



Strategic Plan for Fiscal Years 2022-2023
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 contains a strategy map adapted from a balanced scorecard approach, measurable goals for each year in the plan, and an agency scorecard of results on the goals for each year.

While previous plans covered a three year cycle, this plan will be carried out of the next two fiscal years of 2022 and 2023. Because of our re-emergence from COVID-19 and looking ahead to the retirement of the CEO, it was determined that a two year cycle would be most appropriate. This has the added benefit of putting our next planning cycle the year before our next CARF accreditation survey, rather than in the same year.

As we did in 2019, Bryan Orander of Charitable Advisors was engaged to provide support for our planning. A strategic planning committee was comprised of the executive staff, the current board officers, and additional board members to increase perspectives at the table. The committee gathered extensive information from various constituents. Activities included virtual visits with six “like” organizations across the United State, virtual visits with schools and other community partners, review of the board self-assessment and review of client outcomes, including satisfaction surveys and a review of quality measures. We also completed an organizational assessment that benchmarked our operations with similar non-profit organizations. Board educational opportunities included presentations on the current environment, an overview of the DSP challenge, and reminders of the Life Course Framework and the Social Determinants of Health (see Strategic Planning Outline in appendix A). Two strategic planning meetings held virtually with all board members 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 two year strategy map and overview will guide our operations through the next two 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.

- **Dashboard** Goals and performance targets are reported 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. Of note is that during this planning the agency (and the rest of the world) is re-setting operations after the COVID-19 Pandemic. Many of our plans for the last planning cycle were thwarted by the pandemic as we had to change to emergency response and close/alter many programs for periods of time. Therefore some elements of this plan, such as training, are similar to our 2019-2021 plans that didn't come to fruition.

Mission and Principles/Values

Stone Belt Mission

We believe in the uniqueness, worth and right to self-determination of every individual. Therefore, it is our mission, in partnership with the community, to prepare, empower and support persons with developmental disabilities and their families to participate fully in the life of the community.

Principles of Service

Stone Belt has developed Principles of Service with the involvement of clients, families, staff and others from the community. These principles are used as the guidelines for what we do, how we deliver supports and services, and the values and principles we hold important:

Self-determination is essential

People have the right to self-determination. They must have opportunities and experiences that enable them to exert control in their lives and to advocate on their own behalf. In addition, we emphasize that rights and responsibilities are connected. We teach and provide information for people to make choices as well as take responsibility for their own decisions.

Learning creates empowerment

Obtaining information and skills gives a person more personal power. All of our services emphasize learning and skill acquisition in areas that are suitable to each person's interests, age, and cultural background. We will emphasize activities that provide for growth and opportunity and are purposeful to the creation of a fulfilling life.

All people have contributions to make

Each person has unique capacities, gifts, and talents. It is the aim of our services to further develop these assets in each person served and employed. We strive to provide opportunities for self-advancement as well as to enhance each person's capacities to contribute to the greater good of the community

Positive supports provide the best long-term results

When people exhibit behaviors that are challenging, they should have access to supports that are individually designed, positive, help them learn new skills and responsibilities, provide alternatives to challenging behaviors, offer opportunities for choice and social integration, and allow for environmental modifications. Stone Belt policies and staff training are aimed at these positive outcomes.

Home life must be self-directed

People should be empowered to live in community housing of their own choosing, which is accessible and affordable. Stone Belt provides flexible services that follow the person in his/her chosen home, including supported living arrangements, group homes or the person's family home. Supports provided by Stone Belt within those settings are arranged around the individuals' wants and needs.

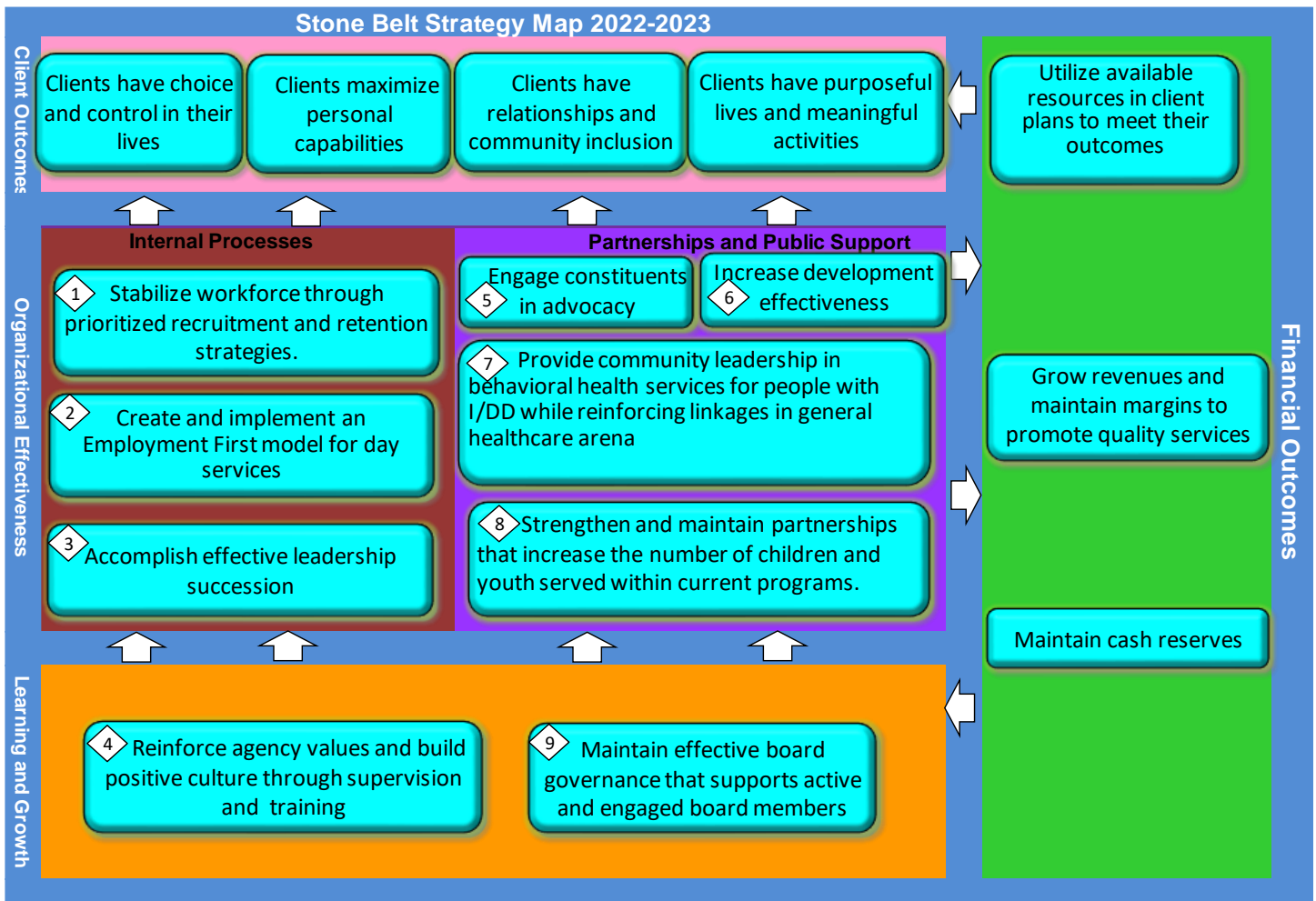
Employment is a fundamental part of adult life

Our culture strongly values work and one's identity is often closely associated with one's career. People with disabilities have the right to rewarding and successful careers that demonstrate their competencies and give them opportunities to be successful in their desired employment. Stone Belt offers a variety of work opportunities and supports, which include assistance moving from school to work, career planning, skill development, job advancement, and retirement planning.

Social life and relationships help create quality of life

A great deal of one's emotional fulfillment is due to the relationships one has with family, friends, and co-workers. People with disabilities and people with other socio-economic challenges often have a disproportionate number of their close relationships with people who are paid to support them. While we acknowledge the importance of these relationships, we are committed to supporting clients to develop and maintain fulfilling, independent relationships that range from acquaintances to life partners. In addition, we assist clients in maintaining strong relationships with family members wherever that is desirable and appropriate.

Strategy Map for Fiscal Years 2022-2023



Strategies to Increase Organizational Effectiveness through Internal Processes

1. Stabilize workforce through prioritized recruitment and retention strategies

Context: Staff recruitment and retention have been ongoing challenges for providers such as Stone Belt due to Medicaid rates that restrict our ability to maintain competitive wages for staff, especially Direct Support Professionals (DSPs). This challenge has been exacerbated by the COVID-19 crisis. Making improvements in this area is the highest priority for this strategic planning cycle.

Vision of Success:	Activities	Expected Outcomes
<p>Through increased staff retention, Stone Belt clients will experience higher quality supports, provided by staff that know them well and that can deliver the expected supports.</p>	<p>Change the pay structure for front-line staff</p> <p>Improve the hiring process to maximize candidate potential for success.</p> <p>Increase supervisors' capacity for supporting staff</p> <p>Consider centralizing staffing functions to give coordinators more time to support staff and clients</p> <p>Consider career ladders for direct support professionals.</p>	<p>More qualified candidates are attracted to and stay at their new job</p> <p>Incumbent staff have higher retention rates</p> <p>Clients have the full range of activities that have been restricted due to short staffing.</p>

2. Create and implement an Employment First model for day services

Context: Due to likely changes in the 14c regulations that could phase out our ability for clients to choose Manufacturing Services, we need to prepare and change services for affected clients. A task force of the strategic plan committee developed a plan to move to an Employment First model for all day services – emphasizing that clients learn skills that move them toward competitive employment

Vision of Success:	Activities	Expected Outcomes
<p>Those served in the Employment First program will have knowledge and encouragement to be successful in integrated, competitive employment.</p>	<p>Create work-readiness curriculum that includes classroom instruction, hands-on learning and work experiences. Train all staff to implement the curriculum.</p> <p>Increase client’s knowledge of integrated competitive employment.</p> <p>Increase number of client referred to Vocational Rehabilitation.</p> <p>Explore methods to keep clients engaged in manufacturing during the transition, including creation of an integrated, competitive work environment within our program.</p>	<p>Clients will have new skills and knowledge related to employment</p> <p>Clients will transition to integrated competitive employment.</p>

3. Accomplish effective leadership succession		
Context: Stone Belt’s current CEO, Leslie Green will retire within this two year planning cycle. For an effective transition to a new CEO, the responsibilities, knowledge, and relationships that she has need to be shared with others prior to her retirement.		
Vision of Success:	Activities	Expected Outcomes
The new CEO and other agency volunteer and staff leaders will have information needed to carry-out CEO responsibilities and maintain relationships important to Stone Belt in the coming months/years.	<p>Conduct succession readiness assessment and put remediation plans into place as needed</p> <p>Document major activities and key relationships</p> <p>Develop and execute a communication plan for various constituent groups</p>	The transition to a new CEO will be accelerated because of good preparation and knowledge transfer.

Strategies to Facilitate Learning and Growth:

4.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 much of it was moved to an online platform, especially during our COVID-19 response. Management wants to find a good balance with virtual and in-person training that incorporate our mission, vision and values and that effectively trains our staff. Training for supervisors has a positive impact on retention and ultimately on client quality of life.		
Vision of Success:	Activities	Expected Outcomes
Effective and efficient training programs develop competent and confident staff. Clients have improved quality of service.	<p>Incorporate cultural values in all training programs.</p> <p>Evaluate and improve training programs and deliver them in the most effective format.</p> <p>Implement effective supervisory training.</p> <p>Utilize the framework of Trauma Informed Care to improve agency culture, provide better support to clients, and improve staff satisfaction.</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 promotes them in the performance of their duties.</p> <p>Staff will feel better prepared for and better supported in their work.</p> <p>Clients receive higher quality services.</p>

9. Maintain effective board governance that supports active and engaged board members.		
Context: The board is taking a new look at how it evaluates its effectiveness in supporting the organization.		
Vision of Success:	Activities	Expected Outcomes
<p>Board members are highly engaged in governance activities. The board recognizes and appreciates the unique gifts and contributions of each board member.</p>	<p>Reset board members' expectations for governance responsibilities.</p> <p>Ask board members set objectives for themselves to fulfill their role.</p> <p>Continue board members' demonstrated leadership in financial support of the organization.</p>	<p>Board members meet the expectations for board service.</p> <p>Board self-assessment scores shows increased satisfaction with board governance and members' self-assessment ratings also improve.</p> <p>Stone Belt benefits from the leadership of well informed and active board members.</p>

Strategies to Increase Organizational Effectiveness through Partnerships and Public Support

5. Engage constituents in advocacy		
<p>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. Advocacy efforts for increased DSP wages were successful in the 2021 Indiana General Assembly, but must be continued to keep these vital employees paid a salary commensurate with their responsibilities. Wage inflation of other employers outpaces the wage increases we can provide with new funding.</p>		
Vision of Success:	Activities	Expected Outcomes
<p>Stone Belt's advocacy 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>	<p>Continue candidate forums and other public event 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>

6. 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. Developing revenues are growing, even throughout the COVID-10 crisis, and the base of donors is increasing.		
Vision of Success:	Activities	Expected Outcomes
Stone Belt development program will grow to provide 2% of all revenues.	Maintain current donors and increase their levels of giving Attract new donor and re-engage lapsed donors Continue the creation of a signature fundraising event. Increase grant funding Implement a planned giving program	Raised dollars will allow Stone Belt to continue to provide programs of excellence

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 IDD. 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 IDD, 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>Increase efficiency of current operations</p> <p>Evaluate potential expansion of Milestones related to community needs and viability.</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. Strengthen and maintain partnerships that increase the number of children and youth served within current programs

Context: Although we no longer have a specific children and youth program, we continue to see an increase in the number of children and youth in throughout several of our programs, many of them being referred by partners with whom we work such as the schools, case managers, and Riley Physicians. We have limited resources for adding new types of youth services, but programs that have the capacity with current staff, or an ability to attract new staff (recreation therapy, skills development, Milestones clinic, Pre-ETS) can increase the number of children served.

Vision of Success:	Activities	Expected Outcomes
<p>Purposeful and planned outreach to community partners that serve children and youth will lead to increasing the number of persons served in our programs.</p> <p>Stone Belt will become a preferred provider of children and youth services, including recreation therapy, music therapy, skills development, Pre-Employment Transition Services and Milestones Clinic.</p>	<p>Outreach to current and potential partners that serve children and youth, making them aware of our programs that serve youth.</p> <p>Promotion on social media and through other media outlets</p> <p>Highlight youth program with sponsorships at charitable events such as Buddy Walk.</p>	<p>Consistent growth in the number of children and youth served.</p> <p>Increased reputation for serving this population with high quality programs</p> <p>Transition of youth being served into our adult programs.</p>

Client Outcomes:

All of the goals and activities on the Strategic Plan are aimed at increasing outcomes for clients. A new client outcome measurement tool was implemented in Fiscal Year 2020. Clients are assessed on up to 40 questions in each core service they receive. The responses of the assessments across several programs can be aggregated for an overall score, or reported separately for each service. This quality of life measurement tool measures “real” client outcomes in improved quality of life and not just outputs such as the number of individual plan goals that are attained.

The assessment evaluates outcomes in four areas that include:

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

Annually all client assessments are averaged to determine if clients in each program are achieving higher levels of accomplishment in these quality of life indicators. Specific measures can be targeted for improvement on an individual basis or a program director might choose one or more measures as an area(s) of focus for their program to improve collectively.

The Quality of Life assessment aligns well with the [LifeCourse Framework](#), which is used as part of the Person-Centered Individualized Support Planning (PCISP) process within Indiana; and with the [National Core Indicators](#), a voluntary effort used by public **developmental disabilities agencies** that measures and tracks their own performance.

The Quality of Life outcomes are reported as part of the Outcomes Measurement System along with client and family/guardian satisfaction, access to services, and efficiency in service delivery. These measures are collected and reported on a quarterly basis.

Appendix A: Strategic Planning Kickoff Agenda and Planning Timelines

Strategic Planning Kickoff Agenda

Monday, January 11, 2021

5:30pm – 7:00pm on Zoom

Working Agenda

- Welcome/Introductions
- Overview of planning timeline/process
- Reflection on Mission/Principles
- Education (30 min) - Questions and Discussion
 - The DSP Challenge – staff
 - Snapshot of how we have adapted services for COVID – staff
- Survey Results/Breakout Discussion - Breakout Groups #1 & #3 – identify a note taker
 - Beyond DSP staffing, what big opportunities/issues should be explored in this strategic planning cycle? What possibilities could exist in the following areas:
 - Political dynamics? Downward pressure on government funding?
 - Technology/Innovation?
 - Partnering across nonprofit/government/business boundaries?
 - Services to children and youth?
 - How do we want to use the next strategic plan? How should it be similar or different than the current plan and how we use it?
- Breakout Groups #2 & #4 – Questions - identify a note taker
 - Beyond DSP staffing, what big opportunities/issues should be explored in this strategic planning cycle? What possibilities could exist in the following areas:
 - Political dynamics? Downward pressure on government funding?
 - Implications of an aging population? Consumers, staff, donors?
 - Response to state rules changes?
 - Senior staff retirements?
 - How do we want to use the next strategic plan? How should it be similar or different than the current plan and how we use it?
- Debrief
- Wrap up

Strategic Planning Timeline

Monday, January 11, 2021

Draft Process/Timeline

The planning committee met on December 2 and January 6 to launch the next strategic planning cycle to prepare a plan for FY 2022 and 2023. (July 1, 2021 – June 30, 2023). The committee will meet monthly through the process.

November/December 2020

- Constitute a Strategic Planning Committee of board/staff members who will meet regularly (monthly) through June.
- Consultant interviewing senior staff to gather insights
- Survey to board for opportunities and issues to be considered

January/February 2021

- Share results from planning survey and senior staff interviews
- January 11 - Special Board Working Session – Strategic Planning Kickoff
- Strategic Planning Committee members will “visit” peer organizations
- Review other survey data gathered
- Community leader interviews
- Governance self-assessment survey to board
- February Board Meeting Briefing – Review governance survey results, Strategic planning update

March/April 2021

- March Board Meeting Briefing – Educational topic – CEO transition prep/process
- Late April board working session/retreat – review and prioritize opportunities and ideas

May/June 2021

- Staff translating priorities established in retreat into operational plans
- Strategic Planning Committee providing feedback on refining staff work
- **May board meeting** – discuss draft of strategic plan and FY 2022 operational goals
- **June board meeting** – adoption of strategic plan and FY 2022 operational goals

Appendix B: Board Staff Planning Retreat Agenda

Board/Staff Planning Retreat Saturday, April 17, 2021 Zoom 9:00am – Noon

AGENDA

- 8:45am Gather/Virtual Coffee
- 9:00am Welcome/Introductions – Leslie and Dan
- 9:10am Overview of morning– Bryan
Keep Mission/Principles/Values in mind
- 9:15am Insights and Themes from Planning Committee:
- Refresher on Social Determinants of Health, LifeCourse Framework – Leslie
 - Current Environment - Leslie
 - Site Visits and Community Interviews – Leslie/Bitta and Planning Committee
- 9:40am Drafting our Opportunity Filter/Strategy Screen – criteria for decisions (pg 8-9)

Beginning Discussion

- Discussing/Reviewing examples
- What ideas and concepts seem most applicable to our work?
- What is our obligation to fill the gaps left by government?

Digging Deeper

- What have been our biggest successes in the past few years and what did they have in common?
- What roles are we best at? What roles can we play that no one else can do?
- What roles do we perceive the community thinks we play or should play?
- What attempts have fallen short? What can we learn?
- What criteria should we use to determine whether there is a match? How do we prioritize? (i.e. Community need, Internal Champion, Engaged Partners, Leverage funding, Energy/Interest, Capability, Capacity, Level of Influence, Financial feasibility/sustainability)

- 10:10am Break

- 10:20am Break Out Discussions – Manufacturing (pg 10)
- Presentation - Employment First/Manufacturing Committee report/14C – recommendations and possible paths forward - Bitta, Jason, Anne
 - Room #1 – Ward/Anne
 - Room #2 – Leslie/Tonya
 - Room #3 – Jason/Bitta
 - Breakout Questions to explore:
 - How could this impact families/caregivers/partners? - Are there unintended consequences we should keep in mind?
 - When and how could we begin communicating this information?
 - How do we ensure there is clear understanding before fears and concerns arise?
 - Are we communicating the issue or solution or both? What if we aren't clear on when legislation will force a timeline?
 - What else should we be considering?
- 10:45am Debrief
- 10:55am Break Out Discussions/Experimenting with our Opportunity Filter thoughts
- Milestones – Ward/Julie
 - What is SB's role in providing mental health services or ensuring that mental health services are provided to the people we serve and advocate for?
 - If SB were to assemble a Task Force on this topic, where should it direct its efforts?
 - Shared Living – Susan H./Leslie
 - What do we know, or have we learned about Shared Living?
 - What are the important conversations we need to have as we consider it?
 - Youth Services – Bitta/Susan R.
 - What do we know, or have we learned about Youth Services?
 - What are the important conversations we need to have as we consider it?
- 11:25am Debrief
- 11:35am Next Steps/Wrap Up
- Leadership transition summary (pg 12) - Bryan
 - The DSP Challenge update - Susan

Post-retreat - Next Steps - May board meeting follow-up

- Planning Committee presents overview of Strategic Plan priorities for discussion
- Maximizing Board Impact and Engagement
 - Will our current structure meet our needs or are there changes we could be making? Executive, Finance, Development, Advocacy, Human Rights, Human Resources, Nominating
 - Are there new skills, perspectives, or connections that we need to recruit to our board?
 - How will we measure our impact and engagement?
 - What is our role through a leadership transition?
 - What do we need to better understand about Stone Belt clients, families, or work?
 - How can more of us grasp the finances?
 - As we move closer to regular operations, how does the board want to meet/interact? In-person, virtual, hybrid?