

Mainstream Living, Inc

Strategic Plan 2019- 2024

Board Approved - (11/28/2018)

The Board of Directors of Mainstream Living Inc., recognizes the need for a long range strategic planning process that is flexible and has a comprehensive vision. As demand for service increases and the service environment continually changes, it becomes critical that the Board and staff focus on a common direction which will place Mainstream Living on the leading edge of services.

Our Mission: *To enhance opportunities, create success and fulfill dreams.*

Our Vision: *To be the agency of choice for persons served.
To be the premiere human services employer.*

Our Values: *Integrity, Innovation, Collaboration, Accountability, Respect, and Empowerment*

State of our State and Medicaid Expansion: There have been a number of changes since our 2016-2021 Strategic Plan. The Iowa Health and Wellness Plan (IHAWP) expanded comprehensive health care coverage by about 145,000 Iowans. This expansion primarily benefited single adult low income males and is of particular assistance for those needing behavioral health services. In addition, some of these newly covered individuals that have a serious mental health or disability condition can now be eligible for the more comprehensive Medicaid program coverage. IHAWP was expending about \$67 million per year on behavioral health services (i.e., mental health and substance use disorder services) and served about 35,360 individuals whose services were previously the responsibility of the Mental Health and Disability Services (MHDS) Regions. As a result, the number of Iowans receiving services funded by the MHDS Regions has declined significantly in recent years.

Medicaid Funding for Community Services: Government spending on home and community-based services has risen dramatically, with a new Centers for Medicare & Medicaid Services (CMS) report finding that the rate of growth doubled year-over-year as funding for institutions declined. Some \$167 billion in federal and state Medicaid funds went toward long-term services and supports across the country during the 2016 fiscal year, up from \$159 billion the year prior. Of that, 57 percent was devoted to community-based services, according to a new report produced for CMS. Significantly, dollars for community-based services rose 10 percent from 2015 to 2016, twice the average rate of growth seen in the program between 2011 and 2015. And, community living accounted for the majority of spending in 29 states and Washington, D.C., up from 28 states the year prior. Funding for institutions fell 2 percent during the same time period. The trend toward community-based services appears to be largely due to shifting expectations for people with developmental disabilities, with 78 percent of spending on this

population going to community-based settings. Meanwhile, most funds for services aimed at people with mental health and substance use disorders as well as older adults and those with physical disabilities went to institutional settings. However, even among services for people with developmental disabilities, the report found significant variation by state. Michigan and Oregon allocated all of their money for this population to community-based options. Every other state sent at least half of their funds to the community except for Mississippi where just 23 percent of dollars for those with developmental disabilities went to such programs. ***“A majority of Medicaid (home and community-based services) beneficiaries with developmental disabilities receive services in the home of a family member, however, showing the growing importance of informal supports for this population,”*** the report notes.

Iowa - Close up: Iowa is a relatively small state that plays a disproportionately large role in American politics – the wintertime caucuses every four years signaling the official opening of another presidential election contest. In recent times, the paths to the White House for Presidents Jimmy Carter, George W. Bush, Barack Obama, and Donald Trump started in the archaic caucuses of Iowa’s 99 counties. This state in the heart of the American Midwest, its rolling hills covered with corn, soybeans and other crops, its ever-present pork (some of the most sumptuous in the nation) is home to just over 3 million people. They are overwhelmingly white, 92 percent. Though it’s perceived as primarily a farm state Iowa has a strong light-industrial base, a burgeoning renewable energy industry, and a national presence in some service industries such as insurance. Iowa has the nation’s highest high school graduation rate, 90 percent. And two-thirds of the state’s high school graduates go directly to college – matching the national average. Iowa’s flavor remains distinctly rural. Its capital, Des Moines, is the largest city, with about 220,000 people. Only two others, Davenport and Cedar Rapids, have more than 100,000 people. The state’s median household income, \$54,736 in 2015, was slightly below the national average of \$55,775.

Iowa is in the top ten for most health care measures: ¹

- Iowa is ranked #1 in the country for Health Care Affordability
- Iowa is ranked #3 for overall Affordability
- Iowa is ranked #5 for Health Insurance Enrollment.
- Iowa is ranked #5 for Health Care access.
- Iowa is ranked #7 for State Integrity
- Iowa is ranked #8 for Education
- Iowa is ranked #9 for Healthcare Quality
- Iowa is ranked #9 for Employment
- Iowa is ranked #10 for Government with a #1 ranking for government Credit rating.

Managed Care Implementation: In April 2016 Iowa implemented the IA Health Link, a comprehensive managed care program for Medicaid managed by three Managed Care Organizations (MCOs) under contract with the Department of Human Services (DHS). Iowa’s transition to managed care marked a major change in the management approach to Medicaid. The State’s shambolic oversight of the MCOs during the transition has lead to many challenges with respect to maintaining adequate and appropriate services for our members. The MCOs are expected to be more than payers of service. They are required to improve member outcomes through increased and improved care management and

¹ According to the 2018 National Ranking report.

coordination, and the use of health care transformation practices that result in more effective and efficient service delivery. MCOs operate within highly comprehensive contracts that include some oversight from the DHS. This new approach has been expected to significantly improve the health and well-being of MCO members including those with mental illness or other disabilities. The MCO system is new, with many challenges with respect to service assessment, authorization, approval and payment. The switch over to managed care has been a very bumpy ride with one MCO (Amerihealth Caritas) dropping out due to insufficient funding in 2018, and a new MCO provider “Iowa Total Care” being selected to enter the system beginning July 1, 2019. Adding the third MCO will likely be even more challenging for the people receiving services and the already stressed service delivery system.

Health Care Transformation: Health care management is moving beyond the principles of Mental Health and Disability Services (MHDS) redesign – regional management, local service delivery, and statewide standards – to new health care transformation practices with greater promise of progress and success. Health care transformation is the trend to move away from the traditional patient/provider/payer model to a model that uses proven practices to improve patient outcomes including: population management, social determinants of health, and value-based purchasing. The MCOs are required to use value-based purchasing and are being encouraged to use the other practices to improve member outcomes and achieve greater efficiency. The MHDS Regions are not required to use these practices. This means providers like Mainstream Living must operate in two different worlds: one world that is moving forward with payment for outcomes and incentives for performance, and the other world that operates using older systems that provide payment for volume of service.

Our industry: Nonprofit healthcare organizations are undergoing their most significant evolution of the past half century. At the core are fundamental dynamics that are changing the payment for their services in the future. Many nonprofit leaders have decided their hope lies in increasing the size of the organization through mergers and acquisitions, and the data tells the tale. Bain Capital recently reported that 16 of 21 major healthcare transactions involved nonprofit partners, an unprecedented statistic. Where the industry has seen an increase in non-profit affiliations, absorptions, and acquisitions over the past three years. Based on this experience, we believe the following factors are at the heart of this dramatic marketplace activity:

- Donations are more difficult to acquire – While donations were once the lifeblood of many human service and healthcare nonprofits; they are disappearing as a significant source of revenue for most community providers even as charitable giving rises. Changes in tax law and greater competition for these diminished dollars has also added to the challenge.
- Reimbursement has become increasingly complex – The combination of managed care, value-based payments, and demands for verifiable outcomes has forced nonprofits to become more sophisticated operationally.
- Technology is required in the new nonprofit normal – Payers are demanding that providers interact with them using technology that many nonprofits can ill afford on their own. Affiliating with another nonprofit allows them to leverage their modest resources and gain access to necessary technology for billing, outcome reporting, and data analytics.
- Efforts to improve healthcare impact Medicaid, which is a major source of reimbursement for most health care nonprofits.

The State of Workforce Management: In 2018 DATIS² conducted a survey of over 400 executives in the Health and Human Services industry regarding the top three priorities for workforce management. These priorities included Recruiting & Retention, Employee Engagement & Satisfaction, and the Drive toward Digital. Their report revealed further insight into the critical trends and challenges within the industry.

Recruiting & Retention is the top priority. The urgency surrounding recruiting & retention has caused organizations to become more creative with their recruiting strategies. Though *Job Boards* (37 percent) still hold the top spot in terms of the most successful recruiting channels, executives reported *Social Media* (19 percent) as second and *Word of Mouth* (10 percent) not far behind. According to the survey respondents, “finding qualified staff” is the biggest challenge when it comes to recruiting new employees, with “offering competitive pay” being a close second. “finding the best recruiting channels” and “long recruiting cycles” were also reported as challenges. Survey respondents identified “unable to offer competitive pay”, “unable to offer competitive benefits”, and “stressful work environment” as the top three challenges that their organizations face when it comes to retaining existing employees. Recruitment also appears to be hampered by a long and complex onboarding process, as more than 60 percent of respondents agreed that their organization could benefit from a more structured and more efficient onboarding process.

Employee Engagement & Satisfaction is the second priority. Engaged employees tend to stay with the organization longer. If employees do not feel that they have the tools they need to succeed or grow within an organization, they will be more likely to leave. According to the Gallup Q12 Employee Engagement Survey the top three challenges in this area are: 1. Lack of Funds to Allocate to Engagement, 2. Unable to Measure & Assess Engagement, and 3. No Clear Leader of Engagement Efforts. While about 60 percent of executives report that their organization does make an effort to engage employees, the majority of respondents reported that their organization measures employee engagement through annual reviews, a rather antiquated strategy with today’s workforce. At Mainstream Living the workforce appears very mission-driven overall with more than 85 percent of respondents agreeing that they have a clear understanding of the organization's mission, vision and values, and stating that they are emotionally invested while at work. However, respondents do admit to some areas of weaknesses as they identify “Interdepartmental Communication”, “Employee Development”, and “Communication/ Transparency” as three main areas of our company culture that could be improved.

The Drive towards Digital is the third priority. This refers to the trend toward more technological advances in the workplace that are transforming organizations in terms of their systems, processes, and people. Digital strategies are now critical to keep pace with an evolving industry, and success in the digital landscape will require a combination of many factors including innovative processes, engaged talent, and new business models. The majority of respondents, 64 percent, have digital tools embedded throughout all departments within their organization. With that said, over 1 in 5 executives admit that at least one department within their organization still relies on manual processes to complete tasks and meet goals. The top three areas that could be improved through digital tools included: Workflows, Reporting and Recruiting & Retaining staff. Additionally, most respondents agree that investing in digital tools will help them make more strategic decisions and better serve their clients.

² DATIS HR Cloud Inc. provides a human capital management software platform for the human services industry.

In summary, employment in the Health and Human Services industry has been accelerating at an increasing rate. Organizations continue to add to their workforce to meet the increased demand for their services and prepare their organization for the future. Implementing more structured recruiting and onboarding processes will play a major role for these organizations moving forward. Employee engagement and satisfaction is directly related to employee retention. Organizations need to make sure that their employees are engaged and happy if they want a chance at keeping them long-term. Organizations need to implement a more frequent evaluation process to truly understand their workforce. The Drive toward Digital is a trend that has been a trend that has played a significant role in the Health and Human Services industry in recent years. Looking ahead, organizations will have to allocate more of their budget towards digital strategies so that they can save valuable time and money in the years to come.

Program Initiatives: Iowa has adopted several key program initiatives designed to increase and improve MHDS program policy approaches such as: The Home and Community Based Services (HCBS) settings rules required by the Centers for Medicare and Medicaid Services to ensure individuals are living community integrated lives; increased reimbursement for supported employment to encourage individuals with mental illness or other disabilities to gain and keep integrated employment; Integrated Health Homes to improve care coordination for individuals with serious mental illness and improve healthcare outcomes; systems of care to improve the mental health and wellbeing of children with a serious emotional disturbance and their families; Certified Community Behavioral Health Clinics (CCBHC) to develop community mental health provider capacity to better serve individuals with a serious mental illness; hospital inpatient bed tracking system to improve the efficiency of locating available inpatient psychiatric hospital beds for individuals that need them; and Autism Support Programs to provide proven and effective services for children with autism for families that cannot afford to pay for them.

Challenges to the Mental Health System: The system needs to increase and improve service capability and capacity. Less than 1 percent of Iowans have a serious mental illness, severe intellectual disability, or co-occurring substance use disorder and serious multiple complex needs. These include, but are not limited to, individuals that can be aggressive, have a serious mental illness and a serious substance use disorder, and/or a serious criminal offense. Across the nation these individuals are often safely, appropriately, and successfully served in intensive integrated service settings that have a combination of 24-hour, seven days a week staffing, supervision, and guidance, and extensive professional treatment and oversight. Iowa needs to increase the number of and statewide access to effective and efficient services such as these:

- High intensity, flexible and responsive services should be available for those individuals with the most complex needs.
- Housing assistance should be made available to support individuals with serious mental illness in integrated housing.
- Mental health services should be easily accessible and the system should be easy to navigate.
- Authorization and reimbursement for services should be person-centered, based on best practices and outcomes, and should reasonably meet provider costs of doing business.
- Providers should have the capacity to meet the co-occurring and multi-occurring needs of individuals with serious mental illness.

Workforce Challenges: Iowa has a serious MHDS workforce shortage and does not have a comprehensive plan to address it. Iowa ranks 47th in the nation in the per capita number of psychiatrists. Limits exist for what trained mid-level practitioners can do, especially in hospitals. In addition the Governor has announced the establishment of three new psychiatric residency programs in Iowa. Similar challenges are faced with behavioral health and disability professionals. Direct care professionals are difficult to find, turnover is high, and adequate training is insufficient. Additionally, Iowa has very few training sites for board certified Behavior Analysts.

Environmental Scan: Community-Based Disability Organizations (CBDOs) have been impacted by the rapid expansion of Medicaid Managed Long-Term Services and Supports (MLTSS) and other efforts to integrate healthcare and long-term services and supports is creating new opportunities and challenges for Community-Based Organizations (CBOs). This change is compelling organizations to think differently about the services they offer, the customers they serve, and how to demonstrate the value they add to services and supports. Instead of contracting directly with government funders, CBOs are now negotiating contracts with hospitals, health systems, accountable care organizations, health plans, and other integrated care entities. Mainstream may have the opportunity to work more closely in such an arrangement.

Long-Term Vision for Mainstream Living, Inc: In the future there will be greater acceptance and full inclusion by the community for persons with a disability. Improved services and support and more prevalent and helpful technology will add to the quality of life for members with disabilities served by Mainstream Living Inc. At the same time, because of population growth and our aging population and higher incidence of multiple diagnoses, the needs of members and their families will remain extensive and varied. New services and supports will be needed to address the needs of members with co-occurring disorders. While significant strides have been made in the public acceptance of members, there will still be an ongoing push for community inclusion and participation. Money will be much tighter, and working with new Managed Care Organizations (MCOs) will be challenging. Finally, members and their families will control more of the resources and decisions about who provides them with help and support. They will have many options from which to choose, especially within the new Regional Mental Health Redesign initiatives.

Mainstream Living's Role: Mainstream Living will work in coordination with MCOs for each member to identify needs and bring together resources and services for all members and their families to support full long-term community inclusion and participation. The health of the member will be a priority under the new Medicaid Modernization initiative supporting the Iowa High Quality Health Care Initiative. The initiative aims to improve access and care coordination, promote accountability and outcomes and provide a predictable and sustainable Medicaid budget. Through this initiative, the Iowa Department of Human Services changed direction and decided to contract with managed care organizations for the delivery of health care services for most Medicaid members. Mainstream living strives to provide a service delivery system that provides better care, with value-based services that keep people healthier. This is in alignment with the new MCOs in Iowa and their goals to shift from volume-based to value-based care, and better organization and use of data and health information, including the use of electronic health records and other health IT resources.

Specifically Mainstream Living:

1. Contracts with Managed Care Organizations to act as a provider for the following services: Supported Community Living (SCL) in group homes, community apartments, and other community settings; Day-Habilitation; Permanent Support Housing; Permanent Supported Housing with SCL in a licensed Residential Care Facility for Persons with Mental Illness (RCF-PMI); and an Employment Supports provider within enclave settings.
2. Works in conjunction with new MCOs and the Iowa Association of Community Providers (IACP) to lobby for needed changes and legislation for members with disabilities in Iowa.
3. Leads a collaboration of providers and community organizations and programs (including non-disability resources) with our state organization the IACP, and the new regional structure to identify needs and gaps in services, and support appropriate community alternatives.
4. Develops new and creative programs, or expands services in response to the needs of our partners, the Managed Care Organizations and State Regions which fulfill requirements to meet accessibility standards for “core services” within geographic areas.
5. Directly provides cutting-edge, evidence-based practices and models of services that meet identified gaps, and provide supports with the highest quality of care.
6. Collaborates with and makes referrals to other high-quality service providers, and leads many advocacy efforts to ensure services are provided either by Mainstream Living Inc. or other providers.
7. Develops long-term housing options to help create long-term housing security for the members supported by Mainstream Living.
8. Plays a leadership role in advocating at all levels of government, and with the private sector and the public at large for full inclusion and participation in the community. Mainstream Living Inc., encourages and supports individuals and families with disabilities in pursuing this advocacy agenda.
9. Develops Mainstream Living Foundation’s capacity to build resources and supports for ongoing efforts and long-term sustainability of Mainstream Living services and supports.

Funding Sources: While government contracts are still the most significant source of funding, Mainstream Living Inc, has a robust and innovative fundraising program generating resources from private sources including individuals and businesses. Mainstream Living has also been fortunate to receive support through a long-term relationship with the United Way of Story County. In 2013 Mainstream Living established an endowment to help provide for long-term needs. And, Mainstream Living conducts signature fundraising events as needed to raise funds and promote our brand. (For limitations of private funding sources, see “Donations are more difficult to acquire,” p.3 above).

System Resources and Significant Infrastructure Issues: The mental health system is in a multi-year process of re-design. We cannot control funding availability because of state and federal priorities and uncertainties. We must continue to adapt to and resolve funding changes to ensure that the greatest number of people are able to receive quality supports. Our services and supports are under constant review to ensure cost effective services to meet the essential needs of members. This may require significant changes in our residential services model to make the services more consistent with new Federal guidelines and expectations.

Providers are challenged with recruiting and retaining qualified staff. Among the many challenges we face, providers are being held to higher level of accountability with heightened audits and an increase in the amount of detail needed to meet minimum Medicaid documentation standards. Federal and State policy and rule “over- interpretation” and MCO utilization and review efforts have resulted in a redirection of resources from direct services to paperwork and technology. Providers are additionally challenged by reduced payments and caps on reimbursements, changing requirements for establishing and approving budgets and service authorizations, and continual services and cost-report reviews. Iowa Medicaid Enterprise is reviewing requirements for cost reporting and is likely to implement new processes, procedures, forms, etc. Mainstream Living will monitor this situation to ensure compliance with new requirements.

SWOT: The following is a brief summary of strengths, weaknesses, opportunities, and threats highlighted by the Board of Directors, our members, and staff and other stakeholders of Mainstream Living.

Strengths: The greatest strengths identified include:

Mainstream Living’s key strengths include its demonstrated ability to provide high quality, necessary services, which help members live a fuller life in the community. Staff is committed, and the services and programs offered are monitored for quality. Mainstream is mission-driven and constantly seeks to improve services through data collection and evaluation. When there is a challenge, Mainstream Living meets it through collaboration with our funders, stakeholders, and members. We are known for our innovation and creativity, our dedication to the members, and our long-term commitment to our hard working and dedicated staff. Mainstream is very quick to adapt to change. We have learned the new requirements for the Supports Intensity Scale (SIS) Assessments and have taken an assertive advocacy role for our members and families. We are ensuring that the right people are involved during the assessment process and we are advocating for our members, and their teams, including Mainstream staff, family members and guardians. When necessary we include experts on our team and from the outside for member specific programming needs, e.g., nursing department, elderly care, and behavioral support. Mainstream Living is using the best technology and tech support available, including ADP, Therap, SignNow, and supply ordering systems. Mainstream has an excellent reputation and is perceived by other service providers and our funders as a leader in the disability community. Finally, Mainstream Living staff are very dedicated and committed to Mainstreams mission, vision and values. We are proud that we have the highest staff longevity in the state.

Mainstream Living is proud to be a CARF Accredited organization: CARF or the Rehabilitation Commission was founded in 1966 as the Commission on Accreditation of Rehabilitation Facilities, CARF International is an independent, nonprofit accreditor of health and human services for providers of Employment and Community Services. Mainstream Living Inc., has consistently achieved a three-year accreditation, which is the highest level of accreditation issued by CARF. Mainstream Living has provided community-based services for persons with disabilities since 1975. Our organization takes great pride in being "mission-based" and "mission-driven" and delivering the very best services possible.

Mainstream Living's CARF Accredited Services:

- Community Employment Services: Employment Supports
- Community Services: Community Housing (Medically Fragile)
- Community Services: Community Integration
- Community Services: Community Housing
- Community Services: Supported Living
- Psychosocial Rehabilitation - Community Housing
- Psychosocial Rehabilitation - Community Integration
- Psychosocial Rehabilitation - Supported Living
- Governance Standards

Weaknesses: The potential weaknesses identified include:

Some believe that our significant growth has led to challenges with human resources, difficulty with supervision, lack of structure for coordination among departments, and inconsistent administrative and clerical support. There is a perceived need for improved management practices, use of technology, and increased use of volunteers. There was a call for additional social and recreational services and for greater visibility in the community. And, communication may not consistently take place with family members, case managers, and other stakeholders. To address each of these areas we have included several goals and objectives throughout this plan.

Overall Gaps in the Human Services Industry: In the United States, a majority of people with intellectual disabilities (71.5 percent) or roughly 3,500,000 people are still living at home with family caregivers and receiving minimal or no supports. Roughly 850,000 of these individuals live with caregivers over the age of 60, and will need support from siblings or other providers in the near future. The overall U.S. workforce is projected to grow by 6.8 percent in the next 10 years, yet the number of all direct care jobs is projected to grow by over 40 percent. Within the total of direct care jobs, the growth in direct care workers needed to provide services for the elderly and members with disabilities is projected to be 100 percent over the next ten years. Nationwide the human service workers average wage is less than half of the average wage of all workers. A significant cause of this issue is due to rates of service that are holding steady, or declining under the new managed care models. At Mainstream Living we see this is a fundamental issue that could impact services in all areas and we are taking measures within this strategic plan to address this crisis.

Opportunities: The opportunities considered most important include:

1. Increased visibility, which could lead to greater access to volunteers and other resources. The county has a range of resources including potential volunteers, community colleges for courses, and universities with students interested in working with member - all of which could be better utilized. Mainstream Living Inc., could develop a program to support volunteers through screening, training and ongoing supervision. The program should also celebrate and recognize volunteer efforts. Having more volunteers can help increase fundraising. At the same time, others may look more closely at the quality of services provided by volunteers, and training and screening are significant challenges.
2. Improvements in services for members with complex medical needs. Mainstream Living is

working in conjunction with other providers to meet the needs of members who have medically complex disorders. This includes modifying existing homes when possible to provide needed services.

3. Improvements in services for people with IDD/MI have been achieved by many states during the past decade by expanding supports furnished under the Center for Medicare & Medicaid Services, including Home & Community-Based Medicaid Waiver programs and state funding of improved crisis services and increased access to mental health services. While advances have been made in many areas, state DD and MH authorities and service systems continue to struggle in their attempts to provide effective and appropriate treatments and supports on a consistent and comprehensive basis. State efforts to establish and maintain coordinated systems of care for people with these co-occurring conditions have been significantly hampered by administrative and funding barriers that diffuse responsibilities and by the limited use of best practice models.. Furthermore, dramatic declines in state revenues resulting from the Great Recession of 2008, coupled with personnel reductions and a faltering economic recovery, have eroded the capacity of state agencies to maintain services. In many areas across the country, waiting lists have grown and access to needed supports has been delayed, deferred, or even discontinued.
4. Aging population and an increased occurrence of members diagnosed with autism. Our members are aging and require different service settings to meet their needs. The increasing number of members with autism may be a new member population for Mainstream Living Inc. We would require different skill sets, information, and facilities to serve these population groups. There is a different approach and need for different types of communication with families and members, so there would be a learning curve for building trust. Establishing relationships with the Autism Society, and elder service groups should be considered. There is also a question about who will pay for these new services.
5. Mental Health program services have expansion opportunities. Our program has been developing leadership capacity of our direct care and mid-level staff. Additionally, the Mental Health redesign holds potential opportunities for us to redesign our residential care facility and provide comprehensive services to members with multiple co-occurring disorders, including individuals with substance use issues.
6. Home and Community Based Services (HCBS) program services have expansion opportunities. We have a number of referrals who are in need of residential services, particularly those that can accommodate wheelchairs. We have been making necessary changes to existing properties to improve the accessibility. The program has been developing leadership capacity of our direct care and mid-level Team Leaders. Additionally, the Mental Health redesign holds potential opportunities for us to serve some individuals previously only served through 100 percent with county funds. Generally speaking, our program meets the existing needs as witnessed by feedback from stakeholders, consistent referrals and our ability to serve challenging individuals.
7. Mainstream Living has a new service documentation system (Therap) and we have begun adding medical components – administration records, and appointment tracking. This platform also allows us to document and monitor member “outcomes” and indicators identified by the MCOs for “value-based purchasing” purposes. We place a lot of emphasis on meeting our member’s needs and documentation of meaningful outcomes. We have the opportunity to demonstrate our strength as an agency - to model exceptional outcome management throughout the organization and our industry, to help develop a culture and language for communicating better with funders, Case Managers, family members, and other stakeholders.

8. New Managed Care Organizations (MCOs) require extensive Assessments, reviews, authorizations, etc., and each of these opportunities give us a chance to advocate for our members and services, and demonstrate the continued need for community services.
9. In recent years we have developed an employee appreciation program. This program has been very successful in helping with recruitment and retention, and there is the opportunity to expand, utilize more resources, share more information about the program and communicate more effectively through social media.
10. Technology has much to offer in the future and we look forward to seeing how we can communicate more effectively, manage with fewer staff, provide overnight supervision and response through systems like “night owl”, share open hours and availability with staff, effectively fill open shifts, and increase paperless systems. Technology may also allow us to provide needed training to reduce medication errors, correctly complete MARS, ADP, medical appointments, and help staff feel more comfortable using technology.
11. Mainstream currently provides services in four counties in central Iowa, (Polk, Story, Boone and Dallas counties). There may be future opportunities to expand services into surrounding areas with the Mental Health Redesign. Specifically, Hamilton, Hardin, Franklin, Marshall, Jasper, Warren and Madison counties. We will be working with each of these counties through the regional advisory group to see if there is a role for Mainstream Living to provide services within their re-design plans that is consistent with our mission, vision and values.
12. Finally, we will also be working closely with MCOs to help them implement services in needed areas when their requests for expansion are in alignment with our mission, vision, and values and within capacity of the organization.

Threats: The threats considered most probable included:

1. Dependence on government funding. Funding, particularly the residential and vocational funding streams, have not kept up with needs. Mainstream Living Inc., needs to assess the real demand for its services, increase private pay options, and be prepared to explore other opportunities for generating revenue.
2. Staffing challenges and the cost of providing good care. It is hard to maintain a competent staffing pool. Although increased efficiency and technology may help, high turnover, especially among direct support staff, leads to increased administrative costs. To respond, Mainstream Living Inc., needs to increase fundraising, empower employees and increase their opportunity for growth, and develop a pay structure for different services. We must also look at expanding recruitment activities, and engagement after hire is critical.
3. Succession planning is essential. Mainstream Living is very fortunate to have many long term employees and leadership staff. This places a priority on succession planning for the future. This is likely to be an area where Mainstream needs to provide development resources as well.
4. Our aging population, of both aging caregivers and aging member, who are living longer by virtue of improvements in the medical and pharmaceutical industry, and health and diet advancements.
5. The rising housing prices make affordable housing increasingly difficult to find and maintain.
6. New federal legislation “Home and Community-Based Settings Requirements” redefines “community integration” and this definition may impact the living situations for members. Review of every living situation for compliance to these new rules is critical and will be ongoing. The rule’s impact is broad, affecting all HCBS waivers, state plans, and demonstrations

across the country. State reviews and timelines for corrective action plans may be necessary as there is a deadline of March 17, 2022 to come into compliance.

7. The MCOs rate methodology is unproven and will be closely monitored throughout the coming years to ensure adequate reimbursement for services provided. Billing and service documentation procedures are being reviewed and may be changed over the course of this strategic plan.
8. In December 2016, Congress passed the "21st Century Cures Act", a sweeping legislative package that includes new funding and resources to address a wide variety of medical topics, including the opioid epidemic, the FDA drug approval process, medical research, and behavioral health issues. Importantly for providers, like Mainstream Living, it also includes new requirements for Electronic Visit Verification (EVV) starting in 2021. When some providers will be required to confirm that services were actually delivered at a specific community location and time, and to do so through a possible variety of electronic methods for each service. The hope is to improve program integrity, reduce billing errors and prevent fraud, waste and abuse. Unfortunately, this is an unfunded mandate and the technology and resources needed to implement EVV are not available at this time. This requirement is being reviewed by the state and may also change over the course of this strategic plan.

Strategic Direction from the Board of Directors: Based on our mission, the needs of the members, our core values, and the opportunities and threats in the current environment, the next three to five years will be a time of assessing and deepening our approaches to providing for the needs of members.

1. Mainstream Living Inc., will review and deepen its existing direct supports and services over time to ensure that they are state-of-the art for working effectively with members with disabilities. The model emphasizes member decision-making and community participation and integration. Mainstream is committed to ensuring that all of its programs are exemplary.
2. Mainstream Living Inc., will continuously assess member and community needs to identify gaps or opportunities for the provision of appropriate services and supports. This assessment will serve as the basis for expanding or adding new services and responding to the opportunities available in the new state mental health redesign.
3. Mainstream Living Inc., will take a leadership role in working with a range of providers to identify and meet the needs of members, serving as a service “broker” when necessary. The focus will be to ensure quality across services and eliminate duplication and inefficiencies.
4. Mainstream Living Inc., will explore the feasibility of expanding services and supports and the agency’s visibility in the community and making greater use of volunteers. Mainstream Living will explore being more active and visible in a wide range of community initiatives, highlighting the positive role that member are playing in the community, and creating strong supporters for participation throughout the broader community.
5. Mainstream Living Inc., will emphasize building its discretionary financial resources to invest in developing quality services. This includes building the foundation and endowment and establishing property improvement budgets and schedules, as needed, to maintain and improve our property assets.

This plan: Our plan is organized by the key initiatives and accompanying goals approved by the Board of Directors. The objectives and activities outlined in this plan were developed by Mainstream Living work groups for every department, who worked with representatives from the Executive Management

Team. They are approved and refined by the Board of Directors and will be carried out by the Board and staff actively working together. This Strategic Plan is the Mainstream Living blueprint for the future. It clarifies future directions for the Board of Directors and staff as they continue to meet the needs of members. Progress toward the accomplishments of stated goals and objectives must occur as the Board and staff work as a team.

A plan is only good if people are knowledgeable and informed. We will work to assist the Board of Directors and staff in obtaining knowledge of changes in the field. We will also maintain membership and participation in local, state and national associations that relate to programs and services. We will attend local, state and national conferences that present information related to developments in the field, and encourage use of Board members' business and social networks to promote the mission of Mainstream Living.

This plan will be reviewed annually and updated and changed as the needs of the people we serve change. Our vision of the future will also be reconsidered with the changing times, available resources and changing needs of the the members and the organization. Successful implementation of this strategic plan will result in more quality supports and services delivered to members, more members welcomed in the community and actively involved in community life, and a broader array of community resources valuing and supporting members with disabilities. The ultimate result that Mainstream Living Inc. aspires to achieve is far beyond high quality supports and services for member. It is about changing community conditions that make full community life possible for every person. It is about meeting our mission, it is about enhancing opportunities, creating success and fulfilling dreams.

William Vaughn, MSW, LISW
President & CEO

Mainstream Living, Inc

Strategic Plan 2019 - 2024

Governance (Accountability, Board Of Directors Composition/Structure, Legal Requirements)

Goal	Objective	Metrics	Responsible Party	Due Date
A. Mainstream Living consistently demonstrates and inculcates the best ethical business practices.	1. Board reviews and completes conflict of interest and ethics statements, reviews bylaws and articles of incorporation.	1.a. Signed and dated documentation on file, notations made in Board Minutes.	Chief Executive Officer (CEO)	Annually: March 1, 2019 to 2024
	2. Leadership reviews the conflict of interest and ethics statements with all management staff at least annually.	2.a. Management meeting notes reflect the review of conflict of interest and ethics statements and any discussion.	Vice Presidents, Program Coordinators.	Annually: March 1, 2019 to 2024
B. The Board of Directors for Mainstream Living has adequate representation for members within our catchment area.	1. Conduct annual recruitment efforts as needed to ensure board member numbers and representation.	1.a. Membership needs identified and new members recruitment is conducted as needed.	CEO and Board	Annually: November 1, 2019 to 2024
	2. Board composition will include members with direct experience with the needs of the various disability populations served by Mainstream Living.	2.a. Review membership and make recruitments as needed to have representation for each population group served..	Vice Presidents Board, CEO	October 1, 2019 to 2024
C. The Board of Directors follows an annual work plan to clarify board expectations for the year. Board members are actively engaged.	1. Each Board member supports the Annual Campaign.	1.a. by supplying at least one venue for the CEO to speak about the importance of the organization's work.	CEO, Board and Director of Development	Annually: December 1, 2019.
	2. Each Board member supports development activities/goals.	2.a. by making an annual donation and /or participating in development activities. 2.b. The Program Development Committee responsibilities are expanded. The committee will work more closely with the Director of Development to organize and implement fundraising activities.	CEO and Board	Annually: December 1, 2019 to 2024
	3. Each Board member serves actively on at least one committee.	3.a. by attending >= 75 percent of the committee meetings.	CEO and Board	Annually: April 1, 2019 to 2024
	4. Board members support advocacy efforts as requested by the CEO.	4.a. by writing a letter to the editor, visiting a legislator, writing a letter to a legislator, etc.	CEO and Board	Annually: April 1, 2019 to 2024
	5. Each Board Member takes an active role in supporting and building the Board.	5.a. by suggesting new potential Board member to the Nominating Committee for consideration at least once during each three year term. 5.b. by participation in Board Self-Evaluation process.		Annually: April 1, 2019 to 2024
	6. Board members conduct Full Board, and self-evaluation	6.a. Signed and dated evaluations on file	CEO and Board	Annually: April 1, 2019 to 2024

D. Elects and orients board members who will effectively oversee the implementation of the mission, vision and core values of Mainstream Living	1. To assure continuing leadership from the board of directors and to assure smooth transition and continued compliance with CARF	1.a. New board members elections and orientation completed/scheduled. 1.b. Conduct continuing education as an ongoing process of board meetings with publications from Board and Administrator, CARF and other relevant resources, and materials at least quarterly.	CEO and Board	Annually: December 1, 2019 to 2024
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Leadership (Structure, Guidance, Responsibility, Recruitment)

Goal	Objective	Metrics	Responsible Party	Due Date
A. Mainstream Living is guided by a strategic plan which is relevant to our mission, comprehensive for the needs of members served and visionary for our future.	1. Conduct Annual Review to assure that the Strategic Plan remains relevant to the needs of members, operations, and resources available. 2. Update the Strategic Planning window and goals as needed to include a five-year vision, goals and objectives	1.a. Reviews noted in EMT schedule/minutes 2.a. Review noted in EMT schedule/minutes	CEO and Executive Management Team (EMT) CEO and EMT	Annually, August 1, 2019 to 2024 Annually, January 1, 2019 to 2024
B. Mainstream Living has the capacity to meet its mission and to provide a broad array of services within each program area.	1. Seek qualified credentialed candidates for service expansion/improvement needs as identified in this plan. 2. Develop internal staff capacity and credentialing where possible.	1.a. Review leadership structure, organizational chart and strategic goals and objectives at least annually. To assess the needs of the organization and the capacity for improvement and growth during budgeting process. 2.a. Review and implement individualized staff development plans, and organizational needs.	CEO and EMT CEO and EMT	Annually, July 1, 2019 to 2024 Annually, March 1, 2019 to 2024
C. Mainstream Living will maintain the highest levels of accreditation and/or licensed status.	1. Programs shall be consistently operated in compliance with applicable license and/or accreditation standards.	1.a. Work with licensing/accreditation personnel and maintain necessary information, applications/documents. 1.b. Quarterly conduct file audits for programs so that member and employee files are accurate and complete.	CEO and EMT Corporate Compliance Officer, VPs of Services	CARF Accreditation application prior to November 2020, and November 2023. Quarterly & Annually - February 1, May 1, August 1, and November 1, 2019 to 2024
D. Review with each MCO their needs for new or expanded services to fulfill requirements to meet accessibility standards for “core services” within geographic areas.	1. Research our capacity to provide new services and supports. 2. Communicate need to Board for consideration. 3. If in alignment with our mission, vision, and values then establish timelines	1.a. Develop budgets 1.b. Assess staffing needs 1.c. Set time-lines to acquire resources, and initiate services 2.a. Communicate new needs and plans to board and staff. 3.a. Develop timelines and tasks necessary for follow through.	CEO and EMT	Quarterly & Annually - February 1, May 1, August 1, and November 1, 2019 to 2024
E. Consider issues relevant to Mainstream living's needs with respect to potential mergers, acquisitions,	1. Maintain ongoing quarterly contacts with each MCO and other relevant providers with respect to potential mergers,	1.a. Develop budgets 1.b. Assess staffing needs 1.c. Set time-lines to acquire resources, and initiate services	CEO and EMT	Quarterly & Annually - February 1, May 1, August 1, and November 1, 2019 to 2024

<p>and affiliations.</p>	<p>acquisitions, or affiliations.. 2. Annually, as a part of our budgeting process, review our needs and capacity to expand through any merger, acquisitions or affiliations. 3. Research specific opportunities as they present and communicate same to the Board of Directors.</p>	<p>2.a. Communicate new needs and plans to board and staff as a part of the annual budgeting and planning process.. 3.a. Develop timelines and tasks necessary for follow through.</p>		
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Financial Planning And Management (Budgets, Fiscal Policies, Audits, Corporate Compliance)

Goal	Objective	Metrics	Responsible Party	Due Date
<p>A. Mainstream Living has an annual audit conducted by an independent Certified Public Accountant (CPA)</p>	<p>1. To assure an outside, objective and unqualified opinion on the financial condition of Mainstream Living. 2. The CFO reviews the performance of the audit firm annually and determines the need for competitive bids.</p>	<p>1.a. Audit report 2.a. Audit agreement is established and reported to the Board of Directors.</p>	<p>Chief Financial Officer Chief Financial Officer</p>	<p>Annually: November, 2019 to 2024 Annually: June, 2019 to 2024</p>
<p>B. Mainstream Living is in full compliance with all Sarbanes-Oxley voluntary recommendations for not for profit organizations</p>	<p>1. Board Members review the completed audit report. The finance committee meets with the auditors (no staff present), prior to being reviewed by the full board of directors. 2. Mainstream Living works with the audit firm to ensure that the Partner-in-Charge of the audit is rotated at least every five years.</p>	<p>1.a. Board Minutes 2.a. Board Meeting Minutes.</p>	<p>Chief Financial Officer Chief Financial Officer</p>	<p>Annually: November, 2019 to 2024 Every 5-years: Rotation to be completed - FY-2022-2023.</p>
<p>C. Mainstream Living strives to be financially responsible and solvent, conducting fiscal management in a manner that supports our mission, vision and values.</p>	<p>1. An annual budget is prepared and approved by the board of directors prior to the beginning of each fiscal year. 2. Financial results are compared to budget and reported to the Board of Directors, Personnel and other stakeholders at least quarterly. 3. Prioritize overall organizational financial soundness, while promoting employee participation, reducing debt and building a strong sustainable organization.</p>	<p>1.a. Board Minutes 2.a. Board Minutes, EMT minutes 3.a. Statement of financial position</p>	<p>Chief Financial Officer Chief Financial Officer Chief Financial Officer</p>	<p>Annually: July 1, 2019 to 2024 At least Quarterly, February 1, May 1, August, November 1, 2019 to 2024 End of fiscal year June 30, 2019 to 2024</p>
<p>D. Mainstream Living strives for the highest level of quality assurance and corporate compliance</p>	<p>1. The Quality Assurance and Corporate Compliance Committee (QA-CC) meets at least quarterly. 2. There is an annual Performance Measurement and Management plan, consistent with CARF guidelines. 3. There is an annual review of the organization's policy on corporate compliance. 4. The QA-CC monitors and reports key "Dashboard" data of organizational goals and outcomes to the board at least quarterly.</p>	<p>1.a. QA-CC meeting notes. 2.a. Annual Plan. 3.a. QA-CC meetings notes. 4.a. QA-CC Dashboard report is completed at least quarterly.</p>	<p>Chief Operating Officer, Corporate Compliance Officer</p>	<p>February 1, May 1, August 1, November 1, 2019 to 2024 Annually: December 1, 2019 to 2024 Annually: December 1, 2019 to 2024 February 1, May 1, August 1, November 1, 2019 to 2024</p>

Risk Management (Planning, Insurance, Identification of Loss Exposures)

Goal	Objective	Metrics	Responsible Party	Due Date
A. Mainstream Living acts to manage risk and reduce the severity of any potential threats to its people, property, income, goodwill, and ability to accomplish goals.	1. Conduct and review agency-wide risk management assessment to determine areas of risk and plan for adequate protection	1.a. Written assessment on file	Safety Committee and EMT	Annually: May 1 2019 to 2024
B. Mainstream Living assures that insurance is in place to adequately protect the assets of the corporation	1. To protect the financial viability of the corporation in case of catastrophic occurrence	1.a. Insurance policies are in force and reviewed annually. 1.b. The Directors and Officers (D/O) insurance policy is reviewed with the Board of Directors at least annually.	CEO and Chief Operating Officer (COO)	Annually: December 1, 2019 to 2024
C. Consistently utilizes Universal Enhancements and provides Positive Behavior Supports (PBS) to prevent and/or mitigate risks identified for member.	1. To provide personalized risk identification and mitigation for any member by Mainstream Living.	1.a. Positive Behavior Support Committee meets at least quarterly. Plans are generated as needed for member.	P.B.S. Committee	At least Quarterly, Feb 1, May 1, August 1, November 1, 2019 to 2024.

Health And Safety (Inspections, Emergency Procedures, Accessibility Reporting)

Goal	Objective	Metrics	Responsible Party	Due Date
A. All facilities owned or leased shall have routine annual inspections by an outside authority.	1. To assure that places of business are safe for members, employees and general public	1.a. Reports on file with Safety Committee	Property Manager / Maintenance Supervisor	Annually: November 1, 2019-2024
B. All facilities owned or leased shall have routine semi-annual internal inspections.	1. To assure that places of business are safe for members, employees and general public	1.a. Reports on file with Safety Committee	Property Manager/Maintenance Supervisor	Semi- Annually: April 1 and November 1, 2019-2024
C. Mainstream Living will act to improve access and accessibility of services for members and other stakeholders.	1. Survey to assess the accessibility needs of person's served, personnel, and other stakeholders. 2. Implement an annual Accessibility Improvement Plan to identify and address barriers in architecture, environment, attitudes, finances, employment, communication, technology, transportation, community integration and other other identified barriers.	1.a. Conduct agency wide accessibility survey of employees, members and other stakeholders at least every five years. 1.b. Review accessibility survey annually to determine continued relevance. 2.a. Develop and update accessibility improvement plan	Chair of the Safety Committee	Next scheduled survey: 2023. Review conducted by November 1, 2019 to 2024 Annually: November 1, 2019-2024 Annually: November 1, 2019-2024
D. Mainstream Living will provide services in environments that are safe for members,	1. All safety policies and procedures shall be reviewed for continuing appropriateness and relevance to operations	1.a. Documented review	Safety committee	Annually: October 1, 2019-2024

employees and the general public	2. apply safety practices that involve all team members, individuals and families to assure that individuals voices are heard.	2.a. As part of the accessibility survey, gather information from all members and stakeholders on safety issues or concerns. Review accessibility survey information annually.	Safety committee	Annually: October 1, 2019-2024
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Support Services

Goal	Objective	Metrics	Responsible Party	Due Date
A. Assess agency capability to increase wages and review benefits packages to assure continued longevity and quality workforce	1. To assure wage and benefits remain competitive in field.	1.a. Support Services generates written analysis of wage and benefit assessment	Chief Operating Officer	Annually: June 1, 2019 to 2024
B. Create an environment where staff understand their importance and role in maintaining the vision of being the “Premier Employer”	1. Identify all “customers” of the Support Service Department and improve the satisfaction of those whom are impacted by our supports	1.a. Customer Satisfaction surveys	Chief Operating Officer, and Designated Support Services Staff	Oct 1, 2019 to 2024
C. Ensure appropriate transportation resources to meet the needs of members.	1. Conduct bi-annual agency-wide transportation forum to determine transportation needs by program and location. 2. Replace lift vans as consistent with needs above and budget constraints. 3. Replace non-lift vehicles as consistent with needs above and budget constraints.	1.a. Transportation meeting conducted, and notes shared with EMT. Replacement plan developed/updated. 2.a Vans are replaced 3.a Vehicles are replaced.	Chief Operating Officer and Property Management Supervisor	Bi-Annually: April and November 2019 to 2024 Annually August 2019 to 2024 Annually August 2019 to 2024
D. Improve efficiency of fleet management.	1. Improve coordination of vehicle across locations	1.a. Explore feasibility of using dedicated drivers, coordinating transportation efforts, etc. 1.b. Research utilization need, explore prototype scheduling, coordinate maintenance, ensure cleanliness of vehicles, etc.	VP of Waiver Services and Program Coordinators	Annually: March 1, 2019-2024
E. Monitor available transportation options and opportunities for improvement.	1. Monitor available transportation options, e.g., changes at Hirta, Cy-Ride or other public bus - routes, training, etc	1.a. Communicate community transportation opportunities and issues to members, and families as they arise.	VP of Waiver Services and Program Coordinators	Annually: March 1, 2019-2024

Human Resources

Goal	Objective	Metrics	Responsible Party	Due Date
A. Internship/ Mentorship/ Apprenticeship programs	1. Explore development of Mentorship, Internship, and/or Apprenticeship programs or partnerships with Iowa Workforce Development, Goodwill, DMACC and Des Moines schools.	1. Meet with IACP to explore participation in State demonstration project. 2. Develop School contacts to include DMACC - Central Campus and local schools. 3. Submit IWD grant applications or paperwork necessary to develop alternate funding. 4. Coordinate program internally. 5. Report to EMT at least Quarterly.	Recruiter, COO and CEO	C
B. Paperless HR	1. Upload all active personnel files into ADP 2. Organize and audit uploaded files. 3. Evaluate internal processes impacted and develop protocols and SOP. 4. Develop plan for upload of inactive/terminated employee files	1. All active files uploaded into ADP. 2. All active files categorized and audited. 3. Protocols for paper management and Personnel File SOP complete. 4. Plan for inactive files established.	HR Manager(s) Generalist Ames office Administrative Assistant	Dec. 31, 2018 Dec. 31, 2019 July 1, 2019 July 1, 2019
C. Talent Development Program	1. Broaden leadership training opportunities 2. Conduct Agency-Wide Succession Planning activities. 3. Provide targeted leader development grants to promote certifications, licensures, personal development, etc., necessary for potential advancement.	1. Offer Monthly Lunch & Learn topics/training for Support Services, Center, MH & HCBS leaders) kick off in January 2019 2. Participate in meetings with the CEO to develop/review succession plans for positions of leadership and key positions within the organization. 3.a Set an annual budget for leadership development grants.. 3.b Set an annual approval process (reviewed by EMT) to improve investments in specific leaders identified for possible succession planning goals.	HR Director, CEO, COO, HR Director, CEO, and EMT. HR Director, CEO, COO,	Annually July 1. 2019 to 2024 Annually by September 1. 2019 to 2024 Annually by November 1. 2019 to 2024
D. Compliance and Regulation Education	1. Provide PC's and TL's with education surrounding HR rules that will assist and inform them in HR-related tasks. 2. Continue offering training topics for leaders and office staff	1. Review effectiveness with PC's, TL's and VP's 2. Annual training on Active Shooter preparedness, Professionalism & Boundaries	HR Director & HR Manager	Annually ,August 1, 2019 to 2024 Annually, November 1, 2019 to 2024
E. Mainstream Living supports and respects the diversity of the member's, personnel, families/caregivers and other stakeholders.	1. Implement comprehensive cultural competency and diversity plan. 2. Update/Monitor and revise cultural competency and diversity plan as needed.	1.a. Review attitudes, organizational structure, policies, and services annually. 2.a. Monitor awareness and sensitivity, and develop training specific to the diversity of the members and local community as needed.	CEO, EMT, Human Resources HR Director	Annually, February 1, 2019 to 2024. Annually, April 1, 2019 to 2024.
F. Increase employee recruitment and	1.Utilize Recruitment and Retention Advisory Committee	1. Cross departmental leadership group focused on approving	Recruiter; HR Manager	Annually, April 1, 2019 to 2024.

<p>retention</p>	<p>2. Recruit and train Direct Support Associate (DSA) positions tailored for staff (16-18yrs old). Working in selected sites. 3. Work in collaboration with the Summer Youth Internship Program (Evelyn Davis Center). 4. Work in collaboration with existing high-school or community-college, Drop-Out Prevention, Apprenticeship, or Pre-Apprenticeship programs to hire and train DSAs and DSPs.. 5. Work in collaboration with existing GED Apprenticeship programs to hire and train DSPs. 6. Partner with existing programs who serve persons with a prior conviction to develop OJT and Apprenticeship opportunities. 7. Develop IT Internship opportunity in collaboration with Nancy Mwiroti at pi515. (Inner-city high-school kids learning technology).</p>	<p>recruitment and retention financial decisions. (Digital Marketing, Employee Referral Contests, etc.) 2. Hire >= 15 DSA positions per year. 3. Hire >= 5 Summer Youth as DSA interns per year. 4. Hire >= 5 DSA or DSP positions in collaborations with high-schools per year. 5. Hire >= 10 GED - DSP Apprentices per year. 6. Hire >= 10 DSP hires or Apprenticeships per year. 7. Hire >= 1 - IT Intern per year.</p>	<p>HR Director, Recruiter; HR Manager HR Director, Recruiter; HR Manager HR Director, Recruiter; HR Manager HR Director, Recruiter; HR Manager HR Director, Recruiter; HR Manager Information Systems Manager, HR Director, Recruiter; HR Manager</p>	<p>Annually, January 1, 2020 to 2025. Annually, January 1, 2020 to 2025. Annually, January 1, 2020 to 2025. Annually, January 1, 2020 to 2025. Annually, January 1, 2020 to 2025.</p>
<p>G. Reward and recognize Mainstream Mission Makers. Promote accountability at all levels throughout the organization by helping staff understand that their behavior has a direct impact on meeting the mission.</p>	<p>1. To recognize the efforts of all Mainstream Living Employee to help meet our mission. To create organizational clarity and focus on the Mission, Vision and Values.</p>	<p>1.a. Recognize the top performers of each program monthly. 1.b. Share the efforts of all mission makers as part of our office and newsletter publications.</p>	<p>Communication Director, Chair of Retention Committee</p>	<p>Quarterly March 1, June 1, September 1, December 1, 2019 to 2024</p>

Technology

Goal	Objective	Metrics	Responsible Party	Due Date
A. Update HIPAA policies and procedures	1. To achieve conformance with federal regulations	1.a. Policies updated	Compliance Officer and Security Officers	Annually, July, 2019 to 2024.
B. Develop/update Learning Management System (LMS) for online staff training.	1. Research options 2. Establish a timeline for transition from existing system.. 3. Complete transition. 4. Monitor and update system and training as needed.	1.a. 3-4 options determined 2.a. Written transition plan created 3.a. LMS setup 3.b. Train management level staff. 3.c. Train general staff 4.a. On-going	Information Systems Manager	July, 2020 to 2024.
C. Upgrade & Merge Servers reducing costs.	1. Research virtual machine options. 2. Purchase new hardware. 3. Move current servers to VMs on a single machine.	1.a. Researched 2-3 options (cost, requirements). 1.b. Test VM solutions 2.a. Equipment purchased 3.a. Clone & move servers to VM 3.b. VMs tested 3.c. VMs put into service	Information Systems Manager	July 2021
D. Upgrade aging equipment.	1. Replace equipment based on the annual refresh plan.	1.a. Replace an average of 50 pieces of equipment per year.	IT	Annually July 1, 2019 to 2024.

Communications, Marketing and Development

Goal	Objective	Metrics	Responsible Party	Due Date
A. Increase awareness of the Mainstream Living brand.	1. Develop and share organization communications plan	1.a. annual communications plan is developed, approved by EMT 1.b. determine strategic goals for communication plan, including target audience and cost-effective methods 1.c. review current advertising strategies for recruitment and utilize evidence-based marketing practices to achieve goals (i.e. digital marketing)	Communications Director, and EMT	Annually July 1 2019 to 2024.
	2. Develop brand standards and editorial content guidelines. Ensure that all program material, images, logos, etc., are consistent with Mainstream Living brand.	2.a. incorporate brand standards and guidelines into orientation 2.b. Programs are reviewed annually for brand messaging consistency.	Communications Director, and EMT	Annually January 1 2019 to 2024.
	3. Pursue collaborative community efforts	3.a. Participate in industry and community events that further the goals of our members and the organization (NAMI events, CSA events, transition fairs, ISU WelcomeFest, etc)	Communications Director	Annually January 1 2019 to 2024.
B. Increase awareness of programs and services through publications and	1. Produce quarterly newsletter and annual report for supporters of MSL	1.a. Newsletter/annual report is mailed quarterly	CEO, Communications Director, and designated Program Staff	Quarterly January 1, April 1, August 1, Nov 1, 2019 to 2024.

<p>technology</p>	<p>2. Website homepage is updated at least four times per year, Facebook page is updated several times per month</p>	<p>2.a. Calendar is created designating parties responsible for submitting content to be used on website and social media. Reports pulled to ensure that number of site visitors is maintained or increased.</p>		<p>Calendar completed by February 1, Updates occur at least quarterly.. 2019 to 2024.</p>
<p>C. Ensure seamless coordination and communication practices.</p>	<p>1. Annual review of policies and procedures related to communications, development and marketing activities. (revision as necessary).</p> <p>2. Ensure consistent attendance of internal and external meetings and committee participation as needed to promote good communications practices.</p> <p>3. Ensure consistent internal and external communications with staff, funders, and community stakeholders.</p>	<p>1.a. Review and update gift acceptance policy annually as needed.</p> <p>2.a. Serve on Quality Assurance and Corporate Compliance committee (QACC), attend MH Leadership meetings and HCBS meetings as appropriate</p> <p>2.b. Represent Mainstream Living in other external efforts which further the goals of members and mission of the organization (i.e., affordable housing, volunteer programs, human services collaboration, Chamber, etc.)</p> <p>3a. Provide materials for Managed Care Organizations, and relevant stakeholders and funders which highlight service statistics and outcomes.</p> <p>3b. Inform members, family members, outside stakeholders and potential funders of the organizational needs, goals and performance outcomes.</p> <p>3c. Provide materials which promote workplace culture at Mainstream Living as needed. (i.e. videos, digital marketing content)</p>	<p>Communications Director</p> <p>Communications Director</p> <p>Communications Director</p>	<p>Annually July 1, 2019 to 2024.</p> <p>Quarterly January 1, April 1, August 1, Nov 1, 2019 to 2024.</p> <p>Annually November 1, 2019 to 2024.</p>
<p>D. Work to ensure the long-term financial success of the organization</p>	<p>1. Cultivate donor relationships</p> <p>2. Pursue grant opportunities</p>	<p>1.a. Implement a stewardship plan and calendar to be used by Board, CEO and Communications Director</p> <p>1.a. Implement donor recognition program that includes systems and materials for memorial and honor gifts.</p> <p>2.a. Identify grant opportunities which support the organization's mission and the needs of members.</p>	<p>CEO, Board, Communications Director</p> <p>Communications Director</p>	<p>Annually June 1, 2019 to 2024.</p> <p>Annually June 1, 2019 to 2024.</p>
<p>E. To increase the public awareness of and support for Mainstream Living's programs and services.</p>	<p>1. Conduct annual fundraising and promotional events.</p>	<p>1.a. Conduct end-of-year fundraising campaign.</p> <p>1.b. Conduct annual event (Cycle Games).</p> <p>1.c. Conduct Board-lead annual Endowment Campaign.</p>	<p>Communications Director</p>	<p>Annually December 1, 2019 to 2024.</p>

Quality Service Indicators: Mainstream Living will be the “Agency of Choice” for members.

Goal	Objective	Metrics	Responsible Party	Due Date
A. Develop and present family/guardian orientation program(s) and on-going forums.	1. Ensure that families, guardians and members are involved in program services and supports to enhance understanding and engagement	1.a. Family/guardian forums have been completed for 3 months.	VP of Mental Health: Transition Age Youth (TAY) program Administrator.	May 31, 2019
B. Actively work to promote employee engagement and job satisfaction. ³	1. Reduce the sense of employee <u>Anonymity</u> - People cannot be fulfilled in their work if they are not known. 2. Reduce the sense of employee <u>Irrelevance</u> - People need to know that their job matters. 3. Reduce the sense of employee <u>Immeasurement</u> - People need to be able to gauge their progress and level of contribution for themselves.	1.a. All supervisors will be encouraged to understand and appreciate the unique qualities of each staff person, through employee recognition programs and other means. 2.a. All supervisors will strive to help staff to see the connection between the work they do and the satisfaction of another person or group of people, through sharing “moments of truth”, and stories of the impact of staff efforts. 3.a. All supervisors will be encouraged to help staff measure their own success, and see the concrete outcomes of their hard work and their overall impact for the members we serve, and their families.	V.P.s of Mental Health and Waiver Services. Director of Communication	Quarterly & Annually: February 1, May 1, August 1, November 1, 2019-2024
C. Promote good health, and better health education.	1. Assure that members have increased access to understandable health information. 2. Encourage member specific diet and exercise plans. 3. Actively monitor and work to reduce diabetes, smoking and obesity, or other member specific health concerns. 4. Promote effective prevention & treatment of chronic disease.	1.a. As needed or desired, staff will attend health appointments with members to help them understand information. 2. a. The need for specific diets and exercise plans will be reviewed at the member’s annual planning meeting and incorporated into the plan as needed. 3.a. Member health status and chronic conditions will be reviewed at the member’s annual planning meeting and incorporated into the plan as needed/desired. 4.a. Encourage exercise, provide nutritional information for staff and members served; and encourage member participation in developing menus.	V.P.s of Mental Health and Waiver Services.	Quarterly & Annually: February 1, May 1, August 1, November 1, 2019-2024 Quarterly & Annually: February 1, May 1, August 1, November 1, 2019-2024
D. Explore and develop collaborative and creative marketing opportunities.	1. Keep in contact with information seekers in a way that they feel valued and important.	1.a Develop fliers or other promotional items to share at resource fairs e.g., high schools, trade fairs, etc. 1.b. Ongoing participation in community outreach efforts with MCOs, IACP, NAMI, and other organizations. 1.c. Help family members and persons served connect and communicate with respect to disability issues and services, through the promotion of interconnectivity services like ASK, and FIND. ⁴	V.P.s of Mental Health and Waiver Services. Director of Communication	Quarterly & Annually: February 1, May 1, August 1, November 1, 2019-2024

³ The goals and objective are based on the work of Patrick Lencioni from “The Truth About Employee Engagement”.

⁴ ASK (Access for Special Kids) - Resource Center serves as the state of Iowa’s parent training and information center for families of children with disabilities. FIND (Families of Iowa Network for Disabilities) - Is an interactive social networking site designed to give families of youth with disabilities a new way to make connections.

Waiver Services

Goal	Objective	Metrics	Responsible Party	Due Date
A. Increase program capacity to meet the needs of special population groups.	1. Enhance our ability to serve individuals with special needs.	1.a. Annually review special needs of all HCBS recipients and any need for program or service expansion or the development of new services. 1.b. Develop/implement a program to serve elderly individuals with Intellectual Disabilities (ID) under the HCBS program.	VP of Waiver Services, Program Coordinators, Team Leaders	Annually: February 1, 2019 - 2024. November 1, 2021
B. Explore service delivery models to enhance our future capacity to serve persons with Intellectual disabilities.	1. Increase our capacity to serve individuals during the day. 2. Explore our ability to provide services in larger congregate settings. 3. Explore our ability to provide other models of care for our members..	1a. Explore possibility of providing mobile day services by: - Increasing knowledge of employment providers in Polk Co. - Researching interest of members - Researching feasibility of sites, funding, equipment, etc. 2a. Research larger facility options by: - Exploring funding - Reviewing regulation - Visiting programs 3a. Research the Host Home Model by: - Exploring funding - Reviewing regulations - Visiting programs - Research interest	VP of Waiver Services, Program Coordinators, Team Leaders	November 1, 2021 November 1, 2022 November 1, 2023
C. Ensure financial stability and program service quality.	1. Work within staff and MCO systems to ensure billing is maximized 2. Monitor aging report and other concerns to resolve billing issues. 3. Work with support services to maintain continuity of services within the changing financial climate. 4. Monitor service quality through survey results, member and family reports, and staff observations.	1a. Remain current on state/MCO requirements 1b. Complete billing accurately maximizing approved units. 2a. Ensure accurate billing 2b. Address billing issues timely 2c. Review aging report monthly 3a. Review monthly financial data and address concerns as needed 4a. Review stakeholder and member satisfaction surveys for program adjustment implications. 4b. Respond to member, guardian/family issues and concerns in timely fashion.	VP of Waiver Services, Program Coordinators	Quarterly & Annually: February 1, May 1, August 1, November 1, 2019-2024
D. Build HCBS program capacity to more effectively serve members through using technology	1. Explore effective and efficiency of services by increasing the use of technology. 2. Improve training for staff in dealing with special population groups. 3. Research new technology implementation opportunities.	1a Research using technology to decrease the need for overnight staff 1b. Explore using more Therap options to decrease need for other resources, i.e. MARs, incident reports, etc. 1c. Look for more ways to use technology to reduce paper,, i.e. using Ipads or similar technology at medical appointments to reduce paper. 2a Develop training curriculum for aging members to allow them to "age in place" 2b. Develop training curriculum for effectively addressing challenging behaviors 3a. Participate in IACP's new technology group activities.	VP of Waiver Services, Program Coordinators, Team Leaders	November 1, 2019 November 1, 2020 Annually: October 1, 2019-2024 October 1, 2021 October 1, 2020 Annually: March 1, 2019-2024
F. Improve program	1. Develop single policy manual	1.a. Develop single policy manual, and	VP of Waiver	Annually:

<p>alignment between HCBS residential and vocational/day habilitation services.</p>	<p>to effectively address all HCBS Waiver services. To increase productivity, communication and relations with guardians, members and stakeholders from program to program</p> <p>2. To operate under similar culture, systems, practices, and trainings.</p>	<p>update annually as needed.</p> <p>1.b. Streamline systems and practices to better communicate.</p> <p>2.a. Conduct Spring retreats to further develop "one Culture" of HCBS services.</p> <p>2.b. Conduct trainings as needed to further staff development and practices.</p>	<p>Services and Program Director</p>	<p>September 1, 2019-2024 Annually: October 1, 2019-2024</p> <p>Annually: July 1, 2019-2024 Annually: October 1, 2019-2024</p>
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The Center

Goal	Objective	Metrics	Responsible Party	Due Date
<p>A. Assess program capacity for expansion.</p>	<p>1. To determine need and feasibility for development of new services.</p> <p>2. Determine need and feasibility of operating services in surrounding communities.</p>	<p>1.a. Feasibility study is presented to EMT for review and consideration.</p> <p>2.a. Develop expansion budget with EMT.</p>	<p>VP of Waiver Services and Program Director</p>	<p>Annually: September 1, 2019-2024</p>
<p>B. Remain financially responsible while providing safe and appropriate services to members.</p>	<p>1. Work within state and MCO systems to ensure billing is maximized.</p> <p>2. Monitor aging report and other concerns to resolve billing issues.</p> <p>3. Work with support services to maintain continuity of services within the changing financial climate. For example: consolidating sites, monitoring over time and monitoring and adjusting staff ratios, etc.</p>	<p>1a. Remaining current on state and MCO requirements.</p> <p>1b. Complete billing accurately and maximize any approved units</p> <p>2a. Ensure accurate billing</p> <p>2b. Address billing issues timely</p> <p>2c. Review aging report monthly</p> <p>3a. Review monthly financial data and address concerns as needed</p>	<p>VP of Waiver Services and Program Director</p>	<p>Quarterly & Annually: January 1, April 1, July 1, October 1, ,2019-2024</p>
<p>C. Increase member independence</p>	<p>1. Encourage member independence through the use of teachable moments. Promote opportunities for members to demonstrate greater independence in dayhab and in community settings.</p>	<p>1.a Members will gain more skills in everyday situations, increasing independence.</p> <p>1.b. Members demonstrate greater engagement through participation in community activities.</p> <p>1.c. Support member efforts to seek employment through project SEARCH and other community providers.</p>	<p>Program Director, Integration Coordinator, Team Leader, Assistant Team Leaders</p>	<p>Quarterly & Annually: January 1, April 1, July 1, October 1, ,2019-2024</p>
<p>D. Increase Center's presence in the community.</p>	<p>1. Increase member education, involvement and community engagement.</p> <p>2. Conduct community engagement activities that</p>	<p>1a.. Form bonds/partnerships with local groups, businesses, and community members.</p> <p>1b. Increase opportunities for members to volunteer in the community</p> <p>1c. Meeting with civic groups, etc to share what our programs have to offer</p> <p>1d.. Increasing media presence</p> <p>2.a. Conduct annual Center events to celebrate with the community,</p>	<p>Program Director, Team Leader, Assistant Team Leaders</p>	<p>Quarterly & Annually: January 1, April 1, July 1, October 1, ,2019-2024</p> <p>Annually :December 1, 2019-2024</p>

	promote the identity of the Center as a community resource.	e.g., Thanksgiving gathering, Summer Celebration, etc.		
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Mental Health Services

Goal	Objective	Metrics	Responsible Party	Due Date
A, Create programs and supports that align with MCO expectations	1. Review staff orientation and training programs	1a complete annual reviews of new staff orientation 1b. Identify, develop and create training opportunities in formats that are most effective for staff in each MH program.	MH leadership team	Annually February 1 2019-2024
	2. Monitor and develop program plans as needed to address changing MCO expectations and organizational capacity.	2a. Propose annual plans as needed to EMT prior to budget development. Update Mental Health plans as needed.	VP Mental Health and MH leadership team	Annually April 1 2019-2024
B. Remain financially responsible while providing safe and appropriate services to members.	1. Work within state and MCO systems to ensure billing is maximized. 2. Monitor aging report and other concerns to resolve billing issues. 3. Work with support services to maintain continuity of services within the changing financial climate.	1a. Remaining current on state and MCO requirements. 1b. Complete billing accurately and maximize any approved units 2a. Ensure accurate billing 2b. Address billing issues timely 2c. Review aging report monthly 3a. Review monthly financial data and address concerns as needed, e.g., : consolidating sites, monitoring over time and monitoring and adjusting staff ratios, etc.	VP of MH Services and MH Leadership team	Quarterly & Annually: January 1, April 1, July 1, October 1, ,2019-2024
C. Enhance service quality	1. Ensure "Visible leadership" - the commitment of senior management to a culture of quality that aligns performance management practices with the organization's mission, regularly takes into account customer feedback, and enables transparency about performance between leadership and staff.. 2. Develop service strategies in collaboration with IHH, State Regions and MCO partners. 3. Develop new and creative programs, or service expansion in response to the needs of our partners, the MCOs and the Regions, to fulfill requirements to meet accessibility standards for "core services" within geographic areas 4. Integrate best practices into service delivery models.	1a. Inculcate visible leadership throughout the MH program.. 1b. Create and maintain schedules and activities that support the visible leadership model. 1.c. Train, encourage, and reinforce ongoing visible leadership efforts.	MH leadership team MH leadership team	Quarterly: January 1, April 1, July 1, October 1, 2019-2024
		2a. Develop 4-5 bed Habilitation homes (as needed) that provide services to individuals based on their assessed need and available budget.. 2b. Create efficiencies and service strategies to support individuals in their own home in the community.	VP Mental Health, TAY Program Coordinator, and RCF-PMI Coordinator	Annually June 1 2019-2024
		3a. Develop services (as needed) that provide services to individuals based on their assessed need and available budget.	CEO, VP Mental Health, EMT, MH Leadership Team	Annually June 1 2019-2024
		4a. Tailor Next Wise Choice program patterns, principles and tools into Fremont Street RCF-PMI and Supported Community Living Services. 4b. Create and maintain schedules and activities that support the Next Wise Choice program. 4c. Train, encourage, and reinforce ongoing practices that support Next Wise Choice.	Next Wise Choice (NWC) Team Leader; VP Mental Health, SCL and TAY Program Coordinators, and RCF-PMI Coordinator	Quarterly: January 1, April 1, July 1, October 1, 2019-2024
D. Promote effective communication and coordination of care.	1. Reduce admissions and readmissions.	1a. Annual review of referral processes to assure clarity of member and program expectations.	MH Leadership Team	Annually June 1 2019-2024

	<p>2. Embed best practices to ensure successful transitions between all settings of care.</p> <p>3. Encourage effective health care system navigation with care coordinators.</p> <p>4. Assist with appropriate referral as necessary to coordinate service provision and transfers as needed.</p>	<p>1b. Implement and monitor onboarding practices that are clearly defined and welcoming for new members.</p> <p>2a. Implement person-centered transitions and discharges across all service care settings.</p> <p>3a. Develop ongoing relationships and partnerships within the network of health providers, across the continuum of care, to assure integration and coordination.</p> <p>4.a Monitor referrals and coordinate with other providers, MCOs and Case Coordination as necessary.</p>	<p>VP Mental Health, SCL and TAY Program Coordinators, and RCF-PMI Coordinator</p>	<p>Quarterly: January 1, April 1, July 1, October 1, 2019-2024</p> <p>Quarterly: January 1, April 1, July 1, October 1, 2019-2024</p>
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REVIEW Timelines.....

QUARTERLY UPDATES

March 31, 2019

June 30, 2019

September 30, 2019

December 31, 2019