

# STRATEGIC PLAN

---

2018-2020

# ADULT SERVICES

## Transition to a community based program

- Increase community based service options by identifying potential community partners and collaborations
- Create opportunities to experience community with individualized schedules developed with personalized interest
- Further train and develop existing staff to meet best practices in new rulings concerning habilitation, vocational and community based supported employment
- Identify staff areas of experience, training, and interest and align with staff's job duties and area (vocational, community integration, habilitation) within the department

## Develop system to match community opportunities and client skills

- Increase service offerings and collaborations with community inclusion for client transition to community employment
- Complete Career Discovery Profile and gather information for each individual
- Seek out established benchmarks for performance and create systematic approach to movement through the pathways to employment
- Expand Adult Daycare Services to seniors and other adults with acquired disabilities
- Develop specific programming and materials for seniors with Alzheimer's and Dementia

## Increase referral and enrollment in the Adult Services Program

- Follow through with marketing plan and update annually
- Identify and partner with residential providers who facilitate client participation into day programs

## URS clients will gain skills and knowledge to be better self advocates

- Advocate for full inclusion and create opportunities for clients to become self advocates
- Offer classes for clients on individual rights and responsibilities, safety in the community, leadership and assertiveness as part of the Client Advisory Council

# YOUTH SERVICES

## Enhance the Quality of Youth Services Programs

- Enhance individualized planning and goal setting
- Improve recruitment and retention of qualified staff
- Improve interdepartmental intake and classroom transition process
- Increase the use of technology department wide
- Increase support services available to clients and their families

## Increase Program Revenue and Enrollment

- Expand scope of services
- Explore the possibility of an on-site ABA program within our facility or work to establish a partnership with a local ABA school
- Diversify and increase revenue to continue to support the growth of the expansion

## Expand and increase marketing to increase awareness of programming

- Implement marketing plan to improve community awareness of programming whilst staying within the greater URS brand

# THERAPY SERVICES

To enhance the continuum of therapy services for children and adults with special needs

- Based on current therapy trends and demands, pursue expanding specialized service array
- Enhance the scope of URS' Clinical Services through collaboration with outside agencies/companies
- Collaborate with other medical professionals onsite for clinics or services such as medical equipment/wheelchairs or orthotics

Improve net revenue to sustain Program

- Maximize staff efficiency and productivity
- Improve parent engagement and participation
- Support United Rehabilitation Services Youth and Adult Day programs ability to provide quality care

Expand and increase marketing to increase awareness of program

- Implement a schedule of regular and structured marketing focused on physicians and community awareness
- Utilize innovative marketing approach to reach target populations

# EMPLOYMENT SERVICES

## Diversify and increase revenue streams

- Target services to maximize reimbursement
- Identify local, state, and federal funding to assist with programs and projects
- Enhance and Expand Job-Readiness program for local high school students with barriers to employment
- Provide a wide variety of career planning services for Medicaid waiver participants
- Establish a working relationship with the SSA to assist in job skills training and placement for Ticket-to-Work participants
- Establish a comprehensive program for employers to assist in hiring individuals living with disabilities

## Increase referrals to Employment Services

- Improve service delivery and employment outcomes

## Utilize competitive hiring practices to hire and retain highly qualified staff

- Increase the number of open position candidates and reduce turnover within the department

## Provide staff development and opportunities for growth

- Develop staff to meet individual career objectives and meet needs within the organization

## Expand and increase marketing to increase awareness of programming

- Create monthly outlet for success stories
- Utilize innovative marketing approaches to reaching target populations

# DEVELOPMENT

## Improve brand awareness in the Community

- Measure community knowledge of brand

## Increase visibility and awareness in the Community

- Track Marketing Plan activities and overall effectiveness
- Develop Media Relations schedule
- Develop a Donor Stewardship Program
- Expand utilization of Social Media and Web Marketing
- Identify new ways to engage millennials
- Advocate for the people we serve and their families

## Secure long-term financial future of the Agency

- Launch a new Planned Giving Program
- Increase financial contributions to support the endowment fund within the URS Foundation
- Enhance fundraising efforts through more effective utilization of technology, agency database

## Maximize Special Events fundraising

- Improve efficiency of ongoing special events and fundraising efforts

## Increase volunteer support

- Cultivate 30 volunteers who will support URS to become donors and advocates

# FINANCE & HUMAN RESOURCES

## Increase Efficiency And Effectiveness Of Agency Wide Information Technology

- Assess Information Technology System

## Reduce Costs and Improve Efficiency of Cash Receipts and Billing Procedures

- Evaluate internal processes and procedures for Adult Services billing and documentation
- Increase Tuition Express (TE) utilization by parents in Youth Services
- Evaluate internal processes and procedures for Employment Service billing
- Evaluate internal processes and procedures for Mental Health billing

## Ensure Clients Are Not Prevented From Accessing URS Services Due To Financial Constraints

- Provide support to clients and families with resources to obtain funding/payment for services

## Improve Overall Employee Retention And Satisfaction

- Gauge employee satisfaction
- Ensure Agency Wage & Salary Plan is competitive
- Evaluate options and plan designs for improved alternative health/dental/vision/life/ short & long term benefits
- Explore Workplace Wellness Program options
- Prepare staff for a financially stable future

## Improve Skills and Abilities of Staff Throughout Agency

- Continue plan for internal skill building and industry specific training
- Establish individualized professional development plans for training opportunities
- Collaborate with Program Managers to ensure direct care staff are focused on training specific to field of service provision