

# Strategic Plan



## 2019-2022

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## Introduction

In early 2019, the new CEO and board of PSU identified the need for the agency's first strategic plan to guide the organization into the future. We completed an assessment of the developmental disabilities system and of PSU's operations to identify needed future priorities for the organization. Using this information, we drafted four strategic goals providing clear focus areas. The strategic planning committee then defined objectives that would enable us to achieve the outcomes in the strategic goals.

## Future Vision

This vision of the future was developed from ideas expressed by board, staff, persons served, and family members. This narrative represents the long term vision that the organization is working toward. **Read this as though you are in the year 2029.**

*In the year 2029, PSU is thriving. PSU is recognized across the state for the quality of its services and the magnitude of its outcome. The continuum of services provided by PSU meets the needs of the individuals receiving services, the employers, and the community overall. PSU's work actively contributes to its vision that **All citizens belong in and enrich their communities.***

*PSU's platform consists of a continuum of learning focused, community connected services. Individuals enter into the service appropriate to their skill level and they continue to the level of independence each individual desires. The continuum of services consists of:*

- *Adult Day Services: Active days filled with learning about life skills, health and wellness, and work opportunities; with volunteer opportunities; and with opportunities to connect with individuals and community organizations.*
- *Vocational Habilitation: A training program for individuals wanting to work that consists of job and soft skills learning; work opportunities to learn different job skills; opportunities to interact with community jobs; and the introduction of the job coach model.*
- *Group Employment: An employer site-based training program that provides opportunities to try different kinds of work, strengthens job and soft skills, and begins the transition to independent work.*
- *Community Employment: A full suite of services to help individuals identify the work they want, develop the skills needed for a specific position, support individuals after employment, and assist employers in supporting the individuals for the long term.*
- *Nursing: Assist individuals with medical needs to succeed in the community.*

*The environment in which the services operate is the consulting and educational focus of PSU. PSU consults with employers to ensure the success of individuals and groups for employment. PSU educates the community about the skills and value of persons with disabilities. PSU continuously educates individuals, their families, and their caregivers about the value of living and working in the community. PSU uses technology to enhance the success of individuals in the community.*

*PSU supports individuals living in multiple counties and has relationships with employers and chambers of commerce in multiple counties.*

*Medicaid funding, OOD funding, and group employment revenues continue to provide the majority of the operational funds. However, PSU has diversified its funding to include grants and a robust annual campaign giving individual donors the opportunity to support PSU's work. These funds enable PSU to tailor its services to the unique needs of each individual.*

*PSU collaborates with organizations that will help individuals succeed. For example, although PSU does not provide transportation services, it has access to transportation that will help individuals get to and*

*from work through public transportation, independent providers, and ride sharing services. Ohio Means Jobs in each of PSU's counties considers PSU a valuable and successful partner.*

*PSU has continued to strengthen its internal operations after its transition to independence. PSU has little trouble hiring people who are passionate about helping individuals with disabilities. The infrastructure has been designed to support the onsite and offsite training and support needs.*

*PSU's continuum of services has achieved great success. Every year, more individuals with disabilities are employed in the community and contributing to their employers and their communities. Providers of employment related services frequently visit PSU to learn from the best.*

*Staff and board work collaboratively to achieve this vision.*

## **Mission, Vision, and Values**

The Mission statement of PSU is:

**The PSU platform reveals possibilities and supports people in defining and launching their lives.**

The Vision statement of PSU is:

**All citizens belong in and enrich their communities.**

The Core Values of PSU are:

We value:

**Personal development  
Connection  
Collaboration  
Risk**

## **Strategic Goals and Objectives**

### **1. Transform all services to become learning focused and community connected.**

Objective 1A: Complete the Starfire project. (2019)

Objective 1B: Implement a Discovery process for all individuals entering PSU services. (ongoing)

- Determine interests and aspirations
- Assess skills and capabilities

Objective 1C: Develop and implement a series of targeted coaching and training programs for individuals addressing what is needed to build on the individual's skills and meet the individual's goals. (ongoing)

- Project Life model
- Interpersonal skills
- Work skills
- Job specific skills

Objective 1D: Research best practice service models. (ongoing)

Objective 1E: Develop and implement learning focused, community connected Adult Day Services program. (start 2020, ongoing)

- Learning



- Community participation onsite and offsite
- Volunteering

Objective 1F: Develop and implement learning focused, community connected Vocational Habilitation Services program. (start 2020, ongoing)

- Expand opportunities at work center
- Strive to increase pay up to minimum wage
- Provide vocational exploration with job shadowing & tryout opportunities

Objective 1G: Develop and implement a learning focused, community connected Group Employment Services program. (start 2020, ongoing)

- Project Search model
- Integration with other staff at employer site
- Diverse work possibilities in multiple counties
- GES supervisory model transitions to coach and consultant model

Objective 1H: Achieve CARF accreditation for employment services (2019)

Objective 1I: Continue growing the community employment services to expand employers and meet the person centered goals of individuals receiving services. (ongoing)

Objective 1J: Expand employment services to support individuals with different disabilities. (2022)

Objective 1K: Implement community based nursing services. (2021 and ongoing)

Objective 1L: Expand nursing services to address good health and prevention. (2022)

## **2. Collaborate with agencies and organizations that will increase individual success.**

Objective 2A: Establish partnerships and relationships with diverse community businesses and organizations. (ongoing)

Objective 2B: Establish Business Advisory Councils in each county when appropriate. (2020 and ongoing)

Objective 2C: In each county, support the establishment of a transportation collaborative to address transportation needs of persons served by PSU. (2021 and ongoing)

Objective 2D: Partner with schools to deliver youth transition programs. (ongoing)

Objective 2E: Foster peer mentoring opportunities. (2021 and ongoing)

- Business to business
- Family to family
- Individual to individual

## **3. Diversify the revenue streams to support the learning focused, community connected services.**

Objective 3A: Establish and sustain a robust fundraising program. (2020 and ongoing)

- Annual campaign
- Business campaign
- Grants
- United Way in counties where we work
- Appropriate events

Objective 3B: Maximize OOD and Medicaid funding. (ongoing)

Objective 3C: Establish an endowment and promote the possibility of legacy gifts. (2021)

#### **4. Continuously improve operations.**

Objective 4A: Assess staffing needs to support community connection and inclusion. (2019)

Objective 4B: Define the desired culture. (2019)

Objective 4C: Develop and implement staff training that will enable staff to support persons in the community effectively and to support the desired culture. (ongoing)

- Different training for different responsibilities

Objective 4D: Complete a compensation survey and update PSU wages and benefits appropriately. (2020)

Objective 4E: Evaluate and improve compensation for individuals in Vocational Habilitation and Group Employment. (2020)

Objective 4F: Change the name of PSU to one that is more appropriate for a training and employment services company. (2020)

- Update governing documents to reflect new business focus. (2019)

Objective 4G: Update policies and procedures to reflect the work and culture. (ongoing)

Objective 4H: Market PSU and the individuals we serve to the business community. (2020)

Objective 4I: Upgrade the IT to meet the communications, operations, and data needs of the organization. (2020 and ongoing)

Objective 4J: Assess need and develop plan for building and vehicles. (2021)

Objective 4K: Continue strengthening board with diverse skills and representation from counties where we work. (ongoing)

**Timing of our Work**

<b>Goal 1: Transform all services to become learning focused and community connected.</b>		
<b>2019-2020</b>	<b>2021</b>	<b>2022</b>
<p><u>1A</u>: Complete the Starfire project. (2019)</p> <p><u>1H</u>: Achieve CARF accreditation for employment services (2019)</p>	<p><u>1K</u>: Implement community based nursing services. (2021 and ongoing)</p>	<p><u>1J</u>: Expand employment services to support individuals with different disabilities. (2022 and ongoing)</p> <p><u>1L</u>: Expand nursing services to address good health and prevention. . (2022 and ongoing)</p>
<p><u>Ongoing objectives</u></p> <p><u>1B</u>: Implement a Discovery process for all individuals entering PSU services.</p> <p><u>1C</u>: Develop and implement a series of targeted coaching and training programs for individuals addressing what is needed to build on the individual’s skills and meet the individual’s goals.</p> <p><u>1D</u>: Research best practice service models.</p> <p><u>1E</u>: Develop and implement learning focused, community connected Adult Day Services program. (start 2020)</p> <p><u>1F</u>: Develop and implement learning focused, community connected Vocational Habilitation Services program. (start 2020)</p> <p><u>1G</u>: Develop and implement a learning focused, community connected Group Employment Services program. (start 2020)</p> <p><u>1I</u>: Continue growing the community employment services to expand employers and meet the person centered goals of individuals receiving services.</p>		
<p><b>Metrics for Board</b></p> <ul style="list-style-type: none"> <li>• # of people completing discovery process</li> <li>• # of people participating in each of the community connected services                             <ul style="list-style-type: none"> <li>○ ADS</li> <li>○ Voc hab</li> <li>○ Group employment</li> <li>○ Preparation for employment</li> <li>○ Community employment</li> </ul> </li> </ul> <p><b>Metrics for Leadership Team</b></p> <ul style="list-style-type: none"> <li>• Quality of training/coaching programs for the individuals. Are we getting the outcomes we need?</li> <li>• Quality of the community connected programs. Are individuals really having meaningful connections?</li> </ul>		



<b>Goal 2: Collaborate with agencies and organizations that will increase individual success.</b>		
<b>2019-2020</b>	<b>2021</b>	<b>2022</b>
<p><u>2A</u>: Establish partnerships and relationships with diverse community businesses and organizations. (ongoing)</p> <p><u>2B</u>: Establish Business Advisory Councils in each county when appropriate. (2020 and ongoing)</p> <p><u>2D</u>: Partner with schools to deliver youth transition programs. (ongoing)</p>		
	<p><u>2C</u>: In each county, support the establishment of a transportation collaborative to address transportation needs of persons served by PSU. (2021 and ongoing)</p> <p><u>2E</u>: Foster peer mentoring opportunities. (2021 and ongoing)</p>	
<p><b>Metrics for Board</b></p> <ul style="list-style-type: none"> <li>• Number and type of businesses and organizations we have relationships with</li> <li>• Number of advisory councils</li> <li>• Number and location of school transition programs                             <ul style="list-style-type: none"> <li>○ Number of students graduating ready for work</li> </ul> </li> </ul> <p><b>Metrics for Leadership Team</b></p> <ul style="list-style-type: none"> <li>• Quality of relationships</li> <li>• Ease of engaging business to hire individuals or groups</li> </ul>		

<b>Goal 3: Diversify the revenue streams to support the learning focused, community connected services.</b>		
<b>2019-2020</b>	<b>2021</b>	<b>2022</b>
<p><u>Objective 3A</u>: Establish and sustain a robust fundraising program.</p> <p><u>Objective 3B</u>: Maximize OOD and Medicaid funding.</p>		
	<p><u>Objective 3C</u>: Establish an endowment and promote the possibility of legacy gifts.</p>	
<p><b>Metrics for Board</b></p> <ul style="list-style-type: none"> <li>• Amount of non-program income</li> <li>• Amount of Medicaid and OOD funding</li> </ul> <p><b>Metrics for Leadership Team</b></p> <ul style="list-style-type: none"> <li>• Processes in place to raise funds</li> <li>• Number of individuals in database receiving asks</li> </ul>		

<b>Goal 4: Continuously improve operations.</b>		
<b>2019-2020</b>	<b>2021</b>	<b>2022</b>
<p><u>Objective 4A</u>: Assess staffing needs to support community connection and inclusion.</p> <p><u>Objective 4B</u>: Define the desired culture. (2019)</p> <p><u>Objective 4D</u>: Complete a compensation survey and update PSU wages and benefits appropriately. (2020)</p> <p><u>Objective 4E</u>: Evaluate and improve compensation for individuals in Vocational Habilitation and Group Employment. (2020)</p> <p><u>Objective 4F</u>: Change the name of PSU to one that is more appropriate for a training and employment services company. (2020)</p> <ul style="list-style-type: none"> <li>• Update legal governing documents (2010)</li> </ul> <p><u>Objective 4H</u>: Market PSU and the individuals we serve to the business community (2020)</p>	<p><u>Objective 4J</u>: Assess need and develop plan for building and vehicles. (20 21)</p>	
<p><u>Objective 4C</u>: Develop and implement staff training that will enable staff to support persons in the community effectively and to support the desired culture. (ongoing)</p> <p><u>Objective 4G</u>: Update policies and procedures to reflect the work and culture. (ongoing)</p> <p><u>Objective 4I</u>: Upgrade the IT to meet the communications, operations, and data needs of the organization. (2020 and ongoing)</p> <p><u>Objective 4K</u>: Continue strengthening board with diverse skills and representation from counties where we work. (ongoing)</p>		
<p><b>Metrics for Board</b></p> <ul style="list-style-type: none"> <li>• Number of staff who have completed coaching and community connection training</li> <li>• Approval of governing documents and name</li> <li>• Potential staff satisfaction results</li> <li>• Policies approved</li> </ul> <p><b>Metrics for Leadership Team</b></p> <ul style="list-style-type: none"> <li>• Staff satisfaction</li> <li>• Operational efficiency</li> </ul>		