth Plan:
  - Develop Clinical Expertise
    - Edinburg Center collaboration provided behavioral training and consultation to all day programs in FY'17
  - Enhance Access to Capital
    - Strong fiscal management has increased agency capital by more than \$2million from FY'15 thru '17
  - Explore Strategic Collaborations – Continues
- Human Resources Recruitment & Retention Strategies
  - See Update on Slide 5
- Board Recruitment – Ongoing

# FY16 – FY17 Status Continued

- Master Facility Plan
  - Implement RRP Major Renovation Plan – In Process (Phase I completed 7/17)
  - Plan for Summer 2017 Expiration of Gould Street & Princess Street Sites – New Site Identified, Move / Opening 10/1/17
- Develop Sustainable Employment Program Model – See Detailed Update on Slide 6
- Develop Planning Feedback Mechanisms for Families, Mid-managers, Staff, Communities, State Agencies
  - Held Family Forums in September 2015, In 2016 began Family Newsletters from Day Programs and Family Cook-outs by Residential Clusters; In 2017 re-instated Staff Newsletter; Solicited stake-holder feedback for Re-branding / Marketing Plan

# FY16– FY17 Status Continued

- Leverage Media & I.T. to Promote Communication & Efficiency:
  - New Web Site launched 11/1/16
  - Contact Data Base Continuous Improvement
  - Adopted Electronic Time Keeping & HR / Benefits Management System 7/14/15
- Marketing Plan – Rebranding Activity In-process Roll-out Expected in Fall of 2017
- Transportation Plan – Fleet Upgrade FY'16

# Employee Recruitment & Retention

- Conducted Employee Benefit Survey in 2015
  - To survey current staff priorities
  - To analyze and prioritize compensation and benefit options (value and costs)
  - As a result Voluntary Benefits were upgraded to include employer paid Employee Assistance Program, Long Term Disability and Life Insurance
- Hired H.R. Assistant for Recruitment to professionalize and streamline the recruitment experience
- Outreach to Employment Pipelines (local Colleges, Job Fairs, etc.)
- Implemented automated payroll and employee self-service capabilities
- Revised evaluation process to adopt “smart goals”

# Employment Program Model

- Develop Sustainable Employment Program Model:
  - Redesigned the integrated model for split funded participants and developed a new schedule for the vocation components of the model.
  - Redefined the staffing structure, hired new director and skills instructors to develop a strong team. Re-trained staff.
  - Re-assessed & streamlined individuals who were originally part of the workshop to offer more appropriate person centered services
  - Have been successful in finding a series of employment opportunities for group supported employment.
  - Schedule regular meetings with funding source to monitor program utilization of services
  - Developed a new and more effective billing system.
  - Developed new intake documentation including information pertaining to rules and regs. of services and entry and exit criteria.
  - Set up a working group to develop curriculum based on individual goals and needs-ongoing

# Current Environmental Scan

- Maximizing Move to New Site(s)
- Sense that our name is holding us back
- Health Care Reform (ACO's) and State Revenue Short-falls beg question re: Provider Collaborations
- Need to Develop Expertise re: Succession Planning & Applied Behavioral Analysis
- Minimum Wage for Consumers in Employment
- Funding Cuts and Regulation Changes (AFC, Day Hab)

# Current Environment Continued

- Increase in Dual Diagnosis Referrals (DD/MH)
- Autism Services
- Shared Living Program Model
- Aging Population
- ACA and Health Care Cost Increases for Employees
- Differentiate | Market Day Program Models
- Need to Expand Communication with Families
- Need to Develop Capital Campaign for permanent Flag-Ship Location



# Proposed FY'18 & FY'19 Initiatives

- Explore Strategic Collaborations for Clinical Expertise & Capital Campaign
- Embed Permanent Clinical Expertise re: Difficult to Serve Populations
- Launch Expanded Stakeholder Communication Strategies with Families and Advocates
- Continue Capital Investment in Residences
- Integrate New Site Planning Activities with Rebranding / Marketing Plan
- Enhance Job Development Training Opportunities in Day Services
- Integrate Agency-wide Fundraising Activities with new Job Development Activities
- Identify Recruitment and Retention Incentives Focusing on Broader Adoption of Staff Appreciation and Acknowledgement Activities
- Develop Succession Planning Scenarios
- Submit Shared Living RFR

# Any Questions About Our Plan?

- Feel Free to Contact Paul Cote
  - [pcote@theemarc.org](mailto:pcote@theemarc.org)