

## Over-Archiving Agency Strategic Plan 2019-2021 Year 2021

CORE VALUES/BELIEFS (Should/Shouldn't)	PURPOSE (Why)	TARGETS (3-5 YRS.) 2019-2021 (Where)	***GOALS (1 YR.) 2021 (What)																																																				
<p>Inclusiveness</p> <p>Flexibility</p> <p>Person First</p> <p>Accountability</p> <p>Integrity</p> <p><b>Strengths</b></p> <ol style="list-style-type: none"> <li>Good financial foundation</li> <li>Mission/Core Values</li> <li>Staff passion</li> <li>Strong leadership team</li> <li>Programs with growth opportunity (VIC, H2H, Employment)</li> <li>Intentional planning process</li> <li>Process improvement</li> <li>Community recognition of the IC</li> </ol> <p><b>Weaknesses</b></p> <ol style="list-style-type: none"> <li>Communication with HH clients</li> <li>Not enough diversity in payer sources</li> <li>Lack of robust agency-wide collaboration</li> <li>Segregated I&amp;R process</li> </ol> <p><b>Core Competencies</b></p> <p>Knowledge of Disability</p> <p>Customer Service</p> <p>Efficiency</p> <p>Development of People</p> <p>Marketing</p>	<p><b>Actions</b> <i>To Live Values, Purposes, BHAG</i></p> <table border="1" data-bbox="407 751 688 1041"> <tr><td>1</td><td></td></tr> <tr><td>2</td><td></td></tr> <tr><td>3</td><td></td></tr> <tr><td>4</td><td></td></tr> <tr><td>5</td><td></td></tr> </table> <p><b>2021 Theme for the Year:</b> <b>Cultivation</b> <b>"The art of growing something or improving its growth; the process of trying to acquire or develop a quality or skill."</b> <i>(Dictionary.com)</i></p>	1		2		3		4		5		<table border="1" data-bbox="786 432 1117 564"> <tr><td>HH</td><td>\$13.7 M</td></tr> <tr><td>IL</td><td>\$2.6 M</td></tr> <tr><td>Develop.</td><td>\$230K</td></tr> <tr><td><b>TOTAL</b></td><td><b>\$16.5 M</b></td></tr> </table> <p><b>Sandbox</b></p> <p><b>Key Thrusts/Capabilities</b> <b>3-6 Priorities</b></p> <table border="1" data-bbox="724 722 1170 1780"> <tr> <td>1</td> <td>Expand Home Health and Independent Living services through fee for services and contracts into areas that serve our mission and create diverse funding streams to support this mission</td> </tr> <tr> <td>2</td> <td>Continue to build IC brand identity in the community by developing and adding necessary staff, strengthening partnerships with local and state community partners in the Senior, Healthcare, VA and human services arenas. Create and execute marketing and public relations strategies to increase community awareness of the Center, the CNA Training program, our work and our impact on the community.</td> </tr> <tr> <td>3</td> <td>Support and execute individual donor activities and programs that can support the organization's capital campaign. With the purchase and integration of new building next door, develop the 'campus' concept and plan capital campaign for renovations</td> </tr> <tr> <td>4</td> <td>Create a program vetting process to support business decisions through the implementation of a Monitoring and Evaluation interdepartmental work team to document our work processes and outcomes as well as maintain continuous improvement activities.</td> </tr> <tr> <td>5</td> <td>Replace board expertise as needed, recruit more disability representation, home health, social work, fundraising, and healthcare sector expertise; provide training and information on board roles, responsibilities, and our program regularly.</td> </tr> <tr> <td>6</td> <td>Continue to empower and work with PWD to advocate for making local and state changes to create an accessible, inclusive community.</td> </tr> </table>	HH	\$13.7 M	IL	\$2.6 M	Develop.	\$230K	<b>TOTAL</b>	<b>\$16.5 M</b>	1	Expand Home Health and Independent Living services through fee for services and contracts into areas that serve our mission and create diverse funding streams to support this mission	2	Continue to build IC brand identity in the community by developing and adding necessary staff, strengthening partnerships with local and state community partners in the Senior, Healthcare, VA and human services arenas. Create and execute marketing and public relations strategies to increase community awareness of the Center, the CNA Training program, our work and our impact on the community.	3	Support and execute individual donor activities and programs that can support the organization's capital campaign. With the purchase and integration of new building next door, develop the 'campus' concept and plan capital campaign for renovations	4	Create a program vetting process to support business decisions through the implementation of a Monitoring and Evaluation interdepartmental work team to document our work processes and outcomes as well as maintain continuous improvement activities.	5	Replace board expertise as needed, recruit more disability representation, home health, social work, fundraising, and healthcare sector expertise; provide training and information on board roles, responsibilities, and our program regularly.	6	Continue to empower and work with PWD to advocate for making local and state changes to create an accessible, inclusive community.	<table border="1" data-bbox="1198 432 1523 569"> <tr><td>HH</td><td>\$11.4 M</td></tr> <tr><td>IL</td><td>\$1.3 M</td></tr> <tr><td>Dev/Other</td><td>200K</td></tr> <tr><td><b>Total</b></td><td><b>\$12.9 M</b></td></tr> </table> <p><b>2021</b></p> <p><b>2021 Year of Cultivation</b> <b>Annual Priorities</b></p> <table border="1" data-bbox="1214 730 1544 1948"> <tr> <td>1</td> <td>Create <b>funding streams</b> to support mission, including grants support, VIC, H2H, Housing, DVR fee for services and other opportunities as they arise.</td> </tr> <tr> <td>2</td> <td>Expand <b>marketing</b> and public relations strategies to focus on revenue producing programs, our advocacy agenda and on attracting consumers, students and employees to The IC.</td> </tr> <tr> <td>3</td> <td>Create new <b>3-5 year Thrusts/Priorities</b> based on the new Board approved BHAG that will permeate program design and staff focus to assist PWD to find their unique skills and purpose</td> </tr> <tr> <td>4</td> <td>Focus on <b>HH Division growth</b> to include Medicaid skilled LTSS services, Long-term insurance program staffing, H2H contracts..</td> </tr> <tr> <td>5</td> <td><b>Develop BOD</b> through board development committee recruiting members from outlying counties, persons of color, persons with mental health disabilities, physical disabilities, and faith-based, advocacy or fundraising experience.</td> </tr> <tr> <td>6</td> <td>Focus on <b>cultivation of one agency mindset</b> by streamlining similar services across the organization.</td> </tr> <tr> <td>7</td> <td><b>Advocacy program</b> will focus on transit, housing, disability competent healthcare, and open captioning movies. Set up ADA consult team to work</td> </tr> </table>	HH	\$11.4 M	IL	\$1.3 M	Dev/Other	200K	<b>Total</b>	<b>\$12.9 M</b>	1	Create <b>funding streams</b> to support mission, including grants support, VIC, H2H, Housing, DVR fee for services and other opportunities as they arise.	2	Expand <b>marketing</b> and public relations strategies to focus on revenue producing programs, our advocacy agenda and on attracting consumers, students and employees to The IC.	3	Create new <b>3-5 year Thrusts/Priorities</b> based on the new Board approved BHAG that will permeate program design and staff focus to assist PWD to find their unique skills and purpose	4	Focus on <b>HH Division growth</b> to include Medicaid skilled LTSS services, Long-term insurance program staffing, H2H contracts..	5	<b>Develop BOD</b> through board development committee recruiting members from outlying counties, persons of color, persons with mental health disabilities, physical disabilities, and faith-based, advocacy or fundraising experience.	6	Focus on <b>cultivation of one agency mindset</b> by streamlining similar services across the organization.	7	<b>Advocacy program</b> will focus on transit, housing, disability competent healthcare, and open captioning movies. Set up ADA consult team to work
1																																																							
2																																																							
3																																																							
4																																																							
5																																																							
HH	\$13.7 M																																																						
IL	\$2.6 M																																																						
Develop.	\$230K																																																						
<b>TOTAL</b>	<b>\$16.5 M</b>																																																						
1	Expand Home Health and Independent Living services through fee for services and contracts into areas that serve our mission and create diverse funding streams to support this mission																																																						
2	Continue to build IC brand identity in the community by developing and adding necessary staff, strengthening partnerships with local and state community partners in the Senior, Healthcare, VA and human services arenas. Create and execute marketing and public relations strategies to increase community awareness of the Center, the CNA Training program, our work and our impact on the community.																																																						
3	Support and execute individual donor activities and programs that can support the organization's capital campaign. With the purchase and integration of new building next door, develop the 'campus' concept and plan capital campaign for renovations																																																						
4	Create a program vetting process to support business decisions through the implementation of a Monitoring and Evaluation interdepartmental work team to document our work processes and outcomes as well as maintain continuous improvement activities.																																																						
5	Replace board expertise as needed, recruit more disability representation, home health, social work, fundraising, and healthcare sector expertise; provide training and information on board roles, responsibilities, and our program regularly.																																																						
6	Continue to empower and work with PWD to advocate for making local and state changes to create an accessible, inclusive community.																																																						
HH	\$11.4 M																																																						
IL	\$1.3 M																																																						
Dev/Other	200K																																																						
<b>Total</b>	<b>\$12.9 M</b>																																																						
1	Create <b>funding streams</b> to support mission, including grants support, VIC, H2H, Housing, DVR fee for services and other opportunities as they arise.																																																						
2	Expand <b>marketing</b> and public relations strategies to focus on revenue producing programs, our advocacy agenda and on attracting consumers, students and employees to The IC.																																																						
3	Create new <b>3-5 year Thrusts/Priorities</b> based on the new Board approved BHAG that will permeate program design and staff focus to assist PWD to find their unique skills and purpose																																																						
4	Focus on <b>HH Division growth</b> to include Medicaid skilled LTSS services, Long-term insurance program staffing, H2H contracts..																																																						
5	<b>Develop BOD</b> through board development committee recruiting members from outlying counties, persons of color, persons with mental health disabilities, physical disabilities, and faith-based, advocacy or fundraising experience.																																																						
6	Focus on <b>cultivation of one agency mindset</b> by streamlining similar services across the organization.																																																						
7	<b>Advocacy program</b> will focus on transit, housing, disability competent healthcare, and open captioning movies. Set up ADA consult team to work																																																						

## Overarching Strategy Plan 2021

with agencies and businesses working to include persons with disabilities.

## Overarching Strategy Plan 2021

### Quarterly Rocks

### Individual Rocks

#### Opportunities

1. Building strategic partnerships to diversify funding streams.
2. Marketing and public relations.
3. Build awareness of PWD abilities within the community.
4. Grow FFS programs
5. Interagency contact sharing to promote IC growth.
6. Advantages of virtual world.

#### Threats

1. State and Federal Regulations.
2. Increased competition (HH, CTS, H2H).
3. Uncertainty of State and Federal funding.
4. Political landscape.
5. Employment landscape.
6. Uncertainty of new "normal" operations.

### The IC's BHAG

**By 2030 The Independence Center will redefine disability to focus on the unique abilities of our community, so all are known, valued, and included.**