



Center for Social Change Strategic Plan

2018-2021



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About Center for Social Change

Center for Social Change is proud of its rich, ethnically diverse human resource and persons served base. We believe that our strength and continued growth is due to the combined knowledge, understanding, and competence of our multi-cultural workforce and our connection to varied communities. CSC believes that society gains its strength through its differences, not its similarities. We recognize, respect, and respond to the unique, culturally defined needs of our person served. CSC has established a Cultural Competency & Diversity Plan that is a real and meaningful extension of our organization's Mission and Vision.

Mission

Our Mission is to provide services of the highest quality for people with cognitive and developmental disabilities and related disorders including autism that optimize each individual's independence and capabilities, ensure self-determination and rights and, with partnerships in the community, enhances their opportunities to live healthy, safe and valued lives.

Vision

Our Vision is to provide programs and services to individuals with developmental disabilities and related disorders including autism to live and work in the community and exercise their rights, choice and freedom and to live independent of institutional life through integrated efforts of change agents who are passionate about changing lives of people with disabilities throughout the world



Strategic Plan

FY 2018 – 2021

Individuals with disabilities have largely been unrecognized as a population for public mental health attention; but recent efforts to address the lack of resources has helped make this population visible. As of now, there are thousands of individuals, adults and children, with intellectual disabilities in Maryland who are on a waiting list to receive needed services. After nearly 24 years, CSC has a single over-arching purpose- to continue to function as a provider of supports to individuals with intellectual and related disabilities. It is CSC's commitment to being one of the corner-stones of a secure, dependable, and enduring system of supports in Maryland that drives us toward this purpose.

The Values describe the attitudes, attributes, principles and beliefs that guide CSC's management and service personnel. For FY 2018-2021 the advisory board reviewed the Values for the agency and agreed that following values best represent the Mission and Vision of CSC.

Leadership

We share an inspiring vision and clear priorities; we anticipate future challenges; we take action that affects positive change in the lives of individuals and their communities.

Accountability

We share a responsibility to each other, and most essentially, to those we serve, to realize results that make a profound difference for people and the communities in which they live.

Integrity

We are dedicated, honest, transparent and trustworthy in all that we do.

Independence

We advocate for the independence of those we support. We foster independent living through enhanced community integration, as well as job development, training, and ongoing supports at the workplace.

Pride

We recognize its role in helping those we support to have experiences that can lead them to feel pride in them. We believe that by leading community-driven lives, individuals develop a strong sense of pride and give back to their neighborhoods in a variety of ways

Strategic Planning Process.

The strategic planning for Center for Social Change was completed in three phases. The planning process was designed to directly engage CSC's persons served management, and service personnel in developing the core elements of the strategic plan. This leadership team met on a periodic basis to provide input, review findings, and to shape the content of the strategic plan, as well as the future direction of the agency.

The CSC Strategic Plan will help guide decision-making, while facilitating ongoing planning and implementation of best practices within the organization for years to come. Based on the Review and assessments during the Strategic planning process here is the Strengths, Weakness, Threats and Opportunity analysis.

Strengths

CSC has established solid control over all matters financial. As in any agency, actions taken in both the finance and human resources have their impact significantly on each other. To ensure the financial coordination of these programs, staff in each report to the same director, ensuring that decisions affecting one program are made with an understanding of how the other program might be impacted.

CSC has already created, and fully implemented, a system of control to ensure that required, or desired, services are provided. Systems are well in place to ensure that medical appointments are kept; that ongoing nursing services are provided; that individuals' personal wishes are being honored; that individuals' personal goals are being achieved; that individuals are provided safe and healthy environments; that medications are appropriately given, community integration activities are happening on weekly basis, the successful implementation of each of these is a necessary component of quality services.

CSC's Community Relations Department is tasked with building relationships with stakeholders and increasing the visibility of the agency in the wider community. The agency is headed by Directors with more than 35 years of experience in the developmental disability community in Maryland, experience which has led to having a solid network of connections within that community. These networks have already been solidified and expanded during the past year, with positive results.



Weakness- Challenges

CSC has recognized the need to increase its visibility in the community. No agency can succeed in a vacuum. The financial, volunteer, or other supports provided by the wider community can be critical to an agency's success. CSC understands that, in order for us to thrive, referring agencies must know who we are and what we stand for.

CSC has recognized the need to build effective relationships with our stakeholders, including: the families of those we support, government/regulatory agencies, agencies that refer individuals for service, and community groups (businesses, neighborhood associations, etc.). When problems arise, which always will, solutions are most effectively achieved when a solid basis for communication exists between any agency and those with whom the agency interacts. That also includes increasing the moral of our staff.

An estimated 4.3 million Americans with intellectual, developmental or physical disabilities live in group homes, assisted living units, their own homes or with family members, according to the federal Health and Human Services Department. Staff burn out has been also a challenge for the quality of care provided by the agency. Even though CSC has successfully decreased the staff turnover rate, it is still a challenge as the staff can get emotionally, psychologically and physically drained.

Threats

CSC depends on State and federal funding for nearly 100% of the revenues that are required to provide the quality programs and supports for individuals to which CSC has always been committed. Unfortunately, as Maryland has faced the financial crisis impacting on all states over the past several years, one result has been that funding for the community of provider agencies to which CSC belongs has fallen far short of meeting the increasing expenses of providing services. This significant underfunding presents real threats to all but the strongest and best led agencies.

Only those agencies that have created self-regulating, internal systems of control to ensure the identification of each individual's needs, the meeting of those needs, and the monitoring that those needs have been met, are best equipped to ride out the financial stresses they face.

Our Opportunities

The commitment to providing quality care obviously depends on CSC's ability to identify the needs of those stakeholders that we serve. There are, in fact, a number of stakeholders that CSC serve- first and foremost are the individuals, but CSC also has a responsibility to meet the needs of the State; those agencies who refer individuals; those entities who license and/or regulate CSC's programs and performance; the staff who work at CSC; the families of the individuals we serve; and vendors who supply CSC with logistical support.

At this time, individuals with disabilities who do not require intensive supervision are in need of more Assisted living , Supportive housing programs . This is an opportunity for CSC to expand our programs to those in need.

CSC would like to expand our referral base to surrounding counties through contracts for services through Medical Assistance if such funding is available.

Agency Goals & Strategic Actions

In order to maintain our viability in a challenging and competitive environment, Center for Social Change must be vigilant about its strategic and logistical plan. An ongoing evaluation of how we serve our constituents is critical to our continued success. We must be cognizant of opportunities for growth and expansion. Ultimately, providing *cost-effective quality care* to individuals must be an ongoing commitment that is steadfast and consistent.

In order to ensure that the needs of each of these populations are considered as part of long-range planning, CSC has for many years relied on the feedback from these populations. One mechanism for obtaining this feedback is through surveys designed for each population. Such surveys help CSC identify its long term goals. Surveys will continue to be tools that will help CSC plot the appropriate course for the future.

Additionally, CSC has long been a member of the association of community of providers which, like itself, serve individuals with developmental disabilities. This association has always proven to be an excellent resource for CSC in relation to day to day operations as well as long term planning, as Directors from different agencies meet on a regular basis to share information, new ideas, challenges, and successes. CSC intends to remain an active member of this association, and anticipates benefiting from that relationship.

CSC also monitors regulatory, policy, budgetary, and legislative activities in the State to ensure that program planning is consistent with governmental requirements.

Strategic Goals FY2018-2021 listed in order of priority:

1. Advocate to ensure the interests of people with disabilities, youth, older adults, and their families are reflected in the design and implementation of policies and programs offered through the state.
2. Implement best practices that support the integrity and efficient operations of programs and manage all finances for long term sustainability.
3. Educate, build, strengthen, improve and maintain relationships with stakeholders and providers to help them deliver the highest quality services.
4. Maintain CARF accreditation Standards for the three year period beginning March 2017 into March 2020.

Goal 1: Advocacy

Advocate ensuring the interests of people with disabilities, youth, older adults, and their families are reflected in the design and implementation of policies and programs offered through the state.

CSC has a responsibility under the Developmental Disabilities Assistance, Bill of Rights Act, and the Older Americans Act, to serve as an effective advocate for people with disabilities, Youth , and older adults. Invested in this role is understanding the varied perspectives and needs of the populations.

CSC represents and making sure their interests are reflected in the development, implementation and on-going refinement of the federal and state policies, programs and supports that affect their lives. This involves listening to and having an ongoing dialogue with individuals with disabilities, Youth, their families- care givers, and their key stakeholder organizations. It also involves educating the public and policy makers on the aspiration of people of all ages to fully participate in community life and be valued and contributing members of society beyond their disabilities.

STRATEGIC ACTIONS:

- A. Lead the development and implementation of new public policies and programs that advance the interests of people with disabilities, youth, and older adults.
 - Areas of potential focus for these initiatives will be guided by input from the populations CSC serves and will include, but not be limited to: Person Served Individual rights and protection, long-term services and supports, economic independence, housing, transportation, and meaning full employment.
- B. Increase public awareness and understanding of the interests of people with disabilities.
 - CSC will work with its local networks and person served advocacy organizations to communicate with the American public, policy makers at the federal, state and local level, as well as leaders in the private sector, to increase their awareness of the perspectives and interests of people with disabilities.
- C. Review-Revise update Agency's mission, Vision and Value Statement to better represent the services we provide.

Goal # 2 : Program Development and Financial Sustainability.

Implement best practices that support the integrity and efficient operations of programs and manage all finances for long term sustainability.

One of the significant strengths of CSC is its solid financial standing. This provides CSC with the flexibility to adjust to a changing environment and to whether revenue shortfalls from the state.

Over the past two decades, state and federal long-term care spending on home and community services has increased, primarily through Medicaid waiver programs. Most of the research and policy literature on home and community services for elderly persons has focused on home care and residential care, including adult foster care and assisted living. Little attention has been paid to adult medical day services (AMDS)--a nonresidential community service provided outside the home. CSC is operating 37 homes with 106 residents at this time through funding from DDA and DHR. It is our goal to provide services to more individuals through various funding sources.

STRATEGIC ACTIONS:

- A. Implement management improvement activities, to strengthen business processes, improve efficiency, and promote accountability.
 - CSC will aggressively pursue either joint venture or subcontracting opportunities through its Community Employment Program and workforce development .
 - CSC will conduct a Board-sponsored Capital Campaign aimed at sustaining the current annual budget of \$14, 991,138 and providing additional revenues of \$1,000,000.
 - A six month cash reserve will be maintained

- B. Utilize emerging technologies and leverage shared services to promote innovation, improve accessibility, and better support our mission
 - CSC will engage in organizational fundraising by applying for at least two major grants .

- C. Increase availability of housing for individuals with disability. CSC will work with look in to different funding options to provide housing for individuals who are not approved through DDA funding.
 - Begin by identifying the needs for services in those states bordering Maryland

- Identify those states in which providing services is most likely to be successful (e.g.- the needs are high, barriers to providing services are low, needed services match CSC strengths)
- CSC will design and implement Assisted Living, Supported Housing for individuals with disabilities, who are funded through Medicaid (based funding availability) and do not require an intensive level of care.
 - CSC will only consider pursuing a new business opportunity if it is projected to generate an average net profit margin of 5%

Goal # 3 : Stakeholders and Provider Development

Educate, build, strengthen, improve and maintain relationships with stakeholders and providers to help them deliver the highest quality services.

An informal survey of a number of providers similar to CSC reveals that each has developed additional sources of support from outside groups of stakeholders, examples of which include family members of individuals served, governmental entities, community businesses or associations, referring agencies, and schools and colleges. Support from stakeholders comes in many forms, including the donation of funds, goods, time, volunteers, or other resources.

In an economy in which government funding is severely limited, and fails to grow to meet the increasing expenses of providers, these external forms of support represent a needed infusion of resources.

STRATEGIC ACTIONS:

- A. CSC will seek out, join, and participate in at least five new private, governmental, faith-based organizations during the current year.
- B. CSC will be a major sponsor of at least five community events during the current year such as a Beach or Cruise vacation for individuals and staff.
- C. To develop productive relationships with a wide range of stakeholders including individuals, staff, families and partners.
 - Develop and implement meaningful staff appreciation programs and opportunities
- D. Provide educational Opportunity to Students as interns from different Colleges and universities.

Goal # 4 : Maintain Accreditation of CARF and OHCQ.

To maintain CARF accreditation for the three year period beginning 2017 into 2020.

CSC has as its obvious, over-arching purpose of continuing to function as a provider of supports to individuals with intellectual and related disabilities. A number of factors impact on CSC's ability to do so (e.g. referrals continuing to be made, state agencies identifying CSC as a quality agency, stakeholders perceiving CSC in a positive light), all of which ultimately rest on the question "what separates CSC from other providers". Accreditation by CARF demonstrates that the services provided by CSC are of the highest quality and, as such, represents a "Good Housekeeping" seal of approval for CSC. In an environment in which nearly 200 agencies are licensed to provide services similar to those provided by CSC, this seal of approval helps CSC to stand apart.

STRATEGIC ACTIONS:

A. To maintain adherence to all CARF standards by continued implementation of monitoring systems currently in place, including:

- Medical Appointments scheduled and kept
- Medication administration monitoring
- IP implementation reviews
- Health and Safety assessments
- Reportable and Non-Reportable Incidents
- HR and Training

B. To perform no less than quarterly analyses on all data generated by monitoring systems

To take full advantage of resources offered by CARF

- Check the CARF website weekly for updates on resources
- CSC Directors' group to determine which resources to take advantage of
- Encourage CARF to provide opportunities for Directors to participate in surveys.
- Consider establishing a workgroup/resource group made up of other CARF accredited agencies in Maryland.

C. To maintain adherence to all OHCQ standards by continued implementation of Monitoring systems currently in place, including:

- An invigorating activity program to stimulate physical, cognitive, creative and social skills of each participant
- Live entertainment and community outings , Holiday and birthday celebrations
- Nutritional Services: breakfast, lunch and snack will be provided for each participant
- Transportation to and from place of residence



Accomplishments

Center for Social Change (CSC) received three year CARF International accreditation for the third time in March 2017. CSC is renewing its Accreditation for 2020

Center for Social Change in partnership with the Governor's Office donated 10 computers to the center for assisting Baltimore City Youth. CSC participated in the ribbon cutting ceremony for the grand opening of the center and took along 150 backpacks to better prepare the children for an appropriate educational experience.

Center for Social Change (CSC) opened four new children homes and three new ALU for seniors. Each home was carefully purchased and was renovated with new furniture and decoration to meet the needs of youth and seniors residents.

CSC's staff and individuals took a weeklong cruise to the Bahamas on the Carnival Cruise line! Individuals enjoyed the islands, shows, games on board. The Port of Freeport was the final stop before the individuals returned to Baltimore. For last few years CSC has provided this once in a lifetime opportunity to individuals.

