

Cedar Lake Strategic Plan

2021-2024

In February 1970, a group of families came together to realize a new vision of support services for their loved ones as they signed the incorporation documents to create Cedar Lake, Kentucky's largest not-for-profit organization serving people with intellectual disabilities.

Over the past 50 years, Cedar Lake has steadily grown and today serves over 250 individuals supported by nearly 500 staff members. Our services include community supports such as independent apartment living, supported employment and adult day programming to 24-hour staffed residences and intermediate care options that meet the needs of individuals with more intense needs.

Having reached our milestone 50th anniversary, staff and board members felt it important to take a close look at how far we've come, where we are, and what we need to do to stay strong to ensure Cedar Lake's services continue for another 50 years.

For years 2021 to 2024, we will focus on three main areas to further ensure we are strong in mind and in heart, so that Cedar Lake continues to have a strong and vibrant future:

1) Stronger Business Operations

While we understand our mission and vision statements keep us inspired and on track to accomplish what the founding families intended, the strength of our core business operations ensure these statements can be realized.

Today, more than ever, providers are being pressured to deliver the most effective services for the fewest dollars in a challenging Medicaid environment. We must ask ourselves the following questions:

- Are we truly ready for potential changes in Medicaid reimbursement?
- Do our stakeholders still feel we offer a highly valued service?
- How can we ensure Cedar Lake's supports and services remain sustainable in the future?

These questions must be answered to prepare ourselves for potential seismic shifts in our external environment. The threats are REAL. Are we ready?

Organizational Strengthening

Many organizations document data but do little to understand the data they receive. Cedar Lake is making a bold move to bring our data to life through careful data analysis. This analysis leads to the creation of key business metrics that tell us stories about our business operations. By taking an even closer look at all the moving parts of our business, from financials to support services, we begin to see trends that inform us to start, stop or continue a particular course of action.

In time, these course corrections lead to the significant improvement of our business operations further facilitate other business strengthening efforts. Strengthening key aspects of our business not only ensures we work smarter but gives our stakeholders peace of mind knowing Cedar Lake is exceptionally committed to operational excellence.

Strength through Collaboration

Many organizations have found they can strengthen their businesses through carefully crafted collaborations with other organizations in their business sector. One's weakness is another's strength....and vice versa. The key is to have the courage to begin a dialogue with others to discover areas of collaboration and have the strength to craft agreements that are mutually advantageous. With shrinking dollars and growing competition for these dollars, it is incumbent on all providers in the IDD arena to embrace an entrepreneurial spirit and band together if we wish to strengthen our operations.

Strength through Enhanced Accountability

At Cedar Lake we view accountability as each employee's personal responsibility to fulfill the organization's mission and vision through their job function. The word "responsibility" quite literally means to "respond with ability." With this in mind, we seek to empower our staff through carefully selected trainings to make certain each employee is a capable, compassionate member of the Cedar Lake team – and true professionals in the IDD field.

2) Stronger Infrastructure

While we will continue to invest in our staff and give focused-attention on their growth as professionals, we also recognize the importance of strengthening the infrastructure of Cedar Lake to ensure the people we support, and the professionals who support them, work in environments that guarantee the safe, effective delivery of these critically-needed support services. But more than that, it is our desire to design environments that offer a truly transformative experience through state-of-the-art design features that enhance an individual's quality of life.

Total renovation of the Oaks Building

We seek a total renovation of the Oaks Building to enhance the quality of life for the individuals residing in the Oaks Building. By renovating this building, it would create private rooms for every individual in the Oaks Building and support the ever-changing health and behavioral needs of the individuals we support. Renovation of the Oaks Building would demonstrate our commitment to the individuals we support and their families and would also allow individuals to age in place. Furthermore, it would position us to meet the needs of every individual at Cedar Lake Lodge for years to come and strengthen our array of services.

Updates of Community Homes

There are also several properties in our community services division that need either basic renovative work or major upgrades. (ADD MORE HERE).

Update of Information Technology Infrastructure

We are also in need of upgrading some of our Information Technology infrastructure to ease communication efforts and to meet the needs of staff now working from home. (ADD MORE HERE).

3) Stronger Community Support

Build and Grow

Our vision is to strengthen and grow our community support initiatives by being laser-focused on the growth of our annual fund to assist in shoring up Medicaid reimbursement shortfalls. Equal attention will be given to our planned giving efforts to ensure families and friends can leave a lasting legacy that will ensure Cedar Lake's long-term viability.

Enhance Community Image/Re-Engage

Additionally, it is our intent to seek grassroots efforts to enhance visibility and community image, further identifying and engaging corporate volunteers, strengthening governmental relations efforts and re-establishing our connection to faith-based communities.