

**Leadership Notes
Strategic Plan
2018-2021**

FOCUS AREA 1: People We Support

Focus Area 1: Result One: Increase the participation of people we support in the community.

1. Customer's will increase their community inclusion

Major Goals:

- a) Increase customer employment in the community.
- b) Staff will create a list of ideas for free activities in our community and accessible areas in Whatcom County.
- c) Develop standard protocols to offer customers new opportunities and ideas for community participation.
- d) Increase community participation of Cascade Connections customers.

2. Increased customer sharing of experiences and networking about community participation.

Major Goals:

- a) Create "success stories" from our customers to share their experiences in community participation.
- b) CC will develop a plan to share information about projects that are occurring within different departments.
- c) Create opportunities for direct staff and families to be a part of a discussion around person centered planning.

3. Increase community member interaction with our customers

Major Goals:

- a) Increase partnerships and collaboration with other organizations.
- b) Increase opportunities for customers and staff to enroll or host public events.

Focus Area 1: Result Two: Increase positive, accurate identification of customer wants and needs.

1. Increase in positive, accurate identification of customer wants and needs.

Major Goals:

- a) Increase customer, family and employee training and understanding of person centered planning.
- b) Create opportunities for staff to exchange ideas around person centered planning.

2. Customer planning documentation shows an increase in longer-term dreams/wants.

Major Goals:

- a) Develop planning methods that help customers vision larger goals and dreams.
- b) Test planning methods with customers over a one-year period and measure results against norms.
- c) Develop protocol for complete employee orientation to customer plans and needs.

Focus Area 2: Our Organization

Focus Area 2: Result One: Increase employee retention

1. Employees stay in jobs longer

Major Goals:

- a) Solicit feedback from new staff regarding the onboarding process and continually update and refine this process based on feedback provided.
- b) Add customers to our hiring and onboarding process.
- c) Peer coaching will be a competitive process in which staff must apply for and pass a skills assessment in order to be accepted as a trainer. Peer coaches will be given an incentive indicating they are a peer coach once they complete the course.
- d) Continue improving the recruitment and interviewing process to increase successful hires.
- e) Increase individual and team recognition for exemplary performance.

2. Employees are satisfied with their jobs.

Major Goals:

1. What is a staff person's primary motivation to work in this field will be added to staff self-evaluations.
2. Expanded opportunity for employees to share stories, celebrate, and build trust.
3. Clarify with employees the initial point of contact for questions regarding their program. Who to ask for what list for every department.

3. Employees have a healthy balance between work and non-work life.

Major Goals:

- a) Flexibility is a benefit in a position at CC.
- b) Provide *Self Care at Work* basic training to staff during on-boarding process and throughout employment.

- c) Utilize the Employee assistance program to support staff to create opportunities for self-care.
- d) Develop structured on-going mentoring process to increase support and reduce burnout
- e) Recognize people in evaluations for good self-care.

Theme 2: Result Two: Identify and deliver staff training that furthers organizational development and quality service goals.

1. Offer other training opportunities that are technique specific.

Major Goals:

- a) Develop an "Expert Bank" of staff who can answer questions about certain topics and provide mentorship throughout the organization.
- b) Create opportunities for staff to train other staff in their area of expertise.

2. Design and provide basic leadership and supervision training.

Major Goals:

- a) Create opportunities for leadership development in ethics, leadership styles, and values.
- b) Design and/or procure a curriculum for peer coaching for supervisors training.
- c) Coach and train designated employees to provide training.
- d) Develop supervisor input/feedback on training to keep improving it.

Theme 2: Result Three: Create empowering systems for innovation and change.

1. Employees use the innovation process to bring their ideas to implementation.

Major Goals:

- a) Create, orient, and promote a system for employees to submit ideas.
- b) Include employees in decision-making process of accepting/declining submitted ideas within the parameters of their authority.
- c) Develop and provide a clear structure to respond to staffs suggestions to instill transparency of procedures.

2. Increase in opportunities for employees to develop their good ideas.

Major Goals:

- a) Increase participation in solution-finding forums around defined issues.
- b) Create a reward system for successful ideas.
- c) Create a component of regular staff meetings dedicated to discovering innovative solutions.

3. Employees develop a clear understanding of current operating procedures.

Major Goals:

- a) Clarify with employees the standard operating procedures relevant to their job description.
- b) Create a clear lines of communication structure to ensure all Administrators/Directors are informed when changes are made.
- c) Clarify with employees the scope of authority for their positions. Managers are to encourage staff through independent decision making.

Theme 2: Result Four: Create and implement systems for quality employee communication.

1. Develop systems incorporating different modes of communication.

Major Goals:

- a) Teams and/or departments clarify/document how different kinds of information is communicated.
- b) Create an email protocol in order to be consistent across all departments.

2. Provide communication training to staff at all levels.

Major Goals:

- a) Design and/or procure basic communication training modules through the Employee Assistance Program.
- b) NPIP will complete an all agency training on styles of communication at least annually.
- c) Ceate a team building committee who will establish a list of ideas for team building such as Ropes Courses, minute to win it, jeopardy, morale booster activites etc.
- d) Integrate communication training into basic staff on-boarding training and advanced communication training into on-going leadership coaching.

3. Employees use established conflict-resolution protocols.

Major Goals:

- a) Create a workplace culture agreement in every part of the agency EVERY year.
- b) Follow conflict resolution policies/procedures that are integrated into on-boarding training and followed by employees at all levels of the organization.

Theme 3: The Community

Theme 3: Result One: Increase the positive view of disability in our community.

1. Accessibility of community businesses and events will increase.

Major Goals:

- a) Maintain and publicize the list of employers who have hired through cascade Connections and encourage our community to patron these places.
- b) Identify and promote sensory-friendly events and businesses
- c) Create a list of businesses who are CC friendly ie. family friendly restrooms, restaurants with pictures, sensory friendly churches and aisles that accommodate walkers or wheel chairs, etc.
- d) Promote accessibility in awareness campaigns around the rights of our customers and community.

2. Increased integration of disability awareness in the general public.

Major Goals:

- a) Create minimum of two awareness videos to showcase positive community integration and employment that can be used to market to future customers.
- b) Create and promote transition success stories that can be shared with the community.
- c) Create disability awareness resources on our website and through our CC training center.

3. Increased positive interactions with our customers in the community

Major Goals:

- a) Provide training to staff to mentor them on education and communication with community members on how to better serve our customers.
- b) Business Advisory Council will provide support in creating a video to help community members better serve customers with disabilities.
- c) Increase numbers of Disability Champions at local businesses and organizations.

Theme 3: Result Two: Increase the positive reputation of our employees in our community.

1. Increased Information outreach to different segments of our communities.

Major Goals:

- a) Create stronger social media presence about value of our work.
- b) Conduct panel discussion that pair people with disabilities with professionals.
- c) Education in our field of the benefits and social justice attributes of our work.

Theme 3: Result Three: Increase our community development goals and accomplishments.

1. Identify and initiate community improvements in areas where our customers live.

Major Goals:

- a) Develop and implement a plan to gather ideas for community improvement that will include customers in significant roles.
- b) Celebrate our accomplishments through media and celebration.
- c) Support the financial stability of doing community development.

2. Increase positive awareness of Cascade in our community.

Major Goals:

- a) Develop and implement a survey to discover community impressions of our services.
- b) Establish a Customer Advisory Committee to ensure our customers are an active participant in agency decisions and advocacy.