



Center for Social Change Strategic Plan

2022-2027



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About Center for Social Change

Center for Social Change is proud of our rich, ethnically diverse employee and persons served base. Our strength and continued growth are due to our multicultural workforce's combined knowledge, understanding, and cultural competency and our connection to varied communities. We believe that society gains its strength through its differences, not its similarities. We recognize, respect, and respond to the unique, culturally defined needs of the persons served. CSC has established a Cultural Competency & Diversity Plan that is a natural 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 optimizes each individual's independence and capabilities, ensure self-determination and rights, and, with partnerships in the community, enhance 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 live independently 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 2022-2027

In the past, persons with disabilities have been mainly unrecognized as a population for public mental health attention. However, recent efforts to address the lack of resources have made this population visible. Thousands of individuals, adults, and children with intellectual disabilities in Maryland are waiting to receive needed services. After nearly 24 years, CSC has a single over-arching purpose. We want to continue functioning as a support provider to persons with intellectual and related disabilities. Our commitment to being one of the cornerstones of a secure, dependable, and enduring system of support in Maryland drives us toward this purpose.

Our values describe the attitudes, attributes, principles, and beliefs that guide our management and service personnel. For FY 2022-2027, our advisory board reviewed the values for our organization and agreed that the following values best represent CSC's Mission and Vision.

Leadership

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

Accountability

We share responsibility and make a profound difference in the lives of the persons we serve and the communities they are a part of.

Integrity

We are dedicated, honest, transparent, and trustworthy in all the services we provide.

Independence

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

Pride

We recognize our role in helping the people we support have experiences that help them feel proud of themselves. By leading lives geared towards community integration, our individuals develop a strong sense of pride and give back to their neighborhoods in various positive ways.

Strategic Planning Process

Center for Social Change's strategic planning process was completed in three phases. The planning process was designed to engage management, staff personnel, and persons served to help develop the core elements of our Strategic Plan. The leadership team met periodically to provide input, review findings, shape the content of the Strategic Plan, and discuss the organization's future direction.

Our Strategic Plan will help guide decision-making while facilitating ongoing planning. It allows CSC to implement best practices within the organization. Based on internal reviews and assessments during the strategic planning process, the following SWOT analysis was made:

Strengths

CSC has solid control over all financial matters. Actions taken in the finance and human resource departments significantly impact each other. To ensure proper coordination between these two departments, staff from each department report to the same Director. This ensures that decisions affecting one department are made to understand how the other department might be impacted.

CSC has fully implemented a system to ensure that all program services are correctly provided. Processes are in place to ensure that medical appointments are kept, ongoing nursing services are provided, persons' served wishes are being honored, personal goals are being achieved, persons served are provided a safe and healthy environment, medications are appropriately given, and community integration activities are happening every week. The successful implementation of each of these contributes to our quality services.

CSC's Community Relations Department is tasked with building relationships with stakeholders and increasing the organization's visibility in the community. The agency is headed by a Director with more than 40 years of experience in the developmental disability community in Maryland. Our community connections have already been solidified and expanded over the past years. CSC is a visible and valuable part of the surrounding community.

CSC is a culturally, ethnically, and racially diverse organization. Not only is our persons served population diverse, but our staff personnel population is also incredibly diverse. CSC also has implemented Cultural Competency and Inclusion training for all staff personnel. This training focuses on respecting and understanding people's different beliefs and backgrounds.

Weaknesses/Challenges

CSC has recognized the need to build deeper 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.).

The COVID-19 pandemic brought several employment changes in government agencies across the state. Some of our connections and advocates are no longer available. We are now rebuilding new connections and relationships within those agencies. When problems arise, solutions are most effectively achieved when a solid basis for communication exists between agencies and those with whom the agency interacts.

Another consequence of the COVID-19 pandemic has been staffing shortages and burnout. There was a large strain on resources during the pandemic, and staffing was also affected. It was difficult to find staff coverage in the peak of the pandemic, and the healthcare industry as a whole still has not recovered from staffing issues. Even though CSC has successfully decreased the staff turnover rate, it is still challenging as the staff can get emotionally, psychologically, and physically drained.

Threats

CSC depends on State and Federal funding for nearly all of the revenue required to provide quality programs and support for individuals to which CSC has always been committed. Any type of economic instability on a State or Federal level will impact CSC's financial stability as well. As we move into a potential recession, CSC must have a strong understanding of its financial position in order to maintain the high level of quality and care the organization provides. As an organization, CSC anticipates and prepares for any future recessions and has financial processes in place to limit any impact the economy may have on CSC. 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.

Opportunities

The commitment to providing quality care depends on CSC's ability to identify the needs of our stakeholders. Not only do we serve our individuals, but we also serve the State of Maryland, referring agencies, licensure entities, our employees, the families of the individuals we serve, and any vendor who supplies to CSC.

Every day we see an increased need for individuals who do not require intensive support but need a helping hand with their day-to-day lives. CSC can further take advantage of the opportunity to expand its Assisted Living and Supported Housing Programs. Not only does this allow CSC to increase revenue, but it also allows it to reach a broader population of individuals and continue helping those in need. CSC would like to expand its referral base to surrounding counties through contracts for services through Medical Assistance if such funding is available to continue reaching a wide range of individuals.

Center for Social Change also has a substantial waitlist for Children and Women requiring services. CSC has the opportunity to continue opening new homes to expand services to those in need. Through expansion, CSC can also diversify the individual population that it serves. We value diversity's role in furthering the development of every employee, individual, and stakeholder within the organization. Expanding our programs further allows CSC to bring together individuals and stakeholders from different backgrounds.

Agency Goals & Strategic Actions

To maintain 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 a steadfast and consistent commitment.

To ensure that each person's needs are considered part of long-range planning, CSC has for many years relied on feedback from these populations. CSC obtains this feedback through several methods, but the most effective method 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 been a long-time member of MACS, the Maryland Association of Community Services. This organization is a community of providers also serving individuals with developmental disabilities. This association has always proven to be an excellent resource for CSC regarding day-to-day operations and long-term planning, as Directors from different agencies meet regularly 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 and Federal government to ensure that program planning is consistent with governmental requirements.

Strategic Goals FY 2022-2027 listed in order of priority:

1. Advocate ensuring the interests of people with disabilities, youth, older adults, and their families are reflected in the state's design and implementation of policies and programs.
2. Implement best practices that support programs' integrity and efficient operations 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 years beginning March 2023 into March 2026.

Goal 1: Advocacy

Advocate ensuring the interests of people with disabilities, youth, older adults, and their families is reflected in the state's design and implementation of policies and programs.

CSC is responsible under the Developmental Disabilities Assistance, Bill of Rights Act, and the Older Americans Act to advocate for people with disabilities, Youth, and older adults. Invested in this role is understanding the varied perspectives and needs of the population.

CSC represents and ensures their interests are reflected in the development, implementation, and ongoing 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- caregivers, and key stakeholder organizations. It also involves educating the public and policymakers 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 meaningful 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, policymakers at the federal, state, and local levels, 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 our services.

Goal # 2: Program Development and Financial Sustainability.

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

One of the significant strengths of CSC is its solid financial standing. This allows CSC to adjust to a changing environment and 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 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 currently outhouses 37 houses with 106 residents through funding from DDA and DHR. Our goal is 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 joint ventures or subcontracting opportunities through its Community Employment Program and workforce development.
 - CSC will conduct a Board-sponsored Capital Campaign to sustain the current annual budget of \$24,021,000 and provide 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 support our mission.
 - CSC will engage in organizational fundraising by applying for at least two significant grants.

- C. Increase the availability of housing for individuals with a disability. CSC will look into different funding options to provide housing for individuals not approved through DDA funding.
 - Begin by identifying the needs for services in those states bordering Maryland Identify those states where services are most likely to be successful (e.g., the needs are high, barriers to delivering services are low, and needed services match CSC strengths).
 - CSC will design and implement Assisted Living, Supported Housing for individuals with disabilities who are funded through Medicaid (based on funding availability) and do not require intensive 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 providers similar to CSC reveals that each has developed additional sources of support from outside stakeholders, including 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 donating funds, goods, time, volunteers, or other resources.

In an economy where 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, and faith-based organizations during the current year.
- B. CSC will be a significant sponsor of at least five community events during the current year, such as a Beach or Cruise vacation for individuals and staff.
- C. Develop productive relationships with various stakeholders, including individuals, staff, families, and partners.
 - Develop and implement meaningful staff appreciation programs and opportunities
- D. Provide educational Opportunities to Students as interns from different Colleges and universities.

Goal # 4: Maintain Accreditation of CARF and OHCO.

To maintain CARF accreditation for the three years beginning 2023 - 2026.

CSC has an over-arching purpose of continuing to function as a support provider to individuals with intellectual and related disabilities. Several factors impact 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, represent a “Good Housekeeping” seal of approval for CSC. In an environment where nearly 200 agencies are licensed to provide services similar to CSCs, this seal of approval helps CSC 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 the resources offered by CARF, we will:

- 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 of other CARF-accredited agencies in Maryland.
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- C. To maintain adherence to all OHCQ standards by continued implementation of Monitoring systems currently in place, including:
 - An invigorating activity program to stimulate the physical, cognitive, creative, and social skills of each participant
 - Live entertainment and community outings, Holiday and birthday celebrations
 - Nutritional Services: breakfast, lunch, and snacks will be provided for each participant
 - Transportation to and from a place of residence

Accomplishments

Center for Social Change (CSC) received three-year CARF International accreditation for the third time in March 2020. CSC is renewing its Accreditation for 2023.

Center for Social Change (CSC) opened more residential homes to continue to expand our services. Each house was carefully purchased and renovated with new furniture and decoration to meet the needs of youth and senior residents.

After the pandemic ended, Center for Social Change took its residents on several trips to Ocean City, MD. CSC even took some of their children residents on the First annual Walt Disney World Trip in 2022 and plans to continue this annual trip.

Center for Social Change was able to successfully and safely host all activities and events. CSC had several holiday parties, gatherings, and staff appreciation parties.