

I-REACH 2 Inc.



2018-2020 Strategic Plan

Mission Statement: Our mission is to provide high quality, innovative, individualized, therapeutic services to adults with developmental disabilities or brain injuries.

Vision: Providing premier services that promote quality of life, independence, and ability.

Executive Summary

I. INTRODUCTION AND HISTORICAL INFORMATION

I-REACH 2 Inc. was founded in 1999 as a day support and employment program. During our 20 years of practice we have went through a couple of company name changes, purchased group homes, and finally in 2018 was able to purchase a permanent home for our community integration, community employment, and administrative offices. Throughout the varies stages of our nonprofit lifecycle we have maintained our commitment to put the people we support at the heart of everything we do. Our organization is led by a dynamic, progressive, and forward-thinking leadership team and board of directors

I-REACH 2 Inc. has been on the forefront in our implementation of new federal regulations and standards that dictate the types of settings in which Medicaid Waiver services may be delivered in. In addition, these regulations call for increased choice and decision making on the part of the individual receiving supports. We have revamped, redesigned and restructured our entire program to meet these standards and to continue our mission focused work. But there is much more work to do and this strategic plan will lay the groundwork and provide a roadmap for further innovations in the disability services industry. The majority of participants served by I-REACH 2 Inc. are funded through the State Division of Developmental Disabilities via what is known as the Medicaid Waiver program. Our other revenue sources include DVR, fundraising, private and public foundations and United Way. We do provide supports for individuals who elect to private pay.

I-REACH 2 is one of several internationally certified and accredited CARF recognized (Commission for Accreditation of Rehabilitation Facilities) service providers in the State of Wyoming and across the world. Many of our services have been accredited since June of 2000 when I-REACH Inc. first received a three-year accreditation. We had our strongest survey to date in August of 2018

This Strategic Plan is structured around 5 major goal areas with several objectives for each goal. Input was received through a variety of sources such as:

- Our participants
- Stakeholders, including case managers, guardians, business's etc.
- I-REACH 2 Employees and board members.

Our 5 major goal areas are:

1. Ensure stable and reliable funding
2. Recruit and retain professional and dedicated employees and volunteers
3. Maintain and strengthen our presence in the community with identified stakeholders
4. Provide the best possible services to our participants
5. Maintain safe, efficient, and functional facilities, company vehicles, and technology

Making the Mission Matter:

Goal One: Ensuring stable and reliable funding

Objective 1:

The state of Wyoming is currently in a budget crisis. We will continue to work in collaboration with the Wyoming Community Service Providers, the Behavioral Health Division, and elected officials to educate and advocate for the legislative body to adopt and fund the proposed rate structure as part of the rate rebasing process conducted in 2017

Person Responsible: ED and BOD

Target Date: First quarter of 2018

Status: **July 2018**—Rate rebasing was fully funded in the 2018 legislative session. New rates went into effect July 1, 2018.

Objective 2:

Monitor the development of resources noted in the resource development matrix to ensure stability of all revenue sources.

Person Responsible: ED and BOD

Target Date: 2018 and ongoing.

Status: **December 18-All resources are developing as structured in the matrix**
December 19-Resources in all categories exceed projection. In all revenue exceed the matrix projections by 2%.
December 20-The COVID-19 pandemic has all revenue categories outlined in the matrix down for FY 2020.

Objective 3:

By the end of 2018, increase to 8 full-time waiver funded beds in the Curtis Street homes.

Person Responsible: Community Housing Coordinator and ED

Target Date: 2018

Status: **December 18-We are beginning the transition of a full-time waiver funded individual into Curtis street on a permanent basis.**
December 19-The full time placement turned out to not be a viable option. We are anticipating some residences will see some shifting of roommates in 2020.
December 20-Serenity house will have essentially 4 FT funded individuals beginning in 2021. Curtis house has 4 FT residents, three are funded. Private pay in residential settings will be re-evaluated in 2021.

Objective 4:

Collaborate with Natrona County School district and DVR to expand our services to more students transitioning into post-secondary life in turn increasing our private pay and DVR revenue.

Person Responsible: ED and Community Employment/Living Coordinator

Target Date: May of 2018 and ongoing

Status: **December 18-DVR revenue increased; private pay is essentially the same as**

2017 levels.

December 2019-while DVR revenue exceed budget projections, ongoing waiver and/or private revenue was not realized due to the impact of not having any longer term placements through the DVR process.

Dec 2020-DVR revenue is down significantly. COVID-19 has also put a pause on our ability to accept private pay services.

Objective 5:

Develop and implement as needed contingency plans to secure public and private support in the event of a major cut to Medicaid reimbursement.

Person Responsible: ED and BOD

Target date: 2018 and ongoing

Status- No Update

December 2019-While no Medicaid cuts are being discussed at this time, the 2020 budget was built that includes additional monies for credentialing and raises but maintains reserves that equal approx. 10%.

December 2020-Due the declining state revenue picture a 2.5% decrease will be effective 2/1/2021 with more proposed. The 2021 budget is built on increasing our grant making efforts. The ED and BOD will be working on developing a Daniels Fund grant for operational support in 2021.

Making the Mission Matter:

Goal Two: Take care of the people who take care of the people.

Objective 1:

Turnover continues to plague our industry. IR2 has experienced the consequences of increased turnover. Although employee survey results indicate high levels of satisfaction, individuals continue to leave due to low wages. The leadership team and the board of directors shall develop and execute specific strategies to increase employee retention some examples are: increase employee benefits such as retirement, cafeteria plans for child-care expenses, explore options for health insurance.

Person Responsible: ED and BOD

Target Date: First quarter of 2018

Status: **July 2018**-We will be giving 5% across the board raises as well as adding a retirement plan in October of 2018.

December 2019-Turnover hit a record high in 2018, it has trended downward somewhat in 2019. Merit raises were provided to employees in 2019. In **November of 2018** a DSP credentialing program was launched. Also in 2019 we added a Simple IRA plan. We continue to offer fitness center reimbursements, and floating holidays.

December 2020-Turnover is trending downward in small increments. Credentialing was stalled for a few months, but is moving forward. Our average hourly wage is also up this year. Final numbers will be published as part of the risk management goals in this area.

Objective 2:

Maintain the practice of annual longevity bonuses.

Person Responsible: ED and BOD

Target Date: 2018 and ongoing.

Status: **2018 bonuses given. Highest bonus level is \$500 for 5 or more years of services.** **2019 update:** This was maintained in addition to the BOD and ED providing extra cash gifts for Direct Support staff at the annual Christmas party. **2020 update:** Bonus levels were increased in 2020.

Objective 3:

Develop an annual training program for ongoing refresher trainings and provide an annual training bonus for timely completion of the training packet.

Person Responsible: ED and program coordinators

Target Date: December of 2018.

Status: **July 2018**-The annual training bonuses are scheduled to go out to employees in August of 2018. **December 2018 update:** We will implement the training binder again in 2019. **December 2019:** We elected to pay for an implement **Open Future Learning** in the first quarter of 2019. This is the training platform that we will be using for the immediate future for existing staff. We also hosted a staff inservice day in 2019 and plan to do the same in 2020. All required

trainings dictated by the Developmental Disabilities Division and CARF are in place.

December 2020-Most training opportunities have been put on hold due to the pandemic. Staff are still utilizing OFL. With imminent budget cuts, training dollars will be scaled back.

Objective 4:

Many of our positions are part time in nature and services are provided around the clock. To increase employee retention, we will attend job fairs in various community college locations to recruit new employees.

Person Responsible: Program Coordinators

Target Date: May of 2019 and ongoing

Status: December 2018 update-T. Conley and J. Cureton attended a job fair in October of 2018. It did not yield any new employees.

December 2019-T. Conley and B. Fry attended a job fair at Casper College in May but this did not develop any new employees. J. Cureton participating in a job fair hosted by WYAPSE and while we had applications for employment, none resulted in direct hire.

Dec 2020-No updates

Objective 5:

Implement an Employee Referral Bonus program

Person Responsible: Executive Director

Target date: January 2019 and ongoing

Status: December 2019 this was implemented in January 2019. This program had limited success due to a variety of factors. In 2020 IR2 will explore the options of providing sign-on bonuses.

December 2020-This was re-implemented during the COVID-19 staffing crisis. We will continue to evaluate the sustainability and overall effectiveness of this initiative.

Making the Mission Matter:

Goal Three: Engage a variety of stakeholders and groups to expand our advocacy efforts, donor retention, and name recognition throughout the state.

Objective 1:

In collaboration with the Wyoming Community Service providers, establish relationships with all state elected officials in Natrona County.

Person Responsible: ED and BOD

Target Date: 2018 and ongoing

Status: **July 2018**-During the past legislative session we made good progress on this goal. The ED and the BOD will continue our work in this area.

December 2019-The ED and BOD continue to network with elected officials through emails, newsletters and face to face contacts. For 2020 we are providing talking points on making a case for training and development at the state level of the DSP workforce. The program did have a person in service elected to the City of Casper Disability Council but she subsequently resigned.

December 2020-we continue to build our relationships and partnerships throughout the state as well as strengthen our relationships with Natrona County elected officials. The ED has completed several recent ZOOM meetings with Natrona county officials and the Governor's policy advisor.

Objective 2:

By July 2019 host an after-hours event in partnership with the Natrona County Chamber of Commerce.

Person Responsible: ED

Target Date: July 2019

Status: **December 2018 update:** A ribbon cutting was held in September of 2018. We are communicating with the chamber to determine availability to host an after-hours event. This will likely be scheduled in 2019.

December 2019: If the budget allows, we will likely continue the open house. At the 2019 open house we unveiled our new donor wall in the Ralph Ballard Academy.

December 2020: We reinvented our fundraiser this year which was hosted at the RBA. We will monitor to see if we have the funds to host an open house in 2021 and beyond.

Objective 3:

As funding allows explore options for membership of one person of the leadership team to join a local service organization such as rotary or Kiwanis.

Person Responsible: BOD and ED

Target Date: 2020

Status: **No updates**

Objective 4:

Hire and contract with a marketing firm to undergo a "rebranding" campaign that will update all company marketing materials, web site and social media outlets.

Person Responsible: ED

Target Date: December 2019

Status: We have updated our logos and colors in 2018 without a marketing company. We would still like to explore options for a new website to be developed in 2019.

December 2019 update: We are currently under contract with the Bark Firm to redesign our website.

December 2020-no updates

Objective 5: Left blank for expansion of the plan

Making the Mission Matter: Goal Four: The “heart” of what matters.... Providing high quality, innovative, individualized, therapeutic services.

Objective 1:

By 2019 work with individuals, their teams and the Behavioral Health Division to implement remote monitoring in sites where data demonstrates that the individuals is able to safely be in their own home without overnight staff. Data collection for the needs for supports began 11/6/2017.

Person Responsible: ED and program coordinators

Target Date: 1st quarter of 2019.

Status: December 2018 update: New waivers will be rolled out in 2019 with remote monitoring being a service. We will explore this option in the 2nd half of 2019 for one individual who currently lives in his own apartment.

December 2019 update: While we have not officially implemented remote monitoring or notified the state that we are intending to be a remote support provider, we have decreased supports for 1 individual in his own apartment by 5 overnights a week. We anticipate 7 nights a week at 8 hour interval to be in place by the 2nd quarter of 2020.

December 2020-The individual references above has successfully transitioned to not have any overnight supports since April 2020. No significant issues have been identified.

Objective 2:

2018-2020

IR2 Strategic Plan

page 9

Expand volunteer work placement for groups of 2 individuals to cost-effectively reduce time individuals are served in facility-based settings.

Person Responsible: Community Employment/Community Integration Coordinator

Target date: 4th quarter of 2018.

Status: December 2018- We currently have 14 volunteer events/sites where people are working a 1:1 staffing ration. Of those 14 people, 4 do not have High Community Integration service.

December 2020-The COVID-19 situation has put this goal on hold.

Objective 3:

By the end of 2018 implement a non-cash system of individual and house spending money in all homes to reduce the risk of theft, co-mingling of individuals' personal funds, lost receipts etc.

Person Responsible: Program Coordinators, Business manager, and ED

Target date: 2018

Status: December 2018 update: This has not been as easy to implement as we planned. Currently, 2 sites are non-cash. We had one other site non-cash but the individuals were spending excessively with their debit cards so we've went back to cash. We are also implementing the Personal Finance Module in Therap to increase leadership access to money transactions on an ongoing basis.

December 2019-no updates to report.

December 2020-no updates

Objective 4:

Continue to increase the total number of hours all individuals participating in day services are served in non-facility-based settings. For individuals in residential services continue to increase the amount of alone-time allowable in the Plan of Care to maximize independence and reduce some personnel costs.

Person Responsible: All program Coordinators

Target date: Ongoing

Status: December 2018 update: all but one individual in the Curtis Street homes has alone time. They are varied by participant. All other individuals in our non-owned residential habilitation sites have alone time ranging from 15 minutes to 2 hours. Day services has remained essentially flat this year due to turnover, leadership changes and additions of more classes in Ralph Ballard Academy that participants are truly interested in participating in. Examples are: Yoga, beginning guitar class, painting, and other Studio activities.

December 2020-no updates

Objective 5:

Explore options to provide program participants with advocacy training from an outside source. We are currently in discussion on this topic with a group call WYSAIL which is being funded and developed in partnership with the Wyoming Governor's Council Developmental Disabilities.

Target date: 2019 and ongoing

Person Responsible: Executive Director

December 2019-No updates to report

December 2020: We thought we had a viable resource for this and hosted one class with the advocacy group WYSAIL. They have since pulled back from their commitment to provide this training.

Making the Mission Matter:

Goal Five: Maintain safe and functional equipment, facilities, vehicles, and technology.

Objective 1:

Dur 2018 implement 2 paperless processes in the business office with the goal of having a paperless accounting/fiscal system in the coming years.

Person Responsible: Business manager and ED

Target Date: 2018

Status: July 2018-4 vendors have been moved to a paperless billing and payment system.

December 2020-during each year of this strategic plan we have moved 2-3 vendors/year to a paperless system. In 2019 we went paperless with our administrative payroll.

Objective 2:

Continue to develop the Lennox Street facility as a state of the art Community Integration and Supported Employment program by enhancing access to a variety of assistive technology.

Person Responsible: Community Integration Coordinator and Supported Employment

Target date: 4th quarter of 2018.

Status: December 2018, one individual is being supported with greater assistive technology which helps her fulfill her roles on the State Independent Living Council and the Wyoming Independent Living board. A soft skills employment class is slated to kick off in 2019.

December 2020—The global pandemic jumpstarted this goal. We have incorporated 2 ZOOM classes a day for people to access remotely, and safely from home.

Objective 3: Develop a grant through the Wyoming Arts Council to support ongoing creative arts activities being conducted in the Studio of the Ralph Ballard Academy

Person Responsible: ED, CI Coordinator, and Business Manager

Target date: 3rd quarter of 2019.

Status: December 2020 No progress to report

Objective 4: Left blank for expansion of this goal

Person Responsible:

