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| **http://www.bwdh.org/Images/bwdh_logo.jpg** | **BLUE WATER DEVELOPMENTAL HOUSING, INC.** |
| **JANUARY 2022– DECEMBER 2024** | |
| FOCUS ON OUR FUTURE:  **ORGANIZATIONAL**  **STRATEGIC PLAN**  **carf_seal2.png**  **Blue Water Developmental Housing, Inc.**  **Coventry Court**  **1600 Gratiot Blvd., Suite 1**  **Marysville, MI 48040**  [**www.bwdh.org**](http://www.bwdh.org) | |

**COMMUNICATION FROM THE EXECUTIVE DIRECTOR**

January 2022

Dear Board Members and Friends,

Our Strategic Plan covers the three-year period from January 2022 through December 2024.

I would invite you to read it and accept it as a blueprint for our organizational focus and energies.

I also emphasize that this is a planning document and may be modified as we go forward. Despite our best efforts to plan for our future, opportunities and challenges may arise that will require the organization to adjust and be flexible and creative in our response. Therefore, it continues to be important the organization remain responsive and able to make midcourse adjustments when it is necessary to do so.

I am excited about the direction that this plan provides to the organization. We have the responsibility and privilege of touching many lives. What we do and how we do it makes a difference. That is why we regularly promote our mission, vision, and organizational values throughout the workplace.

If you have comments, observations, or suggestions regarding this plan, please feel free to contact me. As always, thank you for providing the support, oversight, and encouragement so important to our success.

Sincerely,

Kathleen M. Swantek

Executive Director

Blue Water Developmental Housing, Inc.

**MISSION STATEMENT**

To provide housing and support services focusing on the desires and needs of the person served, that recognizes the dignity of the individual, and promotes community inclusion.

**VISION STATEMENT**

In fulfilling its Mission, Blue Water Developmental Housing, Inc. will:

be the provider of choice for housing and support services known for a culture of continuous quality improvement, innovative services, a highly trained and competent workforce, and meaningful community engagement.

**ORGANIZATIONAL VALUES AND PRINCIPLES**

Blue Water Developmental Housing, Inc. organizes the development and delivery of services around core values. These values are designed to establish and maintain the highest degree of professionalism and support and strengthen the mission and vision of the organization.

**DIGNITY AND RESPECT**

Blue Water Developmental Housing believes that treating people with dignity, respect and with expectations of growth and development is fundamental to the achievement of a satisfying work experience and essential to assuring those we serve are treated with respect.

**INNOVATION**

Blue Water Developmental Housing believes that it can establish creative and innovative ways of supporting, serving, and assisting people. Important and creative ideas will originate at all levels in the organization.

**TEAMWORK AND EFFECTIVE COMMUNICATION**

Blue Water Developmental Housing believes that everyone affiliated with the organization can offer perspective, insight, and input into improving what we do and how we serve and support people. We are open to receiving constructive feedback on services and processes.

**CONTINUOUS QUALITY IMPROVEMENT**

Blue Water Developmental Housing believes that the goal of excellence is an important value. Excellence is grounded in the quality of our efforts to serve, support, encourage, and recognize one another as important contributors to the overall success of the organization. Improvement requires continual work in monitoring and, as necessary, modifying our policies, procedures and practices.

**COMMUNITY ENGAGEMENT**

Blue Water Developmental Housing believes that it is important to be involved meaningfully with the community and seeks ways to provide services in response to under-met or unmet community needs as it reflects our mission. Accountability to and responsibility for the local community is essential.

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| **DIVISION:** | **Organization Wide** | | | | |
| **GOAL AREA:** | **1. Financial Sustainability** | | | | |
| **BRIEF DESCRIPTION:** | The organization relies primarily upon traditional funding sources to support services. It is apparent that these funding sources may be unable to provide the financial support necessary to deliver the desired level and quality of services. We seek to develop a broader, more deliberate funding strategy which may include, but is not limited to, investments, fund development and legacy planning. | | | | |
| **STRATEGIES** | | **ACTION ITEMS** | **WHO**  **WILL DO** | **TARGET**  **DATE** | **OUTCOMES** |
| 1. Legacy Planning: Engage the community in supporting the organization by including it in asset distribution in their will or trust.   The organization will receive five commitments to name BWDH as a recipient of asset distribution. | |  |  |  |  |
| 1. Commit to legacy planning and decide whether these activities will take place in house or outsourced to a consultant. | Board | September 1, 2022 |  |
| 1. Develop a legacy plan including case statement development, donor cultivation and outreach. | Executive Director | November 1, 2022 |  |
| 1. Fund Development: Engage the community in supporting the organization by giving a gift of time, money, and/or property. | | 1. Commit to fund development and decide whether these activities will take place in house or out soured to a consultant | Board | September 1,2022 |  |
| 1. Develop a fund development plan including case statement development, donor cultivation and outreach | Executive Director | November1, 2022 |  |
| 1. Investment Strategy: Use the organization’s policy on investing to maintain an account with a qualified investment manager.   An annual return of 5% of the investment portfolio. | | 1. Review investment policy and strategy   annually. | Executive Director and Board of Directors | June 1, 2022  June 1, 2023  June 1, 2024 |  |
| 1. Provide reports every 6 months on   portfolio status. | Executive Director | June 1 and  December 1, 2022/2023/2024 |  |

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| **DIVISION:** | **Organization Wide** | | | | |
| **GOAL AREA:** | **2. Workforce Excellence** | | | | |
| **BRIEF DESCRIPTION:** | We know that an effective, productive and professional workforce is key to providing excellent services. These workforce qualities are built and sustained through recruitment, training, development and retention programs that reflect best practices. The organization is committed to fostering a collaborative, inter-disciplinary environment that promotes individual accountability and excellence. | | | | |
| **STRATEGIES** | | **ACTION ITEMS** | **WHO**  **WILL DO** | **TARGET**  **DATE** | **OUTCOMES** |
| 1. Recruitment: A process that attracts and selects the right person for the position.   The organization will fill 100% of direct service positions as identified in the contract with funders.  Develop and promote our brand to potential employees. | |  |  |  |  |
| 1. Identify the characteristics that make the organization a desirable place to work and use to promote in recruitment events and activities. | Division Directors | February 25, 2022 |  |
| b) Assess the onboarding process and reduce the amount of time from application to first day at work. | Human Resource Manager | March 1 2022 |  |
| 1. Assess feasibility of using program supervisors who, with training, can act as organization recruiters. | Human Resource Manager | May 1 2022 |  |
| 1. Retention: The ability to keep employees who are productive team members.   The organization will have an overall retention rate of 95 % and a minimum retention rate of 80 % in each residential home and supported living arrangement. | | 1. Access and identify effective and best practice strategies that improve the retention rate including and not limited to: |  |  |  |
| 1. Invest in professional development | Division Directors | September 1 2022 |  |
| 1. Engage and motivate employees to remain with and grow in the organization’s culture using the stay interview process. | Program Supervisors | January 1 2022 |  |
| 1. Collect data on results of stay interviews. | Division Directors | June 1 2022 |  |

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| **DIVISION:** | **Organization Wide** | | | | |
| **GOAL AREA:** | **2. Workforce Excellence (continued)** | | | | |
| **STRATEGIES** | | **ACTION ITEMS** | **WHO**  **WILL DO** | **TARGET**  **DATE** | **OUTCOMES** |
| 1. Performance Assessment: Determination of an employee’s job-related actions and their outcomes in a position and setting.   100% of managers are trained in evaluation “best practices”. | | 1. Provide training to evaluators on assessing the employee, giving feedback and encouraging feedback from the employee. 2. Develop uniform rating criteria for performance assessments | Division Directors  Division Directors | June 30, 2022  June 30 2022 |  |
| 1. Compensation Plan: The monetary benefit given to employees in exchange for services and includes salary, wages and bonuses. | | 1. Regularly review the plan to ensure that the organization is within market rates for nonprofit organizations 2. Ensure the benefits plan is the best the organization can afford. | Executive Director  Executive Director | September 1, 2022  September 1 2022 |  |
| 1. Succession Planning: The process for identifying and developing new leaders so that when a key employee leaves that person can potentially move into the position.   Ensure that one individual is identified for succession planning in each key position including the following.   1. Assistant supervisor 2. Program supervisor 3. Division director 4. Executive director | | 1. The succession planning workgroup meets regularly, and one employee is involved in succession planning for each of the positions identified | Succession Planning Workgroup | January 30, 2022 |  |

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| **DIVISION:** | **Organization Wide** | | | | |
| **GOAL AREA:** | **3. Program Development and Expansion** | | | | |
| **BRIEF DESCRIPTION:** | The residential system represents a significant amount of the organization. Although the residential system state-wide is not experiencing much growth, there may be opportunities to absorb existing contracts with Macomb and St. Clair County funders and to broaden services to other counties.  Additionally, the state of Michigan continues to fund services to individuals choosing to line in unlicensed settings and there continues to be demand for community-based services.  The organization will be attentive to opportunities to expand into other counties and develop new programs that meet the intent of the mission. | | | | |
| **STRATEGIES** | | **ACTION ITEMS** | **WHO**  **WILL DO** | **TARGET**  **DATE** | **OUTCOMES** |
| 1. Expand residential services in Macomb County. | | 1. Increase by one the number of licensed homes under contract with MCCMH operated by the organization. | Residential Services Division Director | 1/2023 |  |
| 1. Expand residential services in St. Clair County. | | 1. Increase by one the number of licensed homes under contract with SCCCMH operated by the organization. | Residential Services Division Director | 1/2023 |  |
| 1. Expand community services in Macomb County. | | 1. Develop a program expansion work plan that increases authorized supported living service hours by 10%. | Community Services Division Director | 1/2023 |  |
| 1. Expand community services in St Clair County. | | 1. Develop a program expansion work plan that increases authorized supported living service hours by 10%. | Community Services Division Director | 1/2023 |  |

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| **DIVISION:** | **Organization Wide** | | | | |
| **GOAL AREA:** | **4. Continuous Quality Improvement** | | | | |
| **BRIEF DESCRIPTION:** | We commit to a quality management process that encourages BWDH team members to regularly ask, “How are we doing?” and “Can we do it better?” The organization promotes an environment where management and workers strive to create constantly improving quality. It is a management philosophy used to reduce waste, increase efficiency, and increase internal and external satisfaction with services. | | | | |
| **STRATEGIES** | | **ACTION ITEMS** | **WHO**  **WILL DO** | **TARGET**  **DATE** | **OUTCOMES** |
| 1. CARF: Continue using the standards to ensure quality service provision and prepare for re-certification in 2023. The organization will receive a three-year certification. | | Meet monthly to review and discuss CARF citations from last certification and to ensure new standards are met | CARF Committee | 9/2023 |  |
| 1. Performance Indicators: Ensure that indicators identified by and with the funders are met at the percentage identified. | | Implement performance indicators as identified for each program and collect and provide information as needed and at least quarterly.  Compile information and submit to funder quarterly. | Program Supervisors  Division Director Administrative Services | Quarterly  The 15th day following the end of each quarter |  |
| 1. Department processes and systems: Ensure that our processes contribute to the success of our organization. Improving process efficiency is important to meeting goals and reducing waste. | | Assess and identify those organization processes and systems that can be improved and result in a more efficient and effective delivery of services including and not limited to billing for services, hiring quality employees, and core training for program supervisors. | TBD | April thru June 2022 |  |
| 1. Organization Quality Assurance Goals: Ensure that goals which support the mission are identified, monitored, and reported to stake holders. | | Identify a minimum of 3 annual quality improvement goals  Track, monitor and assess data quarterly.  Report on status of goals | CARF Committee  CARF Committee  CARF Committee | December 1, 2021  The 15th day following the end of each quarter  November 30, 2022 |  |
| 1. Facility Maintenance: Ensure that repairs and maintenance are completed to meet licensing, contract and code standards.   Monitoring maintenance helps ensure that the living environment is safe and supports quality services | | Provide information to program supervisor and others in charge of maintenance that identifies licensing, community mental health contract and code standards.  Ensure that the facility meets the standards identified in a) above.  Program supervisors will complete seasonal maintenance checklists as required by contract with the funder | Division Directors  Program supervisors  Program supervisors | Annually every December  Every year as required by contract  Every year as required by contract |  |
| 1. Facility Capital Improvements: Ensure that renovations and updates are completed that meet or exceed health, safety and energy efficiency standards or codes.   A capital improvement schedule helps the organization avoid major expenses through regular and early detection of problems and replacement. | |  | Division Directors | Update schedule annually every January |  |

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| **DIVISION:** | **Organization Wide** | | | | |
| **GOAL AREA:** | **4. Continuous Quality Improvement (continued)** | | | | |
| **STRATEGIES** | | **ACTION ITEMS** | **WHO**  **WILL DO** | **TARGET**  **DATE** | **OUTCOMES** |
| 1. Replacement Schedules: Ensure that appliances are repaired as needed and replacement occurs as needed or as indicated by average life expectancy.   A schedule for replacement helps the organization avoid major unanticipated expenses through regular and early detection of problems and replacement | |  | Division Directors | Update schedule annually every January |  |
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| **DIVISION:** | **Organization Wide** | | | | |
| **GOAL AREA:** | **5. Community Engagement** | | | | |
| **BRIEF DESCRIPTION:** | We commit to developing and sustaining relationships between the organization and the community which results in greater engagement from members of the community and that provides information that enhances services and promotes the organization and benefits the community at large. | | | | |
| **STRATEGIES** | | **ACTION ITEMS** | **WHO**  **WILL DO** | **TARGET**  **DATE** | **OUTCOMES** |
| 1. Public Relations: Manage the spread of information to the public. Gain exposure using topics of public interest and news that does not require direct payment. Inform the public, customers, partners, employees and other stakeholders about the positive impacts of the organization in the community. | | 1. Develop and implement a plan to educate the community, funders and persons served. | Executive Team | January 30 2023 |  |
| 1. Marketing: Increase activity and process for creating, communicating and delivering offerings that have value for our customers, partners and community at large. | | 1. Develop a plan to outreach to the community, funders and persons served. | Executive Team | January 30 2023 |  |
| 1. Branding: Create a brand (a name, term, design, symbol or other feature that identifies one seller’s service as distinct from others) and share/distribute to the community.   Endowing services with the power of a brand gives meaning to the community’s perception of the services provided. | | 1. Identify why people should use our services instead of our competitors. | Executive Team | January 30 2023 |  |
| 1. Create an image or idea that compels people to consider using our services rather than another provider. | Executive Director with assistance of consultant | January 30 2023 |  |
| 1. Attract and retain customers by delivering a product aligned with what the brand promises. | Program supervisors | January 30 2023 |  |
| 1. Review and assess whether the current organization name is relevant to and identifies the organization purpose, mission and vision. | Executive Director | January 30 2023 |  |

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| **DIVISION:** | **Organization Wide** | | | | |
| **GOAL AREA:** | **6. Entrepreneurship** | | | | |
| **BRIEF DESCRIPTION:** | We commit to empowering our organization to become a bustling hub of innovation, where new ideas can be developed into new ventures. Our exchange of ideas and collaborations, both in the organization and in our community, can lead to new and exciting ways of providing services and meeting the needs of our community. | | | | |
| **STRATEGIES** | | **ACTION ITEMS** | **WHO**  **WILL DO** | **TARGET**  **DATE** | **OUTCOMES** |
| 1. Explore new services in Macomb County and, if feasible, contract for these services with Macomb County Community Mental Health. | |  | Division Directors | 12/2024 |  |
| 1. Explore new services in St Clair County and, if feasible, contract for these services with St Clair County Community Mental Health. | |  | Division Directors | 12/2024 |  |
| 1. Explore new service opportunities in surrounding counties and, if feasible, contract for these services. | |  | Division Directors | 12/2024 |  |

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| **DIVISION:** | **Organization Wide** | | | | |
| **GOAL AREA:** | **7. Environmental Stewardship** | | | | |
| **BRIEF DESCRIPTION:** | We recognize that protecting and preserving the environment is important to the health, well-being and prosperity of people, businesses and communities we serve. We are committed to incorporating environmental stewardship considerations into the ways we do business and provide services. | | | | |
| **STRATEGIES** | | **ACTION ITEMS** | **WHO**  **WILL DO** | **TARGET**  **DATE** | **OUTCOMES** |
| 1. Educate employees on the importance of environmentally – friendly and energy efficient activities and purchasing.   Increase energy efficiency by 10%. | | 1. Develop and disseminate an energy savings checklist that identifies actions that employees can implement at the work site to have a positive impact on the environment. 2. Train and support employees on energy saving practices 3. Bring in an energy consultant to assess areas where the organization can make changes or improve efficiencies. | Division Directors  Program supervisors  Division directors | January 30, 2022  March 30, 2022  August 30, 2022 |  |
| 1. 100% of products purchased are reusable, recyclable and/or biodegradable. | | 1. Whenever possible, purchase products and items that are reusable, recyclable and/or biodegradable. | BWDH Employees | Daily |  |
| 1. Whenever possible, purchase appliances that are energy star rated. | BWDH employees | As needed |  |
| 1. Increase programs of awareness related to transportation options that encourage purchase of energy efficient vehicles, reduced vehicle usage and increased use of public transportation. | | 1. Purchase energy efficient vehicles when feasible. 2. Provide training to employees on tips to reduce vehicle trips and mileage. 3. Identify opportunities to use public transportation whenever possible. | Executive Director  Division Directors  Program Supervisors | As needed  Twice yearly |  |

11.1.2021 kms revised 11.18.2021 Board approved 1.12.2022