



Strategic Intent: Lead the way for individuals we support, stay alert to new opportunities, remain nimble in our actions, forge valuable relationships, and prosper as an agency in the new era of managed care.



Strategic Priority
**Be the Agency of Choice
for Key Audiences**



Strategic Priority
**Thrive Through Financial Strength
and Organizational Effectiveness**



Strategic Priority
**Maximize the Potential of the
Self-Direction Model**



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Strategic Action Items and Goals/Measures of Success

Implement the agency's new brand attributes to ensure brand consistency across the agency, and to continue building brand equity among key audiences.

- Prepare and present an agency name change recommendation to the board of directors by 1/31/16.
- Pending board approval, implement an agency name change in accordance with an implementation plan developed by 6/30/17.
- As indicated by the 2016 and 2017 annual employee surveys, at least 80% of survey respondents can articulate our defined brand attributes, and can demonstrate an understanding of their role and responsibilities in delivering the intended brand experience.
- As evidenced through a pre-and-post implementation brand audit conducted on 6/30/16 and 6/30/17, there is demonstrated alignment with the agency's brand hierarchy and a consistent brand image across all internal and external communication tactics and materials.
- As measured by our 6/30/17 key stakeholder survey, maintain or increase the agency's Net Promoter Score (NPS) average of 57.9% among all key stakeholder audiences.

Create a culture of innovation and establish an appropriate framework for innovating within the agency.

- By 10/31/15 a process is implemented to encourage, collect and prioritize innovation input and ideas from key stakeholders.
- By 3/31/18, at least three previously unmet needs/wants of our stakeholders will be addressed through new offerings or customer service innovations.
- In accordance with a work plan developed by 6/30/17, implement the strategy determined appropriate for each agency offering assessed following the MacMillan Matrix approach.
- As indicated by the 2016 and 2017 annual staff survey results, demonstrate an increase each year in the percent of respondents who acknowledge a culture of innovation, their involvement in the innovation process and respect of their input and ideas.



Strategic Action Items and Goals/Measures of Success...continued

Expand into new markets and effectively reach existing and new market segments.

- Provide support for individuals in our target audiences in at least one new market or market segment by 3/31/18.
- As indicated by our June 2017 stakeholder survey, 70% of our target audience respondents acknowledge and understand who we are and what we do.
- From our 2015 baseline, increase the number of individuals we support each year in the following categories:
 - New customers accessing new and/or existing offerings
 - Existing customers accessing new offerings.
 - Existing customers accessing added existing offerings.

Be the employer of choice for qualified candidates and retain existing employees.

- As indicated by the 2016 and 2017 annual staff survey results, demonstrate an increase each year in the percent of survey respondents who describe the agency as a great place to work.
- As evidenced by the data in the quarterly and annual human resources turnover reports, observe a reduction from a 2015 baseline in the frequency with which DSP personnel indicate compensation as the reason they voluntarily terminate their employment.
- As set forth in the annual agency budget, overtime among residential staff remains at or below the annual budget for this expense category.

Further develop our fundraising capabilities and maximize our fundraising efforts.

- Between 4/1/15 and 3/31/18, meet or exceed the fundraising goals established in the Foundation's annual development plan.

Diversify our funding mix and maximize our revenue within each funding category.

- Achieve total revenue and funding category goals set forth in the budget for each fiscal year: 2015, 2016, 2017 and 2018.

Strategic Action Items and Goals/Measures of Success...continued

Establish an infrastructure that enables the agency to effectively operate in a managed care environment.

- Achieve total surplus goals set forth in the budget for each fiscal year: 2015, 2016, 2017 and 2018.
- Submit all requests for payment within 10 working days of support delivery.
- Maintain a denial rate for payment requests to less than (insert percent).

Achieve high standards of quality while ensuring compliance with new regulations.

- By 12/31/18, minimize DOH audit deficiencies as demonstrated by an error rate of no more than (insert percent) for the sample of claims reviewed.
- Meet all established contract targets and all reporting deadlines.
- Maintain our CQL accreditation, with re-accreditation awarded by 12/31/17.
- All compliance standards are met as determined by a quarterly fiduciary intermediary (FI) audit.

Hire and educate staff to be successful at meeting the requirements of self-direction.

- Following training, MSCs, brokers and other trained staff demonstrate an understanding of self-direction and proficiency in their job functions.
- Brokers will receive certification.
- During the transition through self-direction maintain balance in staffing among MSCs and brokers to avoid the loss of any related revenue.
- By 6/30/15 determine our desired status for the role of FI, and implement accordingly.
- At least two brokers are in place by 12/31/15. Add at least one additional broker in 2015, 2016, 2017 and 2018 as needed.

Effectively develop, implement and promote self-direction offerings for individuals with intellectual and developmental disabilities.

- By 3/31/18, at least 40 individuals have moved to self-direction.
- Between 4/1/15 and 3/31/18, as individuals move to self-direction, none will be lost to another agency