CADES
Strategic Plan 2019-2024
CADES Emerging Trends in Disability Services was completed with the participation of the Strategic Initiatives Committee of the Board, members of Senior Leadership of the organization and key subject matter experts in the field during the spring of 2019. Six trends were identified as drivers in reshaping the disabilities landscape that served as the foundation of the Strategic Intent for 2019-2024.

**Strategic Intent**

CADES will employ a strategy to establish our position as Provider and Employer of Choice that:

- Expands our services from the core, and
- Creates values-based workforce solutions

By implementing a culture of:
- Technology innovation, and

In a way that maximizes strategic impact through:
- Affiliation & Collaboration
**Initiative 1: Expand services from the core**

As we grow the CADES brand, we are committed to providing services that are aligned with what we do best, building on our core competencies of providing therapeutic, educational, residential and social services to individuals with intellectual, developmental and co-occurring medical disabilities.

**Goal**

CADES will expand our core services that advance our mission, align with our values and the priorities of the community.

**Objectives:**

- **School-age:**
  - Increase enrollment in George Crothers Memorial School by adding Autism as a primary referral diagnosis expanding the Intensive Supports program.

- **Adult Day Programming**
  - Increase footprint of CADES Adult Day Program to include community inclusion, day, evening and weekend opportunities to meet the need of the greater community.
  - Implement outpatient services model that provides counseling and social skill development for Adults living with Intellectual and Developmental disabilities.
**Initiative 2: Create values-based workforce solutions**

CADES positive reputation as a provider of choice is a direct result of the loving care and quality services our staff provide. Competition for this invaluable workforce is at a crisis level. In order for CADES to meet its mission, we must establish ourselves as the preferred employer in the human services field of successful workforce solutions that appreciate, invest in and empower Professionals to deliver exceptional services and contribute to a positive workplace culture.

**Goal**

CADES will establish workforce solutions that position the organization as the employer of choice in the human service field.

**Objectives**

- **Racial Equity Strategy**
  - Increase Black and BIPOC representation in leadership positions at CADES
  - Increase engagement and belonging among our BIPOC team members
  - Create more growth opportunities for our BIPOC team members
  - Build greater fluency around topics related to inclusion, equity, and diversity, across all levels of CADES

- **Compensation & Benefits**
  - Implement a 5-year compensation and benefits model that ensures a competitive advantage in our region
  - Provide employment supports that meet the needs of the workforce
  - Provide advancement opportunities through formal education

- **Retention**
  - Establish paths & programs that value employees across the span of their career.
  - Promote employee health & well-being through ... (adaptations to physical plant)

- **Learning & Professional Development**
  - Establish CADES Leadership Institute to
    - Implement role-specific skill advancement
    - Increase leadership competency across the organization
    - Develop managers as coaches and mentors
  - Ensure every employee can successfully utilize technology as a formative resource to support work success.
**Initiative 3: Create a Culture of Technology Innovation**

The accelerated growth of technology innovation presents itself as an undeniable opportunity to embrace new pathways of access for the individuals we serve and more pragmatically, potential solutions to address threats to our industry. CADES will take advantage of this opportunity and partner to advance our position as a provider of choice.

**Goal**

CADES will utilize technology to increase efficiency, quality and nurture a culture of innovation to position us as a provider and employer of choice.

**Objectives:**

- Mitigate risk in service delivery to fragile populations:
  - Complete implementation of all Electronic Health Record modules with 100% end-user skill competence and engagement by June 2023.
  - Implement electronic medication administration record
  - Invest in floating lift systems in all program spaces
  - Investigate and select individual monitoring opportunities
- Enhance efficiencies
  - Adopt platforms to produce analytics and project implementation
- Implement breakthrough ideas that position CADES as an innovator in the region.
Initiative 4: Mission-aligned collaboration to maximize impact

Partnership is crucial to meet the objectives of the CADES mission, especially when what is needed does not align with what is funded. In order to be sustainable, CADES must position itself as an organization that is in the business of strategically partnering with other providers to redefine and innovate service delivery. CADES must have the foresight to know its likely role within a partnership and which is most beneficial to its future. In this regard, CADES is tasked with the question: “How can providers collaborate together to apply innovation that will support individuals in an unknown future?”

Goal

CADES will expand our footprint through collaborative partnerships that will yield innovative solutions on a larger scale.

Objectives

1. Engage in a discovery process to analyze CADES position and opportunities for partnerships with other mission-aligned organizations.

2. Partner with corporate entity(s) to provide innovative solution(s) to support integration in the community.