



**Strategic Plan for
2015-2019**

Developed & Approved on March 2, 2015

**Last Reviewed & Approved on:
June 26, 2017**

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Strategic Planning Process

PHASE initiated the strategic planning process in June 2014, and finalized the initial plan on March 2, 2015, and last reviewed and updated the plan on June 16, 2017. PHASE hired an organization development consultant to facilitate the development of the strategic plan. The planning process required the gathering of information, data, perspectives and input from multiple stakeholder groups, utilizing a variety of methods. These included:

- Program participant satisfaction surveys
- Employee engagement surveys
- Community and employment contract surveys
- Employee questionnaires
- Small group facilitation
- Shared visioning
- Board facilitation
- SWOT and PEST analysis
- Referral source surveys
- Professional surveys
- Demographic analysis
- Program evaluation
- Committee input
- Financial reports
- Audit and accreditation surveys

Information from surveys, group facilitation, evaluations, and questionnaires was compiled to formulate the development of the organization's vision, assess and re-affirm the organization's mission and values, and shape the all-encompassing goals and objectives contained within the final strategic plan.

The main objective of the strategic planning process is to produce a clear vision, and a resulting plan containing goals and objectives that guide the organization into the future (3-5 years), while establishing targets, against which progress is measured. The plan is designed to be dynamic and engaging, incorporated into the organization daily, and modified with approval as conditions and assumptions change. It is also designed such that the strategies and tasks necessary to fulfill objectives and goals are developed and implemented at multiple levels across the organization, and at the appropriate time. Conversely, traditional strategic plans typically define tasks and strategies at the outset of the plan, often times rendering the plan irrelevant after a short period of time.

This document outlines and summarizes the strategic planning process, the background and relevant factors of plan development, the organization's vision, mission and values, and the strategic goals and objectives of the organization for the next four years.

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Organizational Description

PHASE is a private, non-profit corporation, incorporated in 1970 as a 501(c)3 in the state of Minnesota. Industries, Incorporated, a like organization serving Isanti and Kanabec counties merged under the PHASE umbrella of services in May 2016. Together with Industries, Inc., PHASE primarily serves individuals with a developmental disability, brain injury and/or severe and persistent mental illness. Its services focus on inclusive employment development, employment placement, community integration, skill-building, and social, recreational and therapeutic activities. PHASE is a CARF Accredited organization, licensed under MS245D by the Minnesota Department of Human Services. In a given year, PHASE serves over 450 program participants, and employs approximately 130 staff members.

PHASE is a Home and Community Based Service, meaning that its primary mandate is to ensure access to the community while preventing institutionalization of individuals served. PHASE works to promote the legal and human rights of individuals with disabilities through its services, and in compliance with the 1999 Supreme Court Decision, referred to as the *Olmstead Decision*. The *Olmstead Decision* provides the legal authority to eliminate unnecessary segregation of persons with disabilities, and to ensure that persons with disabilities receive services in the most integrated setting appropriate to their needs

PHASE operates its primary services in East Central, MN in five licensed facilities, and serves individuals living in the counties of Pine, Chisago, Kanabec, and Isanti. While the overall demand for services has steadily increased in recent years, the characteristics of new referrals and the quantity of service authorization have changed. An increasing number of new referrals are presenting with severe and persistent mental illness, and many present with significant challenges in behavior. Further, new referrals are commonly authorized for less than five-days of service per week, which has presented a challenge in striking a balance between resource allocation and service quantity.

As of the development of this Strategic Plan, the State of Minnesota and Federal Agencies introduced several initiatives and new regulations affecting current and future services. These include the implementation of MS245D, development of the MN Olmstead Plan, repeal of MN Rule 9525 (Rule 40), proposal of MN Rule 9544 (Positive Supports Rule), Workforce Innovation & Opportunity Act, Moving Home Minnesota initiative, Federal HCBS Plan, Rate Restructuring, and Employment-First Policy initiatives. These regulations and initiatives provide the challenge and the opportunity to enhance overall service delivery to be more person-centered, person-first and community integrated.

PHASE has adjusted its practices, structure and procedures to both comply with the new regulations, and meaningfully participate in the process of leading systematic changes in the field of supports for individuals with disabilities. PHASE has improved individualized planning of services, and moved to expand pathways for diversified employment opportunities to program participants. PHASE has expanded its community employment contracts, overhauled its focus and programs assisting with competitive employment placement, and increased the number of program participant and staff positions available through the expansion of internal PHASE businesses, such as Heritage Barnwood Products. These areas of service development, service quality and business growth are addressed in this Strategic Plan.

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Vision

PHASE is...a community where compassion, expertise, and opportunity merge to create a world of discovery and success.

Mission

PHASE empowers program participants to live, work and thrive through the discovery and development of their individual abilities.

Values

- **Program Participant First** – Considering openly how all processes, actions and decisions will affect program participants. Every decision must benefit program participants.
- **Ethical Integrity** - Acting at all times with only the highest of ethical integrity and scruples.
- **Large Minded**– Choosing an empowered state, seeing possibilities, creating solutions.
- **Empowerment** – Committing in action to individual and team development, recognizing competence, and reinforcing excellence.
- **Innovation** – Committing to new ideas and creative solutions.
- **Excellence** – Promoting best practices, accountability and efficiency.
- **Service for Social Good** – Committing to improve society through service.
- **Fun at Work** – Promoting an enjoyable and fun workplace in the course of serving others.

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Strategic Plan Goals and Objectives

GOAL 1: MAXIMIZE PERFORMANCE

OBJECTIVE 1: *Direct services reflect “person-centered” and the “positive-support” model of service.*

- Metric & Benchmark Dates: point-of-service demonstration and evaluation of established positive supports criteria. Targets: 7/2017 – 80%, 7/2018 – 85%, 7/2019 – 90%.

OBJECTIVE 2: *Define core competencies required in each agency position to implement the “positive support” model of service.*

- Metric & Benchmark Dates: positive supports core competency and implementation plan developed by 12/2015.

OBJECTIVE 3: *Set specific performance standards for each position, department and team.*

- Metric & Benchmark Dates: Performance standards added to job descriptions, department descriptions and team charters by 4/2018.

OBJECTIVE 4: *Identify and increase position-specific technical skills.*

- Metric & Benchmark Dates: Technical skills identified per position & job descriptions updated by 1/2018. Training resources identified and added to training library by 2/2018. Rolling implementation begins by 4/2018.

OBJECTIVE 5: *Strengthen public “branding” by annually hosting or participating in at least three public events that highlight services and products.*

- Metric & Benchmark Dates: Participation/hosting of at least three public events; marketing committee establishes measurable outcomes for each event. Target start date: 7/2015. Reporting dates: July 2016-2019.

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GOAL 2: DIVERSIFY AND EXPAND SERVICES:

- New customers/participants
- Comprehensive Discovery Process Service
- New Programs (Tracks)
- More Job Opportunities

OBJECTIVE 6: *Interpret and implement new and on-going HCBS and regulatory mandates in order to ensure program compliance.*

- Metric & Benchmark Dates: QA Committee implementation and compliance plan developed by 12/2015. QA internal audit compliance targets: 80% annually in 2017; 90% annually 2018, 100% annually 2019. Reported in annual program evaluation.

OBJECTIVE 7: *Identify service and business trends, and develop two or more new services/products.*

- Metric & Benchmark Dates: Two new services or products offered by PHASE by 12/2018.

OBJECTIVE 8: *Identify strategic collaborations, and develop at least one business partnership.*

- Metric & Benchmark Dates: Strategic partnership complete by 1/2017.

OBJECTIVE 9: *Develop and implement “department blueprints” to increase program participant choice, staff competency and readiness, and job/program choices.*

- Metric & Benchmark Dates: blueprint template completed by 12/2015; blueprint implementation completed by 12/2016; 4.5/5 on participant satisfaction scores (choice & programming subsections) by 6/2017.

GOAL 3: ENHANCE SATISFACTION

OBJECTIVE 10: *Create an effective and meaningful process of input from stakeholders to increase engagement.*

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- Metric & Benchmark Dates: Process & tools developed by 12/2017. Engagement survey results target of 4.5/5 by 7/2018. Participant & stakeholder satisfaction survey results target (engagement items) of 4.5/5 by 7/2018.

OBJECTIVE 11: *Every program participant undergoes a comprehensive, evidence-based “Discovery” process as a standard part of service.*

- Metric & Benchmark Dates: Discovery service enacted by 1/2018. Measurements of person-centered goals, and progress toward goals measured through 2018 & 2019, and reported in Annual Program Evaluation.

OBJECTIVE 12: *Develop a participant stakeholder advisory committee to increase participant-driven activities, jobs and programming.*

- Metric & Target Dates: 10% annual progressive increase in participant choice scores. Implement 10/2017.

GOAL 4: STRENGTHEN SOLVENCY

OBJECTIVE 13: *Build cash reserves.*

- Metric & Benchmark Dates: 30 days COH by 12/31/2017, 45 days COH by 12/31/2018, 60 days COH by 12/31/2019.

OBJECTIVE 14: *Establish and implement a purchase of service utilization plan.*

- Metric & Benchmark Dates: Plan developed by 7/1/2015. Targets: 90% by 12/31/17, 91% thereafter.

OBJECTIVE 15: *Establish a foundation as a source of fundraising and support.*

- Metric & Benchmark Dates: Foundation established by 7/2018.

OBJECTIVE 16: *Develop “go/no-go” criteria to analyze each existing and proposed business and service contract.*

- Metric & Benchmark Dates: “go/no-go” criteria developed and utilized by 12/2015.

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OBJECTIVE 17: *Create an organizational mechanism to capture diversified funding, grants, donations and contributions.*

- Metric & Benchmark Dates: Attain at least one new source of one-time or sustained funding by 7/2017. \$50k in 2017, \$75k in 2018, \$100k in 2019.

Note: Objectives 17 & 18 were combined during the Strategic Plan review, update and approval on June 26, 2018. Hence there is no Objective 18 on this document.

GOAL 5: STRENGTHEN ORGANIZATIONAL (CORPORATE), PROGRAMMATIC, AND ADMINISTRATIVE SYSTEMS AND STRUCTURES.

- Create sustainability and flexibility
- Work and make decisions (large and small)
- Maintain constant sight of Vision and Mission
- Support quality services
- Ensure a competitive edge.

OBJECTIVE 19: *Define, build and maintain high performance teams across the organization, lead by effective, adaptive leaders.*

- Metric & Benchmark Dates: Plan development: 10/2015. Target of 10% progressively higher scores annually via measurement of department team rating scores annually.

OBJECTIVE 20: *Develop an effective and immediate coverage and recruitment plan for key agency positions (back-up resources).*

- Metric & Benchmark Dates: Plan developed by 7/2016. Success metrics identified in plan, and measured upon implementation of plan.

OBJECTIVE 21: *Develop and enact succession plans for “single-point” positions (i.e., positions in the organization for which only one individual fills).*

- Metric & Benchmark Dates: Succession plans developed for CEO & CFO by 12/31/16. Succession plans, or comprehensive cross-training plans developed for remaining single-point positions by 12/2017

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OBJECTIVE 22: *Maximize use of technology in branding, product advertising, training, service supports, and data management (→core technological competence, paperless service tracking, interactive website, streamline server configuration, eliminate outdated technology).*

- Metric & Benchmark Dates: Tech Plan modified to include target measurements of success: 1/2016. Measures and reporting as specified in Tech Plan (at least annually).

OBJECTIVE 23: *Develop an organizational mechanism for access to professional resources for the design and implementation of effective positive support services for individuals with significant mental health or challenging violent behaviors.*

- Metric & Benchmark Dates: Target access date: 12/2015. Quality measurement collection & reporting dates: 12/2016, 12/2017, 12/2018, 12/2019.

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