



Strategic Plan for Fiscal Years 2019-2021
Stone Belt Arc, Incorporated

Prepare, Empower Support

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Introduction:

Every three years Stone Belt board and staff leadership work together to develop a strategic plan. Over a five to six month period, the participants involved in this process spend time completing an environmental scan, identifying the strategic issues facing the organization, and developing initiatives to take advantage of strengths and opportunities as well as to respond to threats and weaknesses. Since 2000, Stone Belt has maintained the philosophy that the strategic plan should be easily understood and readily implemented, rather than an elaborate document that is more likely to sit on the shelf. We have developed a format for the plan that is framed by a strategy map adapted from a balanced scorecard approach, contains measurable goals for each year in the plan, and an agency scorecard. The reporting process will be revised in the 2019-2021 plan to create an *agency dashboard* that is more regularly shared with constituents.

With a goal of increasing participant engagement, we carried out a more expansive approach to planning for 2019-2021. We enlisted the assistance of a facilitator and gathered extensive information from constituents, including community partners, case managers and families. We also completed an organizational assessment that benchmarked our operations with similar non-profit organizations. Some board and senior leaders visited similar organizations in the state. Board educational opportunities included presentations from industry experts on trends and the current environment (see Strategic Planning Outline in appendix A). A strategic planning retreat provided time for reflection and discussion and the development of a broad outline for the plan (see appendix B)

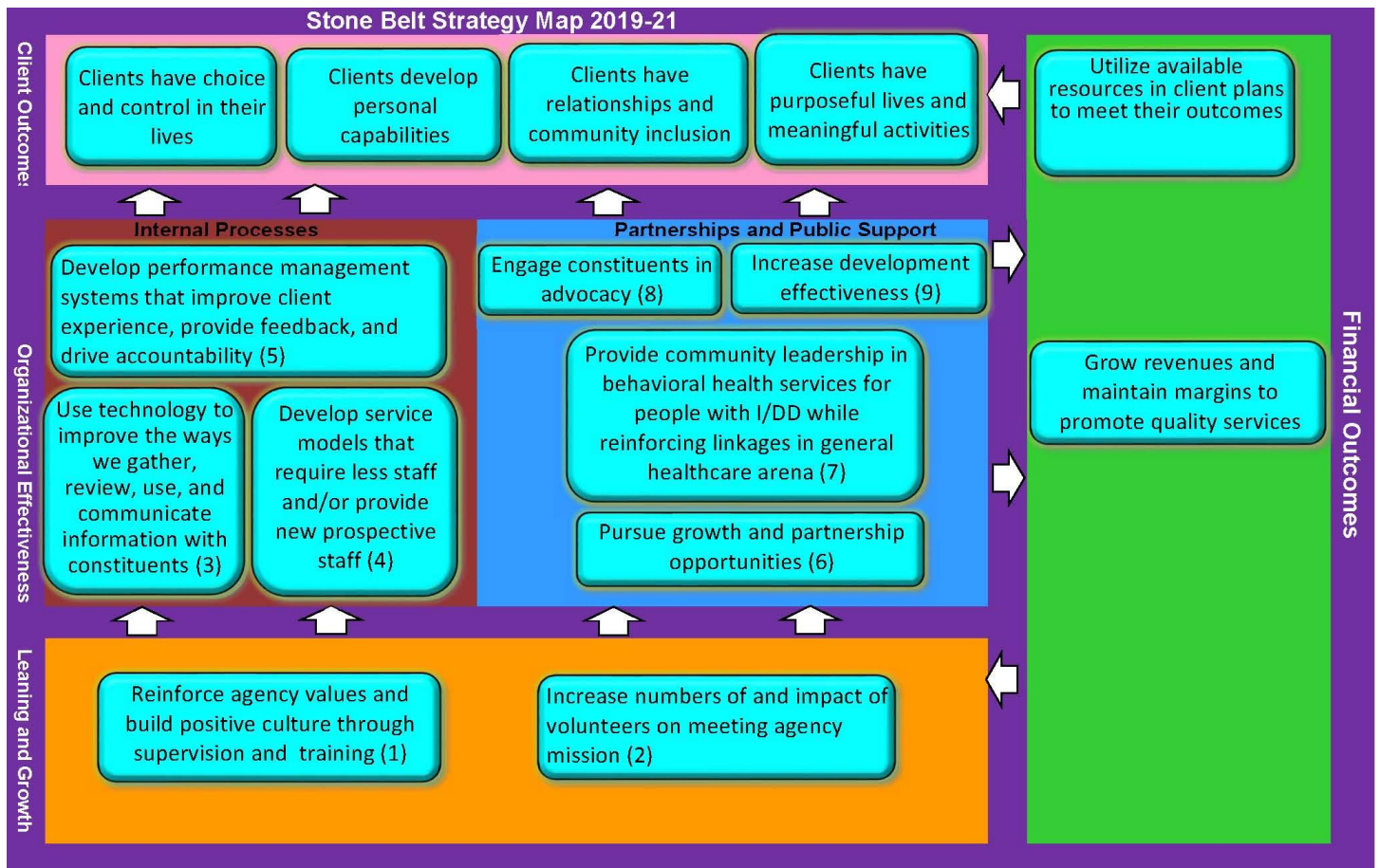
Components of the plan include:

- **Strategy Map** The three year strategy map and overview will guide our operations through the next three fiscal years.
- **Annual Plan** Each year, measurable goals will be drawn from each area of the strategy map and will be measured on an agency dashboard. Results will be regularly reviewed by management and reported to the board. Adjustments of strategies will be implemented in response to better or worse than expected performance.
- **Client Outcomes** All goals and activities on the strategy map are aimed at improvements in client outcomes. A separate, but corresponding Client Outcomes Measurement System will accompany the plan. Each program will have effectiveness, efficiency, satisfaction and access to services measures that meet CARF standards.
- **Ongoing indicators.** In addition to annual goals and client outcomes, we will also continue to collect and respond as needed to core indicators such as recruitment and retention of staff, financial measures, and health and safety incident management.

- **Dashboard** Goals and performance targets will be charted on an agency dashboard that will be available to constituents throughout the year.

The Strategic Plan was created in consideration of many known environmental opportunities and threats, with the awareness that adaptations and shifts may need to occur should unforeseen state or federal changes come about.

Strategy Map for Fiscal Years 2019-2021



Strategies to Facilitate Learning and Growth:

1. Reinforce agency values and build positive culture through supervision and training

Context: Training is the bedrock of service delivery. Much of Stone Belt’s training is mandated and has recently been transitioned to mostly on-line training for new employees for expediency and convenience. While this methodology holds promise, the directors agree that our training isn’t as effective as we would like and also does not incorporate enough of our mission, vision and values.

| Vision of Success: | Activities | Expected Outcomes |
|--|--|--|
| <p>In a workplace culture that values clients’ quality of life, we see staff feeling more connected to clients and finding ways to provide person-centered supports.</p> | <p>Incorporate cultural values in all training programs.</p> <p>Evaluate and improve instructional design and content of all training programs – online, classroom and on-the-job.</p> <p>Evaluate and create effective supervisory training.</p> <p>Perform ongoing evaluation of training effectiveness.</p> | <p>The gap between leadership values and expectations will be narrowed.</p> <p>Staff will have a better understanding of the culture and values of the organization and promote them in the performance of their duties.</p> <p>Staff will feel better prepared for and better supported in their work.</p> <p>Clients will receive higher quality services.</p> |

2. Increase numbers of and impact of volunteers on meeting agency mission

Context: Volunteers allow Stone Belt to extend its impact and accomplish things not possible within current resources. Volunteers can be developed as champions for Stone Belt’s mission to aid our community engagement, development, and advocacy .

| Vision of Success: | Activities | Expected Outcomes |
|---|--|---|
| <p>Stone Belt has a large and engaged volunteer workforce, helping it achieve its mission and improve support of clients, staff and agency initiatives.</p> | <p>Develop greater numbers of opportunities for volunteer engagement.</p> <p>Build the spiritual support program that matched clients wanting involvement in their chosen faith community with its congregation members.</p> | <p>Increased numbers of volunteers will be enlisted to help Stone Belt meet its mission. They will be considered valuable partners by Stone Belt clients and staff.</p> <p>Stone Belt clients will experience increased opportunities to join the faith communities of their choice, enabling them to have spiritual support and new relationships.</p> |

Strategies to Increase Organizational Effectiveness through Internal Processes

| 3. Use technology to improve the ways we gather, review, use, and communicate information with constituents | | |
|---|--|---|
| Context: Stone Belt is fortunate to have a strong technology team that has implemented many systems to support internal reporting and operations. As we look to the future, this seems a strength we can build on to better support staff, increase staff efficiency, and enhance client safety and services. Information is in disparate systems and real-time data is not always readily available to help drive decisions. Gathering information from constituents is ineffective and intermittent | | |
| Vision of Success: | Activities | Expected Outcomes |
| Through better collection, management, and use of key data to drive decisions, programs and overall constituent satisfaction will be improved. Internal and external communication will be more informative and effective. | <ul style="list-style-type: none"> -Identify key data and implement a data warehouse -Review data gathering processes -Collect data more effectively -Create data visualization tools and reports. | <p>Useful information will be extracted from data collection.</p> <p>Better decisions can be made based on review of information.</p> <p>Results of actions taken will be more evident.</p> |

4. Develop service models that require less staff and/or provide new prospective staff

Context: Based on long-term trends, Stone Belt is anticipating continued downward pressure on funding for services to individuals and families. Coupled with the workforce shortages that are predicted to be pervasive in coming years, new models of support are needed to meet the desires and needs of the current and future client base. There are service models that expand the options for some families and Stone Belt’s role should evolve to include connections to more community services and alternatives for even more families than we currently serve

| Vision of Success: | Activities | Expected Outcomes |
|--|--|--|
| <p>Effective and robust new programs are offered while using fewer staff and/or attracting candidates from new candidate pools. This allows us to meet needs of current and new clients.</p> | <ul style="list-style-type: none"> -Implement plans to develop and market youth services. -Develop respite model separate from residential, that includes leadership, training, and administrative support. - Develop alternate staffing models for community integration and supported living services including hiring family members to provide supports where feasible -Secure grant resources for agency initiatives in this area -Market new initiatives and programs that have capacity to grow -Use technology to reduce the number of staff needed to provide supports while encouraging independence | <ul style="list-style-type: none"> -families receive needed supports for their children and adult sons and daughters still living at home -program participants learn, grow and experience increased opportunities for favored and new activities -program participants have new choices of supports that meet their wants and needs -Stone Belt staff have increased opportunities to provide innovative and varied programs -Stone Belt increases its social capital within the communities it serves |

5. Develop performance management systems that improve client experiences, provide feedback, and drive accountability

Context: In recent years, Stone Belt expanded services, navigated significant decreases in funding and battled a staffing shortage as the employment market has become increasingly competitive. Stone Belt is a large organization, highly rated by CARF, and well-established approaches, policies and procedures to provide quality services. Feedback from multiple sources has identified discontinuity between the establish infrastructure and frontline execution.

Senior staff root-cause analysis confirms that low staff levels impact the quality of services, but senior staff is also looking at ways to address leadership development, overall training effectiveness, person-centered planning procedures, accountability structures, and employee engagement throughout the organization.

| Vision of Success: | Activities | Expected Outcomes |
|---|--|--|
| <p>Stone Belt’s performance management system informs employees of expectations and methods to demonstrate high quality work. Feedback from constituents confirms that Stone Belt’s programs are of superior quality and executed by more actively engaged employees.</p> | <p>Develop assessment tools, with input from employees, that measure employee performance and engagement, supervisory effectiveness, and constituent satisfaction</p> <p>Use “pulse surveys” -- fast and frequent survey models -- to gather data on performance metrics and constituent satisfaction.</p> <p>Develop a continuous quality improvement process of review and response to collected performance metrics</p> | <p>Employees understand performance expectations and definitions of quality supports and get frequent feedback on their performance.</p> <p>Supervisors get regular feedback on their effectiveness in supporting their staff</p> <p>Satisfaction levels of constituents are regularly measured and responded to.</p> <p>-</p> |

Strategies to Increase Organizational Effectiveness through Partnerships and Public Support

| 6. Pursue growth and partnership opportunities | | |
|---|---|---|
| <p>Context: Some government funding sources are seeking to contract with as few organizations as possible. The recession left many organizations in a weak financial position from which they have still not recovered. In the years ahead, there will be opportunities to consider combining operations or taking over the operations of other nonprofits. Some possibilities will be strategic, intended to create a stronger organization that provides more/better services and/or will be more financial sustainable. Stone Belt seeks to position ourselves to be responsive and to reduce the risks involved when these opportunities arise.</p> | | |
| Vision of Success: | Activities | Expected Outcomes |
| <p>Stone Belt is a preferred collaborator with local and statewide partners.</p> | <p>Evaluate local/regional non-profit organizations for growth opportunities</p> <p>Evaluate opportunities with similar I/DD organizations throughout the state for increased collaboration</p> <p>Where desirable, respond to state offered opportunities to contract services in partnership with other agencies.</p> | <p>Stone Belt will grow operating revenues while holding administrative cost down so more resources can be used to deliver high quality direct support to clients</p> |

7. Provide community leadership in behavioral health services for people with I/DD while reinforcing linkages in general healthcare arena

Context: Stone Belt has distinguished itself as a provider of high quality mental health services for people with I/DD. With the dearth of psychiatric providers, especially for this population, we feel it is critical that we remain a viable and valued community provider of these services. As the experts for people with I/DD, it is also important that we remain engaged with the general healthcare providers in the communities we serve and be open to new opportunities to coordinate with or participate in the health delivery system.

| Vision of Success: | Activities | Expected Outcomes |
|---|---|--|
| <p>Stone Belt remains the leader in our region for mental health services for people with I/DD.</p> | <p>Expand current services including: clinic, skills development and behavior services.</p> <p>Explore other partnerships and growth opportunities including possible crisis services to be implemented in Indiana.</p> <p>Remain engaged in community conversations relevant to mental health or general health services for people with I/DD.</p> | <p>Clients have support and personal growth opportunities due to appropriate mental health supports.</p> <p>Stone Belt’s reputation for its Milestones services remains strong and the programs are sought out by clients, families and referral entities.</p> |

8. Engage constituents in advocacy

Context: With more than 90% of funding coming from governmental sources, legislative advocacy is crucial to Stone Belt and the clients it supports. Board and staff have been actively engaged in the process and have developed good relationships with Indiana General Assembly members and are known to federal legislators.

| Vision of Success: | Activities | Expected Outcomes |
|---|---|---|
| Stone Belt's efforts have a positive impact on legislators' understanding of the issues that impact persons with disabilities and will take action to strengthen laws, funding and protections for this population. | <p>Continue candidate forums and other public events that engage candidates/legislators</p> <p>Develop new methods carrying out grassroots campaigns that engage additional advocates</p> <p>Join with national advocacy organizations to engage advocates in response to federal legislation</p> | <p>Successful efforts at state level to increase public support.</p> <p>Vocal and engaged constituents will speak out on federal issues that impact people with disabilities.</p> |

9. Increase Development Effectiveness

Context: Fund raising is an area where investment can more than pay for itself if well-planned and executed. We see opportunity in increasing donor base, leveraging technology to improve our effectiveness and efficiency, and possibly identifying a signature event. We also can use the 60th anniversary as a catalyst to ramping up our outreach and fundraising. Visits to similar agencies have increased our perceptions that fund raising could be more successful for Stone Belt.

| Vision of Success: | Activities | Expected Outcomes |
|--|---|--|
| Stone Belt development program will grow to provide 1 ½ % of all revenues. | Maintain current donors and increase their levels of giving Attract new donor and re-engage lapsed donors Evaluate and stage fundraising event(s) where determined to be feasible Increase grant funding Develop planned giving program | Raised dollars will allow Stone Belt to continue to provide programs of excellence |

Client Outcomes:

A new approach to evaluating client outcomes will be developed as a part of this strategic planning cycle. It is not anticipated that it will be fully functional until the second half of 2019 as new assessment methods are being considered. The goal is to have a tool that measures “real” client outcomes in improved quality of life and not just outputs such as the number of individual plan goals that are attained. Our plan to have a meaningful tool will require time and substantial efforts by program leaders. When accomplished we will be evaluating outcomes in four areas that include:

- Having choice and control of one’s own life
- Developing one’s personal capabilities
- Having relationships and community inclusion
- Having a purposeful life and meaningful activities

Once developed, the client outcomes will become part of the agency dashboard measurement system and will be shared widely with constituents.

Appendix A: Strategic Planning Outline and Activities

November

We engaged Brian Orander for a limited consultation for the planning process. Consultant was responsible for:

- Assisting in defining the process for the plan
- Gathering input and potentially providing analysis (if feasible within financial parameters)
- Facilitation strategic planning retreat

We constituted a Strategic Planning Committee of board/staff/community members that met throughout remainder of the fiscal year. The committee was responsible for:

- Defining the process and developing the timeline for the planning process (with assistance from consultant)
- Advise CEO in developing content for board development throughout the year
- Providing leadership for engagement of stakeholder groups
- Assisting in the analysis of input gathered from stakeholders (with assistance from consultant)
- Guiding the development of a strategic planning retreat (with assistance from consultant)

November, December, February and March meetings –

Board development topics presented. Possible topics include:

- Report from board members on program visits and overview of Life Course framework. (November)
- Managed care, mergers and acquisitions, Home and Community Based Services rules (one hour) – Steve Cook -- February
- Best practices v. legacy services and alternative models of service (45 minutes) – Nancy Thaler March

January – special meeting for Strategic Plan kick-off

Throughout January – board interviews and visits

- One or two board members, the CEO and a program director visited like-organizations
 - Easterseals Arc – Ft Wayne
 - New Home of Indiana -- Indianapolis
- Stone Belt partners were interviewed by board members
 - Area 10 Agency on Aging
 - Down Syndrome Family Connection
 - MCCSC – special ed. department

- Autism Group TBD

April retreat day – board members and senior staff met for a facilitated meeting to discuss and consider action in several topical areas. Notes from the session and a starting structure for the strategic plan were the outcome of the session. (Appendix B)

May board meeting – draft of strategic plan

June board meeting – adoption of strategic plan and FY 2019 operational goals

Appendix B: Framework for 2019-2021 Plan and Session Notes

From April 28, 2018 Strategic Planning Retreat

Incremental Change Agenda – Keeping the Trains Running on Time

- Increase staff focus on retention
- Review staff/supervisory structure
- Show staff we care

Big Change Agenda

1. Change the way we look at quality and consistency (Person Centered Planning)
 - a. Define quality and success
 - b. Update/refine training
 - c. Establish performance measures
 - d. Share our performance measures more widely
 - e. Close gaps between leadership and front-line staff/operations
 - f. Solidify Stone Belt quality and culture in preparation for future growth
 - g. Move toward improved compliance with HCBS rules
 - i. Anticipates the possibility of workshops being eliminated
2. Update the ways we gather, review and disseminate information from/to constituents
 - a. Engage technology to better link/communicate between clients, staff, and families
3. Move toward service models that require less staff or that provide new prospects to attract staff
 - a. Family First – hiring and training family members
 - b. Structured Family (Foster care model)
 - c. Technology/Monitoring
4. Take the lead in exploring/ensuring Behavioral Health services in our community for people with IDD – play a role in the general health care system for I/DD
 - a. Crisis services
5. Ramp up and sustain emphasis on Fund Raising to supplement other revenue sources

The following are the flipchart notes from the discussions and group debriefs of the breakout discussions

Highlights from Easter Seals Arc visit - Fort Wayne

- Inspired us about our fund raising possibilities
- Do a lot with Ivy Tech students
- Active in Transition
- Lots of Family Supports ideas
- Community integration
- Hotline/Call Center to relieve pressure on supervisors in off hours
- DCS Children's visitation
- Clinic partnership with hospital – though has not be consistently operational

New Hope (formerly part of St Vincent Hospital in Indy)

- 40 homes that they own and lease to clients
- High emphasis on security in their main campus
- Also do DCS visits
- Very lean management structure
- New insights about on-line training, orientation
- Therapy dog
- Lots of adaptive equipment and a service tech

Feedback from CCAT Self-Assessment

- Got senior staff and Executive committee insights
- Confirmed many issues we were talking about
- Showed management/implementation as biggest area for growth
- Full report available to interested board members

Consumer/Family Feedback breakout group (Link priority with Operations)

Priorities

- Review paper survey process
- Look at additional ways to gather input
- Look at shifting from annual feedback to quarterly feedback
- Provide more information on quality and satisfaction to staff leadership and board

Other Possibilities/Insights

- Update questions
- Ensure it is clear to families what program they are rating
- Do we really want staff helping clients complete surveys on the staff's performance?
- Which our stakeholders could complete an electronic survey?
- Do we need a neutral third party to gather this information?
- Could we follow up with non-responders?
- Could we do random phone interviews to add understanding to the surveys

Improving/Refining Operations breakout group (Critical)

Priorities

- Defining quality – moving from compliance focus to quality focus
- How do we want/need to change training?
- Need to better understand the gap
- Do we have the expertise we need? The capacity to address the gap? What will it take?

Next steps

- Gather input from stakeholders about quality and success
- Develop a road map for defining, implementing, and continuing to improve
- Incorporate evaluation feedback into on-going review and improvement
- Share what we are measuring and how we are doing

Exploring New Service Models breakout group (Critical)

Priorities since they attract more staff or reduce need for staff

- Family First – hiring and training family members (already piloting)
- Structured Family Caregiving (Foster Care model)

Other Possibilities/Insights

- Transition support for GAP students – living skills, summer housing, lower cost
- Summer camp for age 14 to young adult
- Study Respite model options

Workforce Engagement breakout group (Critical)

Priorities

- Show staff they matter
- Look at staffing/supervisory structure and see how we enhance

- Have some staff focus more exclusively on retention/mentorship (currently shared with orientation/training)

Other Possibilities/Insights

- Pay gap not going away
- Supervisors spread thin, often covering shifts due to staff shortages
- Want to build more/better relationships with staff
- Want to review ratios of supervisors across programs – what do we have? what do we need?
- Add new service models that are less staff intensive or provide more technology supports
- Find the money and expertise to implement
- We have staff who are nearing retirement age - Explore how staff might retire and become structured family(foster care) providers

Healthcare breakout group (One Critical)

Background/Environment

- Opportunities to provide/increase access, convenience, and/or coordination
- Impacts staff and clients
- Increasing need for behavioral health support as many providers step back
- Feel current wellness offerings are meeting needs

Priority

- Bringing Behavioral Health providers together to ensure our clients have access to quality care and identify a path forward for Stone Belt/Milestones. (IU Health, School systems, Cook, Jails, Cornerstone, etc)

Other Possibilities/Insights

- On-site clinic for clients and staff, similar to other major employers in town
- Medication dispensing training in partnership with a Pharmacy School or IU Health

Technology breakout group (Important)

Priorities

- Using technology to connect clients and families, reduce staff time communicating what is happening

- Electronic monitoring, using the technology and appropriately introducing to families

Other Insights

- Support other efforts in creating effective feedback loops, gathering and using data effectively
- Consider the impact of technology on our culture as we implement it? When is it connecting and when is it disconnecting?
- Board members can help identify financial resources and expertise/experience in their companies

Fund Raising breakout group (Critical)

Priorities

- Current year goal of \$170K
- Develop/Support strong staff member before adding additional staff
- What are we fund raising for? Need to more clearly define our case for support.
 - Building our donor base
 - Young donor strategies different than older donors
 - Planned giving

Other Possibilities/Insights

- Aging donor pool
- Fund raising dollars increase when we have an engaged staff member focused on it
- Maximizing social media
- Implementing new Google ads grant
- Updating fund raising software
- Explore a signature event like Fort Wayne's "Dancing with the Arc Stars"
- What might we do with Art Able?

Being prepared for merger opportunities breakout group (As time allows)

Environment

- State shows preference for fewer, larger grantees
- We could move to a top 5 provider by increasing annual revenues from \$20 mil to \$35 mil
- We see our strengths as IT, Finance, and administration – how might we build on that?
- Culture is a big deal in a merger. We may have lost some of ours and need to get it firmly rooted again before we would join with another organization

- Lack of staff has been a limiting factor in organic growth

Preliminary guidance

- Growing our size/revenues will be important for future positioning with government funding sources
- Strong preference for nonprofit partners
- Preference for deepening our work in our current geographic footprint versus expanding to other communities
- Explore organization models that build on our strengths or allow us to leverage those strengths to support other nonprofits – perhaps beyond the disabilities community?
- Make sure our house is order before we pursue – culture and operations