



2019-2023 STRATEGIC PLAN OVERVIEW

Mission

Side by Side Brain Injury Clubhouse advances the long-term well-being of people who have brain injury-related disability and their families through skills development, support and advocacy.

Vision

People with brain injury-related disability have access to services that assist them in managing health and well-being so they can participate interdependently and safely at home, work and in the community.

Values

- Dignity
- Inclusion
- Independence
- Relationship

DESIRED OUTCOMES	SUMMARIZED STRATEGIES
<u>Programs</u> Member-centric services that produce reasonable outcomes while increasing members served and others impacted	<ol style="list-style-type: none"> 1. Increase opportunities for support and education for persons with Brain Injury in Clubhouse and home communities 2. Increase opportunities for support and education of caregivers 3. Develop a Member Services Program Unit based on Policy Advocacy Plan
<u>Policy and Advocacy</u> Expanded advocacy, adding a unit and activities to achieve prioritizing brain injury in all policy venues	<ol style="list-style-type: none"> 1. Coordinate collaborative network to build advocacy movement 2. Push policies to hold government, private agencies, and businesses accountable to implement policies and laws. 3. Educate lawmakers about policy options to support people with Brain Injury. 4. Activate Member Services Program Unit to engage staff, members, families, and volunteers.
<u>Outcomes Management</u> Quantitatively and qualitatively supports program execution and provides empirical evidence to inform organization investments and external funding	<ol style="list-style-type: none"> 1. Establish research partnership to develop and implement a severity assessment measure. 2. Compare features and outcomes of Side by Side with other ABI and Mental Health Clubhouses Model programs to demonstrate impact of services on 2 overlapping populations 3. Measure Well-Being and other key outcomes for members of Clubhouses 4. Customer Electronic Health Records design to measure and evaluate individual member goals, services and program.
<u>Operations</u> Expand and improve operations to address current and future business needs for a high performing not for profit organization	<ol style="list-style-type: none"> 1. Marketing and Fundraising systems that build awareness and investment 2. Develop proactive and responsive business model that incorporates program changes, evolution of the corporation and environmental landscape 3. Develop system for facilities management 4. Develop financial operating system that supports growth and expansion and moves to proactive long range approach 5. Develop risk management plan
<u>Financial Health</u> Sustainable and nimble financial position while doubling revenue	<ol style="list-style-type: none"> 1. Develop and execute Capacity Building Campaign with capital and human infrastructure components 2. Develop and execute comprehensive fundraising plan 3. Develop plan for earned income (payer sources) 4. Develop approach to maximize revenue from excess cash flow 5. Develop and execute an approach for dynamic cash flow management
<u>Board Development</u> Effective and diverse board of directors	<ol style="list-style-type: none"> 1. Identify, cultivate and reach out to stakeholders who represent diversity of membership who might be interested in board membership 2. Build an infra-structure to support board member participation, engagement and self-coordination 3. Assure BOD represents skills and resources needed for Side by Side success
<u>Human Resources</u> Human resources needed to support increased level of services while demonstrating fair and appropriate value exchange	<ol style="list-style-type: none"> 1. Develop multi-pronged orientation, mentoring, education and training system for staff 2. Develop staffing plan for business leadership and develop a succession plan for key positions 3. Balance continuity of care with flexible staffing assignments, professional growth, and retention of staff



Strategic Plan 2021-2025 Implementation Plan for 1: Programs Area

Strategic Area 1: Programs

Desired Outcome(s):

- ▲ Provide services that:
 - △ Serve more people better
 - △ Are true to Clubhouse Standards
 - △ Increase connectedness of members to others and their community
 - △ Balance resource efficiency and member outcomes
 - △ Are informed by social determinants of health

Measure(s) of Success:

1. 90% of members have met 4 self-determined goals per year
2. 3 year CARF Accreditation maintained
3. All Programs achieve the following 3 criteria:
 - a. Improved distribution of services provided to members across all payer sources
 - b. Have designated outcomes that can be measured easily/reliably and are effective in members' attainment of self-determined goals
 - c. Combination of service fees and charitable income support staffing and other expenses required to provide the service
4. Triple (200 more) the number of people SxS impacted in 2014-15 (people with BI, their family members, and caregivers) by 2022 and increase number of people served with brain injuries by 50% (50 more) by 2023

Strategy	Key Actions	Resources Needed	2021	2022	2023	2024	2025
		Coordination Needed					
1. Increase opportunities for individualized support and education -for persons with brain	A. Develop virtual services to maintain member support during public health	<ul style="list-style-type: none"> • CDC guidelines; secure virtual platform 	1A				



Strategic Plan 2021-2025 Implementation Plan for 1: Programs Area

Strategy	Key Actions	Resources Needed Coordination Needed	2021	2022	2023	2024	2025
injury in the clubhouse and in home communities.	emergency and determine need for ongoing virtual services post- PHE						
2. Increase opportunities for support and education for caregivers.	<ul style="list-style-type: none"> A. Update/revision of satisfaction surveys B. Develop educational groups/classes for caregivers that achieve competency and satisfaction goals C. Increase social and educational opportunities for families to 3 times per year D. Increase peer support and family involvement in planning of family support program 	<ul style="list-style-type: none"> • Staff time to coordinate, develop, and execute • Volunteer time to support staff in the above community based partnerships • Maintain an MSW on staff 	2A-C	2D			
3. Develop a Member Services Work Unit within the Clubhouse, based on the Policy Advocacy Plan	<ul style="list-style-type: none"> A. Determine what Member Services work can be done within Business Work Unit prior to launch of separate work unit B. Assign staff C. Develop task sheets D. Develop schedule 	<ul style="list-style-type: none"> • Additional Staff • Coordination with larger policy advocacy plan 	3A	3B-D			
4. Expand services into home communities of adults living with brain injuries	<ul style="list-style-type: none"> A. Determine cost-benefit of home-based face-to-face and/or virtual services and if feasible: <ul style="list-style-type: none"> i. Determine staffing need and plan to meet it ii. Market to Work Comp, Wounded Warrior communities iii. Obtain passenger car B. Secure additional funding to resume home-based services to Wounded Warriors C. Offer Life Skills services on a sliding scale once program is financially sustainable 	<ul style="list-style-type: none"> • dedicated and backup staff • vehicle capacity • charitable funding to supplement sliding scale • coordination with veteran service providers, vet orgs, and public/private funders 	4A-B	4C			
5. Determine feasibility of developing an educational program for the professional community about long	<ul style="list-style-type: none"> A. Explore existing online learning platforms to determine potential for partnering around long term brain injury educational needs 	<ul style="list-style-type: none"> • IBICA and Clubhouse Int'l support 		5A-C			



Strategic Plan 2021-2025 Implementation Plan for 1: Programs Area

Strategy	Key Actions	Resources Needed Coordination Needed	2021	2022	2023	2024	2025
<p>term needs of brain injury, including the Clubhouse model and behavioral support</p>	<p>B. Determine level of interest and capacity for payment for training of Clubhouse model C. Determine SxS resource capacity to provide training D. Determine curriculum and logistics of training for clubhouse model and for behavior support</p>	<ul style="list-style-type: none"> • Neurolearning Institute at Shepherd Center • Coordinate with ICWP case managers and service providers to meet behavior support needs • Grant to develop training model and measure outcomes • ED time to explore and develop 					



Strategic Plan 2021-2025 Implementation Plan for 2: Outcomes Management Area

Strategic Area 2: Outcomes Management

Desired Outcome(s):

- ▲ Measures and communicates outcomes in a way that:
 - △ Is consistent with how CMS, managed care and other providers measure home and community based services
 - △ Is relevant for members, families, and other constituents
 - △ Informs continuous quality improvement and sets best practice standards
 - △ Reflects change in individual skills development and well-being over time
 - △ Results in more funding for home and community based services including Clubhouse services

Measure(s) of Success:

1. *Measurements of program effectiveness accurately reflect impact of services that have been developed and implemented*
2. *Members and staff easily establish goals and track individual progress in an Electronic Health Records system such that 80% of members and their support systems realize an annual increase in or retention of well-being and quality of life across a variety of areas.*
3. *Staff documentation in EHR and narrative progress reports requires less than 10% of hours worked in one month.*
4. *Side by Side is selected to represent ABI Clubhouses in an IBICA/Clubhouse International collaborative plan, thereby demonstrating fidelity to the Clubhouse Model and exemplifying best practices.*

Complete

Delay due to COVID Response

In Progress- Extend



Strategic Plan 2021-2025 Implementation Plan for 2: Outcomes Management Area

Strategy	Key Actions	Resources Needed Coordination Needed	2021	2022	2023	2024	2025
1. Compare features and outcomes of Side by Side membership and programs with other ABI Clubhouse Model programs to demonstrate impact of this service approach on health and well-being of adults with brain injury	<ul style="list-style-type: none"> A. Facilitate other ABI Clubhouses in completing the Clubhouse Profile Questionnaire customized for ABI B. Communicate findings to funders, start-up groups, and other stakeholders 	Collaborate with UMass and IBICA Clubhouses; Need published manuscripts of study results to share; Maintain updated Microsoft Access database	1A-B	1A			
2. Develop Quality Assurance Program for International Brain Injury Clubhouse Alliance to ensure sustainability and expansion of the Clubhouse model as applied to brain injury	<ul style="list-style-type: none"> A. Develop self-study guide for IBICA Clubhouses to assess adherence to IBICA standards, uniformity, and provide guidance for program improvement B. Shadow Clubhouse International Accreditation Faculty conducting practice surveys with 2 IBICA Clubhouses C. Conduct IBICA self-study of Side by Side and undergo consultative survey 	ED coordinate w Clubhouse International Faculty; Coordinate with IBICA Clubhouses, Clubhouse International	2A-B	2C			
3. Measure Well-Being and other key outcomes for members	<ul style="list-style-type: none"> A. Expand health related variables to current EHR design or collect manually until new EHR system is in place B. Implement, including tracking, standardized measures of well being with Side by Side members 	Social Solutions specialist staff as consultant; outcomes coordinator on Side by Side staff who is proficient in web platform; consider graduate intern to research standardized measures; staff training and system to collect, analyze, integrate data		2A-B			
4. Replace Electronic Health Records system with comprehensive, affordable platform that both measures and evaluates individual member goals, services and progress as well as analyzes	<ul style="list-style-type: none"> A. Research EHR options and determine best fit for affordability B. Customize EHR design to meet data collection, analysis, and reporting needs 	Add staff and train the person, contract with Social Solutions for customization/redesign; consider another product if Social Solutions doesn't improve		3A	3B-C	3D-E	

Complete

Delay due to COVID Response

In Progress- Extend



Strategic Plan 2021-2025 Implementation Plan for 2: Outcomes Management Area

Strategy	Key Actions	Resources Needed Coordination Needed	2021	2022	2023	2024	2025
service delivery effectiveness and efficiency	C. Include family satisfaction with impact of services including family peer support services and resource referrals D. Migrate historical data to new system E. Train staff and monitor needed adjustments on new EHR system	efficiency and accuracy of reporting feature					

Complete

Delay due to COVID Response

In Progress- Extend



Strategic Plan 2021-2025 Implementation Plan for 3: Policy Advocacy Area

Strategic Area 3: Policy Advocacy

Desired Outcome(s):

- ▲ Public policy supports value and payment of long-term support services for people with brain injury
- ▲ There is a line item in the GA State budget for SxS
- ▲ Brain injury is treated like other disabilities in disability related public policy
- ▲ Quality services are available to people with brain injury by trained, fairly paid workers and natural support providers

Measure(s) of Success:

1. Obtain and maintain a line item in the Georgia State budget for Side by Side
2. An Independent Care Waiver amendment is introduced to add needed services (e.g. life skills training and ongoing coaching; community support in groups and individually for IADL's and work tasks; behavioral supports) and expand eligibility to include adults with non-traumatic brain injuries; or to combine waivers to increase parity across populations served; and/or there is an increase in provider rates for Adult Day Services
3. State vocational rehabilitation services include expanded customized services for persons with brain injury with attached funding

Strategy	Key Actions	Resources Needed Coordination Needed	2021	2022	2023	2024	2025
1. Coordinate a collaborative network to build an advocacy movement	<p>A. Convene and/or join Mental Health, BI community leaders and other support providers/disability advocates in GA</p> <p>B. Support placement of brain injury advocates on disability related advocacy and governance boards such as ICWP, BSITF, VR, MCO's, Disability Organizations (CIL's, CSB's.)</p> <p>C. Maintain positive relationships and expand network of partnerships to track and support policy implementation</p>	<ul style="list-style-type: none"> • BIAG, Shepherd, CHOA, ICWP providers, SxS, Peer Visitor, Emory, Neurorestorative, Rehab Without Walls, • Clerical/Administrative support 3 hr/wk • Coordination of advocates, partners listed in other strategies 10%ED 	1A	1B-C	1B-C	1B-C	

Complete

Delay due to COVID Response

In Progress- Extend



Strategic Plan 2021-2025 Implementation Plan for 3: Policy Advocacy Area

Strategy	Key Actions	Resources Needed Coordination Needed	2021	2022	2023	2024	2025
2. Push policies from different angles via collaborative partnerships and systems to hold gov't and private agencies, plus businesses accountable for implementation of policies and laws	<p>A. ICWP- include behavioral supports, employment supports, and expansion of enrollment criteria to include non-traumatic brain injury</p> <p>B. Work Comp- communicate value of long term support services as medically necessary and cost effective to adjusters, attorneys, psychologists, physicians; push to reform best practice to include management of life care plan/settlement,/medicare set-asides/trusts by hosting and presenting at professional education seminars</p> <p>C. Medicaid/Medicare- include long-term supports, care coordination that includes paid and natural supports. Better define CMS policy on Medicare set-asides in injury settlements; and BI including all forms of ABI</p> <p>D. BI industry/research- support inclusion of BI as chronic health condition, and development of measures and interventions that follow a public health vs medical model</p>	<ul style="list-style-type: none"> provider network, lawmakers, national disability employment dept, local employers, VR field staff Insurance adjusters, WC attorneys, neuropsych's, psychiatrists, neurologists, TPA's, trust officers, rehab suppliers \$12k/yr on seminars, ceu's File 501h w IRS Advocacy Task Force including BOD, ED, and community members 	2A	2B,D	2C		
3. Educate lawmakers about policy options that are needed to support people with brain injury and benefits of the Clubhouse model for those with mental illness and brain injury	<p>A. Develop and implement educational plan for state legislators and county commissioners, agency leadership to increase awareness of BI and SxS</p> <p>B. Sustain line item funding for SxS services to Georgians in financial need via legislator education and increase ICWP provider rate from 1999 level</p> <p>C. Collaborate with Georgia MI Clubhouse programs to pilot statewide funding for Clubhouse service expansion for both populations.</p>	<ul style="list-style-type: none"> Coordinate with other advocates, need admin support to facilitate coord 2 hrs/wk on ave clerical support, Register as lobbyist if using paid staff, SbS resources to influence legislation 	3B-D	3A-C	3B	3B	3B

Complete

Delay due to COVID Response

In Progress- Extend



Strategic Plan 2021-2025 Implementation Plan for 3: Policy Advocacy Area

Strategy	Key Actions	Resources Needed Coordination Needed	2021	2022	2023	2024	2025
	D. Establish Advocacy Task Force with SxS Board of Directors and community supporters						
4. Activate Member Services Work Unit at SxS and engage staff, members, families, volunteers	A. Develop individual and disability community level of advocacy activities for Member Services Work Unit within SxS B. Prioritize and implement member/family initiated self-advocacy activities according identified needs of SxS membership, revising every 2 years or sooner as needed	<ul style="list-style-type: none"> staff cost balanced w program capacity and revenue ED/staff/volunteer designated time incorporating new program area into ETO and other SxS processes 		4A	4B		

2021 PROGRESS SUMMARY

Strategy#1

Strategy #2

Strategy #3

Strategy #4

Complete

Delay due to COVID Response

In Progress- Extend



Strategic Plan 2021-2025 Implementation Plan for 4: Operations Area

Strategic Area 4: Organization Development - Operations

Desired Outcome(s):

- ▲ Operations support non-profit corporation and program services while meeting regulatory and accreditation standards
 - △ The business model is proactive and responsive to changes in the landscape of disability, healthcare, BI, CH and non-profit sectors
 - △ Financial process and systems support growth of the corporation
 - △ Facilities are safe and adequate to support programs and in compliance with all regulatory and accreditation standards
 - △ Information about the organization and its stakeholders is obtained, stored, accessed and purged securely, efficiently and in compliance with all regulatory and accreditation standards

Measure(s) of Success:

1. *In compliance with all regulatory and accreditation standards related to facilities and business operations*
2. *Successfully implemented an integrated, codified system of business processes (e.g., billing, budgeting, collections, member and donor records)*
3. *Facility improvements are completed that support additional program and staffing needs and a long term plan is in place*

Strategy	Key Actions	Resources Needed Coordination Needed	2021	2022	2023	2024	2025
1. Develop marketing and communications strategy that builds awareness and investment by/for community. It will address: <ul style="list-style-type: none"> • Program services/ outcomes • Contributions/ grants • BI – general public awareness/ advocacy 	A. Develop marketing plan for services that balances Side by Side capacity (staffing/funding) with equitable distribution of multiple services to members of all payer sources, including sliding scale private pay	<ul style="list-style-type: none"> • Dependent on type of additional services; skilled volunteer opportunity • Program and admin staff collaboration 		1A			

Complete

Delay due to COVID Response

In Progress- Extend



Strategic Plan 2021-2025 Implementation Plan for 4: Operations Area

Strategy	Key Actions	Resources Needed Coordination Needed	2021	2022	2023	2024	2025
			2. Develop proactive and responsive business model that: <ul style="list-style-type: none"> Incorporates program changes, Addresses the evolution of the corporation, Is responsive to landscape changes within disability, healthcare, BI, nonprofit sector and CH 	A. Develop plan and method to re-evaluate landscape changes related to revenue and adjust business model accordingly- update annually, comprehensive re-evaluation every 2 years B. Define and prioritize roll-out of program services expansion and develop operational plan for staffing, space, equipment, funding to execute plan C. Assess whether an advisory committee is needed to assist with business development, and if so, identify who, duties, and staff support	Executive Committee; COO/CFO; potential advisors (skilled volunteer opportunity)	2A 2B	2A(comprehensive) 2B
3. Develop operating systems that: <ul style="list-style-type: none"> Support growth and expansion Expand capabilities to move from an annual/reactive process to proactive/ long range (including financial, member record keeping, non-member constituents, human resources, operations)	A. Evaluate and obtain technology and processes needed for: <ol style="list-style-type: none"> member, donor, vendor records; member related coordination activities such as pre and ongoing service authorization, collections, transportation coordination ED, board, and other staff administrative support Maintaining corporate compliance of facility, records, and monitoring staff assignments for these B. Evaluate transition to hosted (software-as-a-service (SaaS)) from on-prem applications to transfer/reduce risk and improve user experience. C. Create overall technology roadmap to include above as well as all hardware and software with related timing (estimated) and cost (integrate with operational and capital budget process).	IT consultants/volunteers, experts in specific areas, COO/CFO, Quality Assurance Coordinator	3Ai- 3Aiv 3B 3C 3D	3B			

Complete

Delay due to COVID Response

In Progress- Extend



Strategic Plan 2021-2025 Implementation Plan for 4: Operations Area

Strategy	Key Actions	Resources Needed Coordination Needed	2021	2022	2023	2024	2025
	D. Simplify and streamline financial coding and processes to drive quicker monthly and annual accounting close. Improve timing of completion of external audit and tax filing.						
4. Develop a system for Facilities Management that: <ul style="list-style-type: none"> predicts, evaluates and maintains good working order of all property including deferred maintenance plan implements facilities improvements to accommodate expanding programs and infrastructure 	A. Develop facilities mgt process to assess and budget for deferred maintenance and major equipment replacement B. Determine whether additional property, rented or owned is needed to meet growing parking need C. Research optimal power and water scenarios within the limitations of Stone Mountain Village	Board Property Management Committee, COO/CFO, utility company, city operations, electrical contractor, donor(s)	4A 4C	4B 4C			
5. Develop risk management plan that: <ul style="list-style-type: none"> incorporates program expansion priorities preserves safety and wellbeing of members, staff and the organization's business practices 	A. Stratify risk to determine criteria of new programs, apply equitably, and re-evaluate B. Determine priorities and time-frame of rollout of each proposed program/service, taking care to assess ripple effect on other programs, potential risks and management of those	Executive Committee, program director, COO/CFO		5A	5B		
6. Operationalize Life Skills Program (LSP) to ensure viability	A. Conduct market survey to establish need for home-based services in post-PHE environment B. Evaluate CARF specialty area for Life Skills and determine whether to seek accreditation in an additional area C. Revise LSP processes once service patterns are established <ul style="list-style-type: none"> Update policies and procedures to codify ongoing processes including: 	Executive Committee, program director, COO/CFO		6A 6Ci-iii	6B		

Complete

Delay due to COVID Response

In Progress- Extend



Strategic Plan 2021-2025 Implementation Plan for 4: Operations Area

Strategy	Key Actions	Resources Needed Coordination Needed	2021	2022	2023	2024	2025
	<ul style="list-style-type: none"> a. admissions and discharges b. client files- electronic and paper c. service records and billing processes ii. Refine marketing strategies and coordination of intakes, inquiries, and referral relations iii. Determine costs associated with equipment, technology, vehicles, staffing and establish rate, accordingly, including benchmark to accept sliding scale paying clients 						

Summary of Progress 2021 and 2022 Opportunities

Strategy #1

Strategy #2

Strategy #3

Strategy #4

Strategy #5

Strategy #6

Complete

Delay due to COVID Response

In Progress- Extend



Strategic Plan 2021-2025 Implementation Plan for 5: Human Resources Area

Strategic Area 5: Human Resources

Desired Outcome(s):

- ▲ Attract, develop and retain the quality and quantity of staff and volunteers needed to effectively provide and grow SxS's services and lead its operations
- ▲ Support career development of staff
- ▲ Have a succession plan for all key leadership positions
- ▲ Balance continuity of care with flexible staffing assignments and professional growth of staff

Measure(s) of Success:

1. *Staff turnover rate stays between 5-20% annually*
2. *Staff and volunteer capacity is adequate such that members remain engaged and wait time for 1:1 assistance is less than 15 minutes for familiar work unit tasks.*
3. *Staff meet or exceed 80% of job duty expectations on annual performance reviews*
4. *Staff satisfaction surveys indicate that working at Side by Side has a positive effect on their own quality of life through skills development, work-life balance, and making a positive impact on members' lives*
5. *Completed Plan that determines human resource needs to meet greater and more complex business and direct service demand associated with program expansion*
6. *Completed plan that delineates process to fill key leadership positions of executive director, program director and business manager*

Complete

Delay due to COVID Response

In Progress- Extend



Strategic Plan 2021-2025 Implementation Plan for 5: Human Resources Area

Strategy	Key Actions	Resources Needed Coordination Needed	2021	2022	2023	2024	2025
1. Develop multi-pronged orientation, mentoring, education and training system for staff	<p>A. Systematic onboarding, orientation, and training of all new staff</p> <p>B. Ongoing all staff training via a multi-prong approach utilizing job shadowing, mentors, self-study, modeling, and opportunities to see other Clubhouses in action</p> <p>C. Implement expanded skills checklist for onboarding new staff and cross training existing staff, incorporating mentoring into process</p>	<ul style="list-style-type: none"> Human Resources Qualified staff with enough tenure to provide mentoring, shadowing etc Funds for travel to other Clubhouses Funds to cover CEU costs 	1A,C	1B			
2. Implement and Monitor Retention Plan	<p>A. Implement incentive programs for tenure or achievement including promotion in place</p> <p>B. Operationalize continued evaluation of level of investment staff have in the organization with proactive focus on which individuals are most likely to turn over, advance within S x S, or advance within their profession.</p>	<ul style="list-style-type: none"> HR collaboration to ensure promotions, incentives programs and evaluation are in line with overarching policies from Shepherd 	2A-B				
3. Identify staffing needs for program including establishing priorities of staffing additions/reconfiguration that align with strategic priorities	<p>A. Develop framework to determine what rate/circumstances staff are needed for:</p> <p>i. Member services,</p> <p style="padding-left: 40px;">a. Direct care in work units</p> <p style="padding-left: 40px;">b. Service Coordination</p> <p style="padding-left: 40px;">c. Vocational services</p> <p>ii. Family support</p> <p>iii. Life Skills for non-day program clients</p>	<ul style="list-style-type: none"> Earned and charitable revenue fluctuations CFO support to develop ROI model 		3A			
4. Develop staffing plan for administrative functions	<p>A. Operationalize plan to obtain necessary staff / expertise in the areas of:</p> <p>i. Business operations</p>	Human resource specialist; funding for additional leadership positions	4B	4A			

Complete

Delay due to COVID Response

In Progress- Extend

Strategic Plan 2021-2025 Implementation Plan for 5: Human Resources Area

Strategy	Key Actions	Resources Needed Coordination Needed	2021	2022	2023	2024	2025
	<ul style="list-style-type: none"> ii. Financial management iii. Facilities management iv. Quality assurance v. Fund Development vi. Administration vii. Policy Advocacy viii. Outcomes Management B. Develop plan for cross training including operations manuals for administrative functions 						
5. Develop a succession plan for key positions	<ul style="list-style-type: none"> A. Identify key skills, knowledge and abilities for each position: <ul style="list-style-type: none"> i. Exec. Director ii. Program Director iii. Finance iv. Operations Director v. Business Management (done) vi. Fund Development B. Identify internal candidates to mentor for succession C. Identify recruitment areas for external candidates 	<ul style="list-style-type: none"> • Board of Directors ad hoc committee including HR specialist • COO/ED 	5A-C				

Complete

Delay due to COVID Response

In Progress- Extend



Strategic Plan 2021-2025 Implementation Plan for 5: Human Resources Area

2021 PROGRESS SUMMARY

Strategy #1

Strategy #2

Strategy #3

Strategy #4

Strategy #5

Complete

Delay due to COVID Response

In Progress- Extend



Strategic Plan 2021-2025 Implementation Plan for 6: Board Development Area

Strategic Area 6: - Board Development

Desired Outcome(s):

- ▲ A self-sustaining engaged Board that is diverse and has the skills and resources to serve the ongoing needs of SXS

Measure(s) of Success:

1. 100% of the Board Members make an annual financial contribution that demonstrates significant personal commitment
2. Increased cultural and gender Diversity of Board and committee members, toward the demographics of our constituents
3. Board members represent the skills needed as identified in the board skills matrix
4. Measure(s) of board engagement are established, targets sets, and results tracked
5. Measures of Self-Sustainability: Ratings on Annual Survey for Administrative Functions and Board Committees show successful governance and strong board infrastructure.

Strategy	Key Actions	Resources Needed Coordination Needed	2021	2022	2023	2024	2025
1. Develop a succession plan for Board Membership that has a diverse slate of potential successors that represents the skills and resources necessary for organizational success.	A. Board Members assist in the identification and recruitment of a diverse slate of potential board members to match skill matrix. Each Board Member assumes a leadership role in the identification and recruitment of a suitable replacement in the final year of their final term. B.	Board Development Chair will facilitate this process with Committee. Board Dev Committee members to implement and monitor activities Small SbS staff lacks administrative support capacity	1A				
2. Develop Board engagement plan to 1) best match skills and interests of each director with organizational needs and 2) equip Board Directors	A. Develop a process to support the Board in completing annual education training to advance skills which targets participation of at least 2 of 3 educational offerings per year	Board Development Chair will facilitate this process with Committee.	2A,C	2B			

Complete

Delay due to COVID Response

In Progress- Extend



Strategic Plan 2021-2025 Implementation Plan for 6: Board Development Area

Strategy	Key Actions	Resources Needed	2021	2022	2023	2024	2025
		Coordination Needed					
with knowledge needed to best govern the organization	<ul style="list-style-type: none"> B. Develop annual goals for each Board Committee that correspond to strategic goals C. Identify 5 lowest rated items in Board Self Assessment and develop goals to effect improvement 						
3. Increase support of and involvement in onboarding of new Board Directors	<ul style="list-style-type: none"> A. Develop and implement onboarding checklist B. Implement 'introduction to brain injury' virtual training for incoming board directors 	Board Dev Committee chair to facilitate; BOD investment of time, technology and expertise for educational offerings	2B	2A			

2021 PROGRESS SUMMARY

- Strategy #1
- Strategy #2
- Strategy #3

Complete

Delay due to COVID Response

In Progress- Extend



Strategic Plan 2021-2025 Implementation Plan for 7: Financial Health Area

Strategic Area 7: Financial Health

Desired Outcome(s):

- ▲ Maintain a minimum reserve level
 - △ Operating – 6 months
 - △ Capital –\$ 35,000 for planned maintenance & major repairs
- ▲ Increase and diversify revenue
 - △ Grow revenue from \$826K (FY 2015) to \$2M (this does not include facility renovation)
 - △ Shift revenue mix from 70% earned/30% contributed [3 year average] to 50% earned/ 50% contributed [driven from program objectives]
 - △ Revenue sources and reserves sustain operating and capital needs on an annual basis
- ▲ Expenses attributed to programs are maximized
- ▲ Services are available to members who may lack resources to cover Side by Side's cost to provide the service
- ▲ Optimal management of cash flow
- ▲ Side by Side is self-sufficient with creditors and financing organizations.(vs relying on individuals).

Measure(s) of Success:

1. *6 month operating reserve by 2023*
2. *Minimum of \$100,000 is available for planned maintenance and major repairs*
3. *At least 75% of total expenses are attributed to programs annually*
4. *Revenue of \$2M annually by 2025*
5. *Improved distribution of services provided to members across all payer sources*
6. *Have liquidity/reserves when needed; borrowing is only needed for extreme circumstances*

Complete

Delay due to COVID Response

In Progress- Extend



Strategic Plan 2021-2025 Implementation Plan for 7: Financial Health Area

Strategy	Key Actions	Resources Needed Coordination Needed	2021	2022	2023	2024	2025
1. Develop and execute comprehensive fundraising plan (including government grants) for recurring needs and to fund reserves	A. Detail annual fundraising plan to meet need of increasing reliance on charitable funds B. Update annually	Consultant, COO/CFO, Potential funding investment to hire additional fundraising staff before actual funding is raised	1A	1B	1B	1B	1B
2. Develop plan for earned income (payer sources)	A. Evaluate current income sources B. Estimate and prioritize / balance implementation of advocacy and program plans including Life Skills Program and day program C. Execute plans in policy advocacy and programs D. Research income opportunity for training program (see Program section)	COO/CFO, program director	2A 2D	2B	2C		
3. Develop approach to maximize revenue from excess cash flow	A. Compare template (see #5 below) to bank balance to determine if excess can be invested B. If excess amounts can be invested, work with investment manager to determine appropriate asset allocation based on time horizon, risk tolerance, etc.	COO/CFO, Investment manager	3A-B				
4. Develop and execute an approach for dynamic cash flow management	A. Establish a cash flow template for inflows/outflows and populate with 1-2 years of historical data. B. Utilize template to forecast operating inflows/outflows in addition to capital and financing (if applicable) cash flows	COO/CFO	4A	4B			
5. Establish relationships with vendors for SxS to stand on its own for credit quality.	A. Develop financial business case B. Determine appropriate partners and/or negotiate with current partners.	COO/CFO, Dev Director	5A-B				
6. Develop operating financial systems	A. Charitable and earned revenue income and expense processes and the intersection of the 2 (restricted funds for a specific expense and prohibiting specific expenses)	COO/CFO, Dev Director	6A-B				

Complete

Delay due to COVID Response

In Progress- Extend



Strategic Plan 2021-2025 Implementation Plan for 7: Financial Health Area

Strategy	Key Actions	Resources Needed Coordination Needed	2021	2022	2023	2024	2025
	B. Effective budgeting and financial planning processes						
7. Develop and execute fundraising plan related to comprehensive leadership succession plan implementation	A. Determine details of replacement of leadership positions including but not limited to recruitment and ramping up of replacement staff and impact on staffing/program expenses B. Develop fundraising plan and consult with SbS Foundation partners regarding feasibility of plan and necessary funding C. Execute plan	COO, Fin/Gov Committee, Foundation partners, development consultant (undetermined)	7A-B	7C			

Summary of Progress 2021 and 2022 Opportunities

Strategy #1

Strategy #2

Strategy #3

Strategy #4

Strategy #5

Strategy #6

Strategy #7

Complete

Delay due to COVID Response

In Progress- Extend