

**Siffrin Strategic Plan
2020-2021**

- 1) Keep informed of Federal, State and County mandates as it pertains to the transition of services from County Boards of DD to the private sector. Assess Siffrin's capacity to maintain and/or expand services, document and report on those services successfully based on the wishes and choices of the persons served. Provide meaningful feedback to funding agencies regarding collaborative efforts.

2019-'20 results- Maintained OPRA membership and active interaction with members and President Pete Moore. Ongoing dialogue with county board personnel regarding systemic changes in services and billing. Participation in state level committees concerning service delivery, staffing issues and funding availability. Submitted solution-based suggestions to Ohio County Boards Association for system better collaboration between agencies. Regularly, monthly, review internal service delivery system for effectiveness and efficiency as it pertains to financial integrity of respective programs and departments.

- 2) Maintain the fiscal integrity of the organization to ensure meaningful and beneficial services, maximizing effectiveness and efficiency of operations and accessing funds made available through grants and other allocations. Maintain a plan for times of fiscal emergency.

2019-'20 results- Acquired PPP loan with 100% forgiveness. Maximized worker's comp rebates through practice of safety measures. Acquired grants from respective county boards and foundations. Exhibited good stewardship of monies allocated through the county boards. Regular, monthly, review of respective program and overall operational finances by administration and board of directors. Adapted service delivery to maximize funding availability in day services.

- 3) Maximize staffing by focusing on recruitment and retention strategies to maintain staff sufficient to sustain and expand agency services.

2019-'20 results- continual efforts to recruit and retain staff through electronic employment sites and job fairs. Awarded multiple bonuses to staff for recognition of performance and availability during the COVID-19 crisis. Assisted staff with holiday meals and gift cards. Ongoing gestures of staff appreciation through awarding of gift card bonuses. Increased the DSP hourly rate to better reflect industry standards. Increased engagement between management staff and DSP's.

- 4) Regularly review services to determine their effectiveness, based on the needs of those we serve, and continually assess services to determine their relevancy to the transfer of skills learned, to functioning within the community and home environment.

2019-'20 results- This is an area we could improve upon by being more cognoscente of outcomes of services delivered. Goals are reviewed annually by the team. Individuals surveys are conducted to acquire feedback from the individuals on satisfaction of services provided and the persons providing them. Quality reviews are conducted in the homes, but a more consistent application of this process is needed.

- 5) Develop and nurture collaborative relationships with local and statewide organizations to benefit Siffrin's mission and the individuals we serve.

2019-'20 results- Developed relationships with Kent State University and branch locations. Maintained membership in OPRA organization, which also connects us to the Ohio County Boards Association. Increased dialogue with superintendents of the various county boards on needs of Siffrin and those we serve. Conducted a golf outing collaborating with multiple sponsors. Collaborated with PNC Bank and CLA auditing firm for PPP loan. Collaborated with Stark Community Foundation for grant opportunity.

- 6) Maintain strong succession strategies to recognize develop and retain leadership talent at the Administrative, Management and Mid-Management levels for continuity of direction and culture of the agency.

2019-'20 results- Provided opportunities for training and development of staff pertaining to their positions. Administered bonuses to recognize performance and availability during the COVID crisis. Communicated to staff the need for and their role in the succession plan. All Administrative staff and Mid Management staff have been retained and cross training has been implemented.

- 7) Siffrin will create and implement highly effective business and social solutions that position the organization as a leader in our field to address unmet community needs that are closely aligned with our mission.

2019-'20 results- There is a high need in the community for transition services for persons with disabilities graduating from high school. Siffrin developed, and continues to develop, Siffrin Academy to meet these needs. We feel the community is stronger when they are involved in integration of all people. Siffrin offers multiple opportunities for persons with disabilities to be part of their community socially, vocationally and residentially.

Statewide Initiatives that Require Monitoring for Planning Purposes.

- 1) DSP recruitment, retention and training. Nurturing employees with incentives and assistance with life outside of work.
- 2) Electronic provision and documentation of services.
- 3) Non-Facility based services. Services provided in an integrated setting.

- 4) Outcome based reimbursement of services.
- 5) Employment as a means of integration and its success in doing so.
- 6) Supportive Technology to promote more independence.
- 7) Training through technology, virtual reality training for staff and individuals.
- 8) Collaborations to serve children, youth and families who are served by multiple systems.
- 9) Consistency of system methodology of counties throughout the State.