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Strategic Plan/Roadmap for the Future - 2023 and on...

Strategic Vision – 2023: #OwnIt

In 2023 we are owning it, in everything we do at Capabilities and in our industry so that we can support people seeking personal growth everyday. In order to achieve this commitment, we will focus on our own personal goals, setting SMART goals for ourselves and our teams, and taking personal responsibility for what we do each day. We will do this by using the 6 A's: Aspire, Assess, Act, Articulate, Align, and Anchor. Building on our last three years success and focus of accountability, "respect", and "we are all in"; we have collaborated, targeted our focus, delivered on our promises to our customers, moved the goals of Capabilities forward, and shown our commitment to our mission and each other. CARF quality compliance and continuing our 'stellar' reputation by offering person-centered programming of the highest quality are always Capabilities priorities.

Aspire

Financial Strategic Objective: Financially, we are comfortable to take on new opportunities.

Facilities Strategic Objective: People know when they are in a Capabilities office.

Service Development Strategic Objective: Diverse input drives our service development.

Existing Services Strategic Objective: There are clear and consistent expectations.

Human Resources Strategic Objective: We are comfortably able to cover everyone's needs.

Succession Planning Strategic Objective: We continuously plan for who's up next.

Administrative Strategic Objective: Our administration is effective.

Technology Strategic Objective: Our technology is effective.

Marketing Strategic Objective: We are known.

Decision Making Strategic Objective: The decision maker is known and trusted.

Assess

We have accessed our strategic goals and set them based on input from person served, personnel, and other stakeholders. We continuously assess our progress on our strategic goals using satisfaction surveys, advisor board, and Key Performance Indicators.

Act

Our actions show our values: pursue excellence, act with integrity, embrace change, and support the team with your strengths.

Articulate

We communicate with each other and problem solve barriers during 1440 team meetings.

Align

We are aligned to support people seeking personal growth.

Anchor

We are anchored in our mission: Capabilities will strive to provide people with differing abilities the maximum supports needed to successfully achieve and sustain their goals.



Performance Measurement & Management Objectives

* New or revised in 2023

Business Need and Function

Objective: To improve business function, Capabilities will implement SetWorks database and documenting system. This system is a live system that makes tracking of billable time and billings to be processed faster.

***Performance Indicator:** Percentage of services documented in SETWorks

Employment Planning Services: Effective

Objective: To measure the effectiveness results of Employment Planning Services (EPS), Capabilities’ objective is to complete authorized Community Based Assessments, Career Exploration, Career Discovery, and Situational Observation and Assessment services.

Performance Indicator: Percentage of Community Based Assessments, Career Exploration, Career Discovery, & Situational Observation & Assessment completed (# of authorizations received / # of authorizations billed)

Employment Planning Services: Experience of Person Served

Objective: To measure the experience of person served in Employment Planning Services (EPS), Capabilities’ objective is to have persons who received services respond that they were satisfied with their services on the satisfaction surveys.

Performance Indicator: Percentage of person served satisfaction surveys that marked “satisfied” or “very satisfied” with their services (# of surveys marked “satisfied” or “very satisfied” / total # of surveys)

Employment Planning Services: Experience of Other Stakeholders

Objective: To measure experience of services received and other feedback from other stakeholders, Capabilities will address concerns/complaints at all levels and escalate as needed to their managers from VRCs, SSAs, Person Served, Employer, or Parents/Guardians

Performance Indicator: District leaders (the third line of escalation after direct staff and manager) will address less than 10 complaints from VRCs, SSAs, Person Served, Employers, or Parents/Guardians per month.

Employment Planning Services: Efficiency

Objective: To measure the efficiency in Employment Planning Services, Capabilities will maintain a billable percentage resulting in positive income for Community Based Assessments and Career Exploration services.

Performance Indicator: At an average of 70% billable each service would result in positive income.

Employment Planning Services: Service Access

Objective: Capabilities is committed to providing Employment Planning Services that are accessible and accommodating to people receiving community based assessments and work adjustment services. In order to make these services more accessible to people desiring a variety of employment types and in geographical areas, Capabilities’ objective is to build relationships with a variety of employers in a variety of locations.

Performance Indicator: Site Development services are designed to develop relationships with employers to host short term job trials during community based assessments and work adjustment services. Increasing site development authorizations result in more employer relationships which make our services more accessible and accommodating. (Number of Site Development Authorizations)

Community Employment Services: Effectiveness



Objective: To measure the effectiveness of Community Employment Services (CES), Capabilities' objective is to have persons served successfully complete 90 days of employment

Performance Indicator: Tier 3 services are completed after the person has learned their job skills. It is divided into three authorizations (Tier 3-30, Tier 3-60, Tier 3-90). The indicator Capabilities uses is the annual percentage of successful closures. % of people who maintained employment for at least 90 days (# of PS who maintained employment for 90 days / # of PS who worked at least 2 days)

Community Employment Services: Experience of Person Served

Experience of Person Served Objective: To measure the experience of persons served in Community Employment Services: Job Development, Capabilities' objective in job development services is for people to secure employment that matches their desired employment outcome, pay.

Performance Indicator: Placement Rate. Placement rate is calculated by dividing the number of placements (person successfully works two days, Tier 2 authorizations) by the number of Tier 1 authorizations.

Community Employment Services: Experience of Other Stakeholders

Other Stakeholder Experience Objective: To measure the experience of Community Employment Services received and other feedback from other stakeholders, Capabilities objective is to have multiple funding sources.

Performance Indicator: Number of referral sources that authorize a Community Employment Services

Community Employment Services: Efficiency

***Objective:** To measure the efficiency in Community Employment Supports: Employment Supports, Capabilities will maintain a billable percentage resulting in positive income for On-the-Job Supports and Individual Employment Services (added 2023).

Performance Indicator: At an average of 70% billable On-the-Job Supports would result in positive income.

Community Employment Services: Service Access

Objective: Capabilities will have qualified staff to meet the needs of those with complex needs and large support networks.

***Performance Indicator:** Each office has access to Branch Manager, Assistant Manager, or CESP Job Developer that can mentor non CESP job developers.

Research and Investigation for the future

Goal: Complete research so we can determine future goals of the organization

- We are exploring these areas for office expansion in the next three years: Franklin (Columbus), Stark (Canton), Summit (Akron), Ashland, Kentucky. Point person: District Leaders
- These office locations are being researched for the next five years: All of Ohio, other states. Point Person: Belinda Bockrath
- Expansion of services to increase independence for people with intellectual disabilities (part of this is discussed in the Transformation Project). Point person: Beth Barr
- Expansion of services to become an Individualized Placement and Support (IPS) Supported Employment provider through Ohio Mental Health & Addiction Services. Point Person: Justin Blumhorst