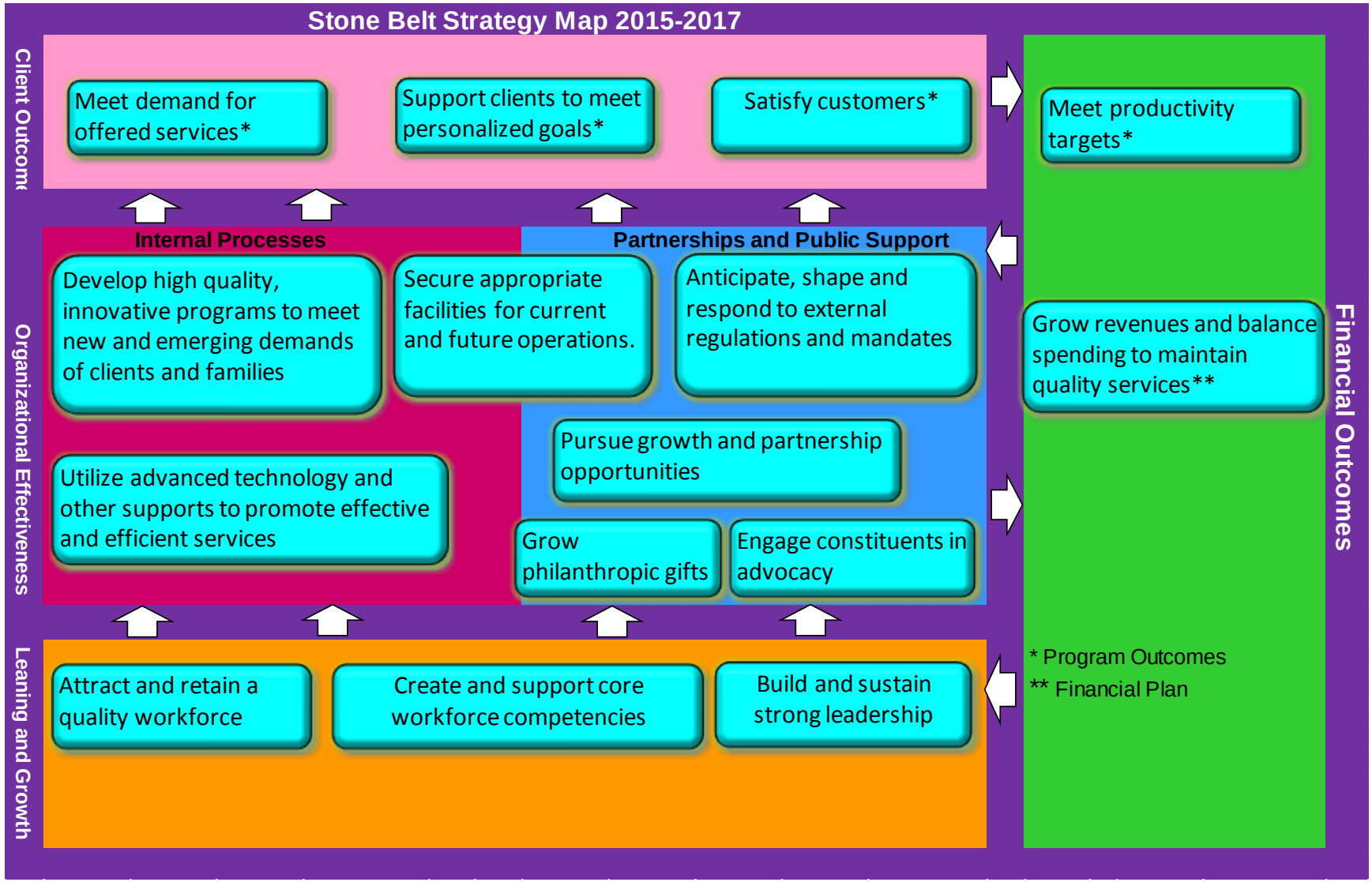
Stone Belt Strategy Map 2015-2017
Client Outcome
Meet demand for offered services*
Support clients to meet personalized goals*
Satisfy customers*
Meet productivity targets*
Internal Processes
Partnerships and Public Support
Organizational Effectiveness
Develop high quality, innovative programs to meet new and emerging demands of clients and families
Secure appropriate facilities for current and future operations.
Anticipate, shape and respond to external regulations and mandates
Grow revenues and balance spending to maintain quality services**
Financial Outcomes
Pursue growth and partnership opportunities
Utilize advanced technology and other supports to promote effective and efficient services
Grow philanthropic gifts
Engage constituents in advocacy
Leaning and Growth
Attract and retain a quality workforce
Create and support core workforce competencies
Build and sustain strong leadership
* Program Outcomes
** Financial Plan

Strategies to Facilitate Learning and Growth

Attract and Retain a Quality Workforce		
Vision	Activities	Expected Outcomes
1. **Stone Belt attracts and retains a wide variety of qualified staff and has capacity to meet service demands**	-outreach to alternate pools of workers – contracted workers, work study, grad students, older workers, faith communities -increase new employee's connection to agency and his/her assigned workplace during first months of employment -increase efficiency and effectiveness of orientation training	- increase applicant flow from identified groups. -increase retention in first 6 months of employment. - improved satisfaction of supervisor/ new employee relationship. - increased capacity to accept new clients in high demand programs
2. Direct Support staff have professionalized positions with defined career ladders	-provide DSP professionalization opportunities through Direct Support Specialist positions -create multiple levels of direct support positions to attract new candidate pools and to reward high performing employees -continue Talent Development program	- more effective and engaged DSP workforce -additional opportunities for professionalized position with increased earnings

Create and Support Strong Core Competencies

Vision	Activities	Expected Outcomes
3. Stone Belt has a well -developed, competent, and engaged workforce	-Provide effective competency based training and testing system -increase interaction and communication with DSPs (how) -utilize resources provided by the National DSP Alliance. -facilitate effective team functioning strategies throughout the agency	-efficient and effective delivery of service at direct support level. -better informed and engaged workforce. -more continuity of services for clients -greater levels of staff satisfaction in feeling a part of a team -greater levels of team performance (client outcomes)
4. Accountability systems	-create standardized lists and measurements for accountability -improve structure and accountability within programs according to internal and external requirements -train management in accountability structures and expect consistent follow-through	-accreditation and licensure of programs is achieved with high performance ratings -agency resources are conserved for quality improvements rather that quality corrections -staff have structure and support to perform their functions well -clients have consistency in their support structure

Build and Sustain Strong Leadership

Vision	Activities	Expected Outcomes
5. Stone Belt managers are effective in supporting employees and affecting client outcomes	- use manager development plans as continuous quality improvement tools -provide ongoing professional training opportunities for supervisors -evaluate VOICE training and its impacts then revise accordingly	-managers retain their employees -managers are prepared for higher positions in the organization -employee retention is positively influenced due to exceptional supervision -exceptional supervisors have the opportunity to advance within the

		organization
6. Stone Belt's leadership development and succession planning lay the foundation for agency continuity and continued growth	-identify and develop possible successors for all key positions -Develop executive skills of all directors	-Stone Belt is prepared for expected and unexpected leadership changes -Stone Belt leaders are versatile and competent in multiple areas within the company
7. Stone Belt's board of directors provides effective leadership and governance	TBD	TBD

Strategies to Grow Partnerships and Public Support

Secure Appropriate Facilities for Current and Future Operations		
Vision	Activities	Expected Outcomes
8. Stone Belt facilities meet the needs of clients and staff with an eye to future trends in service delivery and worker productivity.	-determine strategy for the 10th Street facility -evaluate use of group homes in context of changing service models -plan for growth of all programs -determine capital needs for upcoming facilities rehabilitation or development	- programs are appropriately resourced with facilities and equipment -financial resources are directed to the most useful and adaptable facilities -facilities are professional and provide a positive image for the organization and its constituents

Anticipate, shape and respond to external regulations and mandates		
Vision	Activities	Expected Outcomes
9. Stone Belt is a Go-To information resource for the administration and legislators on how to best meet needs of individuals with intellectual and developmental disabilities	-Continue community education events and legislative forums -Develop list of experts from within Stone Belt and IU who can speak on relevant issues	-Stone Belt representatives develop more expertise in methods and opportunities for advocacy with decision makers -legislators call upon Stone Belt

	-Educate key staff and board members on issues at state level -investigate best practices in other states and in the industry -Foster relationships with former legislators with influence -Use social media and video campaigns -increase involvement in The Arc of US legislative activities - Position Stone Belt directors to be included in work groups that advise State officials. -provide public comment on state and federal policies and rules	representatives for issues impacting people with I/DD -Stone Belt's input influences State administration in their decision making -Federal lawmakers are responsive to Stone Belt, taking its positions into account -Stone Belt has knowledge early on upcoming changes so it can more effectively respond.

Pursue growth and partnership opportunities		
Vision	Activities	Expected Outcomes
10. Through innovative thinking and community partnerships, Stone Belt will use social entrepreneurial income to reduce its reliance on State/Medicaid funding	-Explore potential social entrepreneurial opportunities that create significant margin and client involvement to provide essential financial stability. — Market analysis to determine viable opportunities. — Grant research to fund potential opportunities. -Research opportunities to transition traditional workshop activities to programs no longer dependent on 14(c).	-impending paradigm changes are met as opportunities -non-government revenues are increased to support agency operations -clients have additional opportunities to access social and financial capital -market wants and needs within the community are met in innovative ways
11. Stone Belt is a leader and a preferred collaborator with other organizations in serving a broad spectrum of ages and disabilities throughout the community and state.	-evaluate underserved communities in surrounding counties for possible expansions -develop partnerships that facilitate expansion of services within current locations - Explore partnerships with Home Health agencies -Explore private fee for service opportunities. -market expertise and capacity of back-office operations to other similar entities - engage with trusted partners throughout state to share resources and expertise	-Stone Belt increases its ability to meet client and community needs -partners bring needed expertise and resources to the partnership that provides synergistic impact -agency overhead costs are lowered as a percentage of total costs -Stone Belt is more insulated from market, policy and political changes

Grow Philanthropic Gifts

Vision	Activities	Expected Outcomes
12. Stone Belt will meet the National Standard in its category for philanthropic dollars raised	-use constituency model to 1) grow donor base 2) increase LAI/LIA and move constituents toward center of model 3) identify prospective major donors -grow a planned giving society -initiate discussion of capital campaign and steps needed to accomplish one -find innovative ways to increase percentage of first time donors that become donors of record	-development dollars will more significantly support programs of excellence -donor base will grow to support future capital campaign -increased number of donors will be more involved in advocacy efforts, serving on committees, and interested in serving on the board of directors.

Engage Constituents in Advocacy

Vision	Activities	Expected Outcomes
13. Stone Belt constituents (families, clients, staff) will be the most vocal advocates for the needs of the organization	-create educational opportunities for constituents' better understanding of issues and challenges -create actionable turnkey communications for constituents to use -continue to build champions for our issues within the legislature -engage Stone Belt's nearly 500 staff in advocacy -further engage media in issues affecting people with disabilities	-numbers of contacts with legislators increased at least 10 fold on targeted issues -legislators publicly indicate their awareness of the numbers of people concerned for key issues -legislators develop or co-sponsor bills in response to constituents requests

Strategies to Create Organizational Effectiveness through Internal Processes

Develop high quality, innovative programs to meet new and emerging demands of clients, families		
Vision	Activities	Expected Outcomes
14. Stone Belt is a visionary provider of high quality, innovative programs	-Implement resources to develop and market youth services. -Increase leadership and develop partnerships to grow Skills Development and Wellness services -Develop Respite model separate from residential, that includes leadership, training, and admin support. -Manage and respond to demand for group home services -Consider alternate staffing models for supported living services -Secure grant resources for agency initiatives -Market new initiatives and programs with capacity to grow	-families receive needed supports for their children and adult sons and daughters still living at home -program participants learn, grow and experience increased opportunities for favored and new activities -program participants have new choices of supports that meet their wants and needs -Stone Belt staff have increased opportunities to provide innovative and varied programs -Stone Belt increases its social capital within the communities it serves -

Utilize advanced technology and other supports to promote effective and efficient services		
Vision	Activities	Expected Outcomes
15. Stone Belt's investment in technology infrastructure supports its changing workforce and its existing and new services	-Develop a mobility strategy -Have a client technology use policy -Implement a technology training strategy -Secure grant resources for improving technology infrastructure and applications -evaluate technology resources on an ongoing basis	-Stone Belt furthers its excellence in technology use -Stone Belt's investment in facilities is decreased -Stone Belt clients increase their independence and status through use of technology

Client Outcomes				
Program	Meet Demand for services	Personalized Goals	Customer Satisfaction	Productivity Targets
Supported Employment	# of days from referral to plan development # of days from plan development to placement	-# of job placements -Length of job retention	• Client satisfaction • Family/guardian satisfaction	Utilization % of authorized services
Life Long Learning	-% of referrals that meet entrance criteria that start services -# of admissions into youth services programs -average length of time from acceptance until starting	-% of individualized goals accomplished -% in adult program that move to next level of career plans	• Client satisfaction • Family/guardian satisfaction	Utilization % of authorized services
Work Services	-% of referrals that meet entrance criteria that start services -Average length of time from acceptance until starting services	-% of individualized goals accomplished -% in program that move to next level of career plans	• Client satisfaction • Family/guardian satisfaction	Utilization % of authorized services
Supervised Group Living	-% of referrals that meet entrance criteria that start services -Average length of time from acceptance until starting services	-% of individualized goals accomplished	• Client satisfaction • Family/guardian satisfaction	% of occupancy level
Supported Living	-% of referrals that meet entrance criteria that start services -Average length of time from acceptance until starting	-% of individualized goals accomplished	• Client satisfaction • Family/guardian satisfaction	Utilization % of authorized services
Milestones	# of days from referral to admission	-% of treatment goals met	• Client satisfaction • Family/guardian satisfaction	Utilization % of authorized services
Skills Development	# of days from authorization until starting services	-% of treatment goals met	• Client satisfaction • Family/guardian satisfaction	Utilization % of authorized services
Respite	-% of referrals that meet entrance criteria that start services -Average length of time from acceptance until starting	TBD	• Client satisfaction • Family/guardian satisfaction	Utilization % of authorized services