



**COTTONWOOD, INC.
STRATEGIC OUTCOMES
2018**

REFLECT, REFINE, RETHINK, AND REVISE

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COTTONWOOD, INC.

MISSION

WE HELP PEOPLE WITH DISABILITIES SHAPE THEIR OWN FUTURES

VALUES

Our organization is founded upon certain shared beliefs and values which are an expression of our mission and shape our decisions and actions.

CONSUMER SATISFACTION

We value the provision of services which satisfy the needs and desires of the people we support.

SELF DETERMINATION AND PERSONAL GROWTH

We recognize and support each individual's right to make choices, take reasonable risks, and experience the natural process of learning. We encourage this growth to take place in the most integrated and least restrictive environments.

TEAMWORK

We accept the individual and shared responsibilities of our positions and support the efforts of our associates.

COMMUNITY PARTNERSHIPS

We share with the larger community the responsibility to include all individuals in community life and share the benefits resulting from the partnership.

COURTESY AND RESPECT

We respect the rights, abilities and dignity of all individuals.

SUPPORT

We value the support from all who contribute to the success of our mission.

Cottonwood, Inc.

Strategic Planning Executive Summary

December 2017

Cottonwood held two planning sessions to set the stage for our 2018 Strategic Plan. First, the Management Team met for a half-day on September 27, 2017 to celebrate system and organizational accomplishments this past year and to compare today versus the recent past (2012-2017). Management Team then identified internal and external factors that are important to the organization and that will likely have the most impact on us in the future. Additionally, we focused on how next to plan for the full planning day with Mid-Management scheduled on October 6, 2017. Tom Laing facilitated both sessions.

On October 6, 2017, approximately 50 staff, along with the Inc. Board President, participated in a full-day strategic planning facilitated by Tom Laing.

Discussion

The morning began with Tom Laing reporting out in a PowerPoint presentation on the State of Cottonwood highlighting challenges and opportunities (2012-2017) discussed at the half-day leadership meeting.

In 2012...

- The end of cargo strap orders.
- Preparing for transition to KanCare and the elimination of TCM.
- Federal and State transitioning to new restrictive employment policies and vague final HCBS rules.
- A decade of unadjusted HCBS rates and reduced VR rates.
- State governance in turmoil, and experienced staff were gone.

... and now in 2017?

- Work is strong, customers are happy – production contracts are strong and stable.
- The IDD /TCM program is still alive.
- CMS Final Rule changes have slowed down.
- HCBS rates and VR rates increased.
- The State's "craziness" has somewhat lessened.

Additional gains we have made ...

- Heightened focus on employment goals with funding entities and contractors.
- Renewed enthusiasm and optimism among Board Members (Cottonwood and Foundation boards)
- Sustained strength of local partnerships (donors, employers, community entities).
- Strengthened approach to reviewing the CDDO review process.

... And More!

- Increased State-wide/system-wide collaboration among community providers.
- Improved relationships and results from Voc. Rehab (VR).
- Increased investment in Cottonwood from the Foundation.
- Enhanced financial outcomes from Cottonwood Fundraisers.

Dr. Sue Vernon, Ph.D. – Community and Communication

Dr. Vernon presented on workplace culture and enhancing workplace skills including communication, problem-solving, and emotion management.

Small Group Brainstorming Sessions

The remainder of the day focused on small group brainstorming sessions on the following themes:

- Evaluating and Expanding our Capacity
- Community – “We are Community”
- Preparing/Positioning for the Future

Each group reported out the ideas generated by staff. Utilizing this information, Department Directors will schedule planning meetings with their key staff to develop goals and objectives for the 2018 Plan.

Cottonwood Strategic Planning Retreat

DoubleTree Hotel - Lawrence, KS

October 6, 2017

8:30 – Gathering

9:00 – Opening comments – Sharon Spratt and Tom Laing

- Icebreaker activity – Ettie Brightwell
- Framing the day and reviewing the agenda

9:30 – Reporting on the State of Cottonwood – Tom and Sharon

10:15 – Break

10:30 – Keynote Speaker – Sue Vernon, Introduced by Jill Baker

11:30 – Highlighting focus areas for afternoon assignment:

- Evaluating and Expanding our capacity to serve
- Self-branding: “We are community!”
- Preparing for our Future

NOON: Lunch

12:45 – Instructions for our afternoon assignment – Tom

1:00-1:30-2:00 Small group brainstorming sessions

- Capacity
- Community
- Preparing for the Future.

(Participants will rotate from group to group, at half hour intervals.)

2:30 – Small group reporting out

3:15 – Closing comments

3:30 – Adjourn

Cottonwood, Inc.
Leadership Strategic Planning Agenda
September 22, 2017

8:30 – 9:00

Gathering and Continental Breakfast

9:00 – 9:15

Opening comments: Sharon Spratt and Tom Laing

9:15 – 10:00

A review of recent system and organizational events and successes

10:00 – 10:15

Break

10:15 – 11:00

Environmental Scan

11:00 – Noon

Preparing for the organizational strategic planning session

BUSINESS STRATEGIES

Peter Brinckerhoff, an expert on non-profit management, has promoted that one of the most important things for a nonprofit manager to remember is that you are running a business; one that is centered around your mission, but a business nonetheless. That means paying attention to standard business practices in running your organization.

Good marketing, monitoring cash flow, and smart personnel practices are just a few business practices necessary to running a successful business. Cottonwood views itself as a mission-based business and has utilized the teachings of Brinckerhoff.

Cottonwood has identified four Business Strategies that represent the Building Blocks needed to guide the implementation of our plan and to continue to “Position our organization for the future.” The four building blocks include:

CUSTOMERS: In an increasingly competitive environment, organizations who want to do the most with the successful achievement of their mission realize that marketing and customer service are essential elements. We need to be market oriented, flexible, and adaptable to rapidly changing circumstances. In our organization we have many customers and must appeal to the different markets. These markets/customers may be people we serve, people who work for us, and people who pay us. It is our responsibility to make sure that we treat everyone like a customer and work to give them what they want. Our Outcomes Management System is based on this theme of asking our many customers what they want and then doing our best to give it to them.

FINANCIAL: As previously mentioned, Cottonwood as a non-profit must operate in an efficient, business-like manner in order to be financially strong. Another of Peter Brinckerhoff’s sayings is “No Money, No Mission.” Cottonwood is a mission-based business and must utilize standard business practices. This second building block puts an emphasis on improving operating efficiencies, delivering services in a timely manner, and enhancing our knowledge for more effective outcomes in order to strengthen our overall financial stability.

INTERNAL PROCESSES: Our processes are the systems we have in place to excel at delivering value to our many customers and to manage quality and risk throughout the organization. From collaborative partnerships, to operational effectiveness to optimizing services to communicating core values, Cottonwood must continually focus on enhancing our internal processes in order to have success in the other business strategy building areas. If we have good internal processes, we will run more efficiently and be financially stronger and better meet the needs of our many customers.

LEARNING AND GROWTH: In today’s world of fast-paced technology, learning and growth are essential to the continued success and effectiveness of an organization. Change is the name of the game and organizations that can excel in change and transition management (staying ahead of the curve) will be the more successful.

Our Strategic Plan identifies the strategies we have in place as well as areas in which we need to focus our energies. The following pages include goals developed by all divisions of Cottonwood for the upcoming year.

**2018
Chief Executive Officer
Outcome Measures**

1. Outcome: The Mission & Values of Cottonwood are sustained during this time of system change.	
Method: Communicate and demonstrate commitment to mission and values through a variety of mechanisms including Board meetings, newsletters, and daily actions.	Timeline: Board meetings, organizational newsletters, meetings. Business Strategy: Customers
2. Outcome: County funding and Cottonwood's status as Douglas & Jefferson County CDDO will be maintained.	
Method: Communicate with County Commissioners and keep them abreast of current funding and its impact on services. Maintain good communication with Douglas & Jefferson County Commissioners to promote Cottonwood, provide a positive image of Cottonwood to consumers, families, the community and other agencies. Direct and ensure continued implementation of the DD Reform Act as the CDDO for Douglas and Jefferson Counties.	Timeline: Annually and as needed. Business Strategy: Financial, Customer
3. Outcome: Be responsive to external environment/system change initiatives, including the implementation of HCBS settings guidelines and WIOA.	
Method: Advocate for maintaining an array of service options for persons served. Actively participate in advocacy efforts on both the State and Federal level.	Timeline: Ongoing Business Strategy: Customer
4. Outcome: Maintain financial stability.	
Method: Review and analyze monthly budgets; seek new funding streams as well as cost-reducing measures.	Timeline: Ongoing Business Strategy: Financial
5. Outcome: Implement CARF Matrix Quality System.	
Method: Develop and implement protocol and practices for CARF Matrix Quality System. Work with Management Team to schedule regular meetings with systems of review, including internal audits, to assure outcomes are measured, monitored, and reported out.	Timeline: Semi-annually Business Strategy: Internal Processes

CEO (continued)

6. Outcome: Outcome systems to manage risk are effective and achieve their intended purposes for defining accountability and monitoring critical performance standards.	
Method: Monitor and revise Risk Management Plan, Corporate Compliance Plan, ERT Plan, Accessibility Plan, Technology Plan and Consolidated Audit as needed to stay current and relevant.	Timeline: Quarterly at Management Team meetings and at scheduled intervals. Business Strategy: Internal Processes, Financial
7. Outcome: Staff are kept informed on financial status of organization and strategic planning efforts.	
Method: Strategic Planning and Financial Forums will be held for staff.	Timeline: Strategic Planning annually and Financial Forums as needed. Business Strategy: Learning & Growth
8. Outcome: Increased marketing and education in the community.	
Method: Meet at least once a year with Special Education staff in the area to enhance transition to adult services for students.	Timeline: Spring and/or Fall of 2018 Business Strategy: Customers
9. Outcome: Cleaning of facilities is efficient and meets the demands of use.	
Method: Analyze current processes/contracts for cleaning. Determine if changes need to be made.	Timeline: June, 2018 Business Strategy: Customers

**2018
Administrator of Services
Outcome Measures**

1. Outcome: Consumers will be supported in managing challenging behaviors.	
Method: Assist in crisis planning with regard to challenging behaviors. Offer support with resources as needed.	Timeline: On-going Business Strategy: Customer
2. Outcome: Cottonwood will maintain HIPAA compliance.	
Method: Answer questions, review policies, problem solve with external customers, update policy, audit internal practices	Timeline: On-going Business Strategy: Customer
3. Outcome: Through participation on InterHab committees and other statewide opportunities, Cottonwood will remain positioned to help shape and effectively implement state policy.	
Method: Participate and provide input to such groups as task forces, committees, conferences, and contract negotiations etc. that are pertinent to Cottonwood's future.	Timeline: Ongoing Business Strategy: Learning and Growth
4. Outcome: Training required for licensing will be organized and centralized so as to be more easily retrievable and tracked for compliance reviews.	
Method: Work with departments, Human Resources, and Training Coordinator to maintain systems for scheduling and tracking training. Solicit help from IT in refining database solutions.	Timeline: Ongoing Business Strategy: Learning and Growth
5. Outcome: Cottonwood supporters will be comfortable in using language that promotes our continued ownership of the term "community" as defined by the persons we support and other local stakeholders (including staff).	
Method: Convene a one time group of interested persons to discuss the meaning and promotion of the term "Community". Advance ideas to other stakeholders for input.	Timeline: August 2018 Business Strategy: Customer

Administrator of Services (continued)

6. Outcome: Provide feedback and advocacy to the state throughout the interpretation and implementation phases of the HCBS Final Rule. Implement changes as needed for compliance.	
Method: Offer technical assistance and advocacy to KDADS so as to mitigate any overreaching or unnecessary system changes. Plan and implement change at Cottonwood through committee or task force work with impacted management staff.	Timeline: Ongoing. Business Strategy: Customer
7. Outcome: Director of Work Services and Training Coordinator will be hired, oriented and trained to assure a smooth transition in these positions.	
Method: Use best practice in interviewing and onboarding to recruit and retain the most appropriate candidates.	Timeline: April 2018 Business Strategy: Internal Processes
8. Outcome: Licensing suggestions will be implemented to accommodate changes in emphasis as described by KDADS	
Method: Keep abreast of the ever-changing licensing requirements and either adjust internal processes or advocate for change.	Timeline: Ongoing Business Strategy: Internal Processes

**2018
Financial Services
Outcome Measures**

1. Outcome: Cottonwood is financially stable and maintains cash reserves sufficient to provide continuous quality services.	
Method: Plan, develop, and administer the organization's budget. Monitor cash levels.	Timeline: Ongoing Business Strategy: Financial, Process, Learning & Growth
2. Outcome: Cottonwood complies with the State CDDO contract.	
Method: Manage expenditures and compliance under the contract. Monitor and adjust to changing contract responsibilities for area-wide allocation. File CDDO Administration Cost and State Aid Use reports in a timely and accurate manner.	Timeline: Ongoing Business Strategy: Financial, Process, Learning & Growth
3. Outcome: Improved communication between Finance and other departments.	
Method: Provide Directors with comprehensive and timely information. Communicate with staff through Financial Forums, as necessary.	Timeline: Ongoing Business Strategy: Customer
4. Outcome: Maintain working relationships with MCOs in order to manage various claim/payment issues and enhance the lines of communication.	
Method: Manage tracking system of claims/payments and reach out to State and MCO contacts with immediate feedback. Stay updated on KanCare and MCO procedures/changes.	Timeline: Ongoing Business Strategy: Process, Learning & Growth
5. Outcome: Cottonwood has the best possible accounting and IT systems that it can afford.	
Method: Continue to modernize by upgrading hardware and software where appropriate and feasible; stay current with new technology through staff training.	Timeline: Ongoing Business Strategy: Process, Learning & Growth
6. Outcome: Cottonwood complies with all laws and regulations.	
Method: Cottonwood will meet all outside reporting requirements including IRS, KDOR, DOL, KDHR, SSA, HUD, KDADS & KPERS.	Timeline: Ongoing Business Strategy: Financial, Process

Financial Services (continued)

7. Outcome: Cottonwood retains its excellent business reputation and good credit rating.

Method: Cottonwood will operate in a business-like manner, pay bills on time, and be responsive to information requests.

Timeline: Ongoing

Business Strategy: Financial, Process

8. Outcome: Cottonwood, Inc. and Cottonwood Foundation will receive unqualified audit opinions.

Method: Follow standard internal control procedures and GAAP accounting requirements.

Timeline: Ongoing

Business Strategy: Financial, Process

9. Outcome: Review alternative Cottonwood Representative Payee Software options

Method: Work with Residential staff and IT to evaluate and test alternative software systems to make sure we are in compliance with SSA, as well as receiving the best customer service for the cost.

Timeline: 8/1/18

Business Strategy: Financial, Process, Customer

10. Outcome: Review and analyze efficiencies with internal/external cleaning services

Method: Meet with current cleaning vendor to establish current services and cost; review duties of janitorial staff and staff that clean on evenings and weekends.

Timeline: 9/1/18

Business Strategy: Financial, Process

**2018
CDDO
Outcome Measures**

1. Outcome: Informed provider network.	
Method: a. Keep provider network up to date on system changes regarding KanCare 2.0, HCBS Final Rule, MFEI, KDADS policy changes, etc... through affiliate meetings and emails	Timeline: 12/31/2018 Business Strategy: Customers
2. Outcome: Smooth transition to new functional assessment tool.	
Method: a. Prepare for transition from BASIS to MFEI through participation in state workgroups, training on new tool, and revisions to internal processes and protocols as needed	Timeline: 12/31/2018 Business Strategy: Internal processes & Customers
3. Outcome: Increased efficiency and understanding of processes.	
Method: a. Revise functional assessment protocol to include dispute process b. Create consumer service transition protocol for TCMs c. Continuation of transfer of affiliate files to BCI so data and documents are located in one system	Timeline: 12/31/2018 Business Strategy: Internal processes & Customers
4. Outcome: Improved eligibility process.	
Method: a. Partner with KDADS to lead state workgroup to revise state eligibility policy and eligibility determination manuals	Timeline: 12/31/2018 Business Strategy: Internal processes & Customers
5. Outcome: Increased separation between the CDDO & CSP.	
Method: a. Revise CDDO brochures, letterhead, & envelopes from Cottonwood CDDO ... a division of Cottonwood, Inc. to Cottonwood CDDO ... Serving Douglas and Jefferson counties when the current versions are close to being used up	Timeline: 12/31/2018 Business Strategy: Internal processes & Customers

2018
Community Relations & Development
Outcome Measures

1. Outcome: Enhance Cottonwood's image in both Douglas and Jefferson Counties.	
<p>Method: Communicate to and educate the greater community about Cottonwood.</p> <ul style="list-style-type: none">• Utilize local media outlets• Explore additional &/or non-traditional outlets• Produce at semi-annual CONTACT newsletters• Produce Annual Report as soon as audited financials are available <p>(Each publication should highlight at least one department and also have piece on Planned Giving)</p> <ul style="list-style-type: none">• Refresh brochure(s)• Explore periodic email bursts• Continue use of Board calendar to bring tour to Cottonwood• Prepare video/live presentation to highlight all services of Cottonwood• Schedule at least 10 tours or programs.	<p>Timeline: Ongoing throughout 2018</p> <p>Business Strategy: Customer</p>

2. Outcome: Organize and plan a successful Wine Festival Event.	
<p>Method: Work closely with Standard Beverage and the established committee to solicit sponsors & auction donors, plan and prepare site operations, ticket sales and event publicity.</p> <ul style="list-style-type: none">• Steering Committee meets month Jan-Aug to plan Salute• Highlight the sponsors in all publicity; explore sponsor/donor thank you options• Sponsorship letters/emails out in February• Prepare communication plan to increase ticket sales• Explore additional options to provide new elements	<p>Timeline: January through August</p> <p>Business Strategy: Customer</p>

Community Relations & Development (continued)

3. Outcome: Organize and plan a successful Golf Tournament.	
<p>Method: Execute on a quality one-day sponsored golf tournament & MiniMasters Golf tournament</p> <ul style="list-style-type: none"> • Explore options for additional/different \$-raising games • Ask board members to volunteer to help at MiniMasters • Explore new attractions at MiniMasters 	<p>Timeline: January through May planning</p> <p>Business Strategy: Customer</p>
4. Outcome: Implement a formal plan for Planned Giving Program.	
<p>Method: Produce brochures, plan events and educational opportunities to promote planned giving</p> <ul style="list-style-type: none"> • Attend Fundraiser University & M/W Planned Giving Council to gather education and ideas • Produce piece for each newsletter as well as periodic email blasts • Execute on planned giving plan • Continue to refine/enhance donor database to capture pertinent donor information • Include federal tax ID# on all materials including website • Produce communication pieces to remind them what their gifts can do for Cottonwood. 	<p>Timeline: Ongoing throughout 2018</p> <p>Business Strategy: Financial</p>
5. Outcome: Celebrate Cottonwood and build staff connections.	
<p>Method: Cottonwood Classies, Employee of Quarter, special celebration days</p> <ul style="list-style-type: none"> • Organize and execute Cottonwood Classies • Select award winners in accordance with established guidelines • Initiate fun, educational activities • Deploy holiday party, if approved • Explore additional 'Fun' days • Best of Lawrence voting 	<p>Timeline: Ongoing throughout 2018</p> <p>Business Strategy: Customer</p>

Community Relations & Development (continued)

6. Outcome: Develop enhanced social media presence.	
<p>Method: Website design and social media presence</p> <ul style="list-style-type: none"> • Redesign website(s) and deploy • Change pictures on website at least monthly • Produce Cottonwood Facebook page; check and refresh page daily • Explore opportunities with different social media sites 	<p>Timeline: Ongoing throughout 2018</p> <p>Business Strategy: Customer</p>
7. Outcome: Research and secure additional funding sources for designated needs.	
<p>Method: Research outside funding sources for designated needs</p> <ul style="list-style-type: none"> • Apply for grants from identified funding sources 	<p>Timeline: Ongoing throughout 2018</p> <p>Business Strategy: Financial</p>

**2018
Human Resources
Outcome Measures**

1. Outcome: Directors and Coordinators will receive training in diversity and employment practices.	
Method: Supervisor Committee meetings include training in teamwork and 'best practices' regarding employment law.	Timeline: Supervisor Committee meetings are held quarterly.
Business Strategy: Internal Processes	
2. Outcome: Supervisors will receive training and assistance to insure that the methods used to recruit, interview, hire, train, and supervise, are systematic with all other areas of Cottonwood, and that all employment practices are done in compliance with applicable laws.	
Method: The Supervisor Committee meetings include aspects of employment and employment law.	Timeline: Quarterly meetings contain training regarding employment law and supervisory practices.
Business Strategy: Learning and Growth	
3. Outcome: Internal audit systems will be used to assure compliance with all employment laws, Affirmative Action, EEOC, OFCCP, CARF, HIPAA, and KPERs.	
Method: Internal audits are done to assure compliance.	Timeline: Ongoing
Business Strategy: Processes	
4. Outcome: Staff will have access to current and accurate information about benefits.	
Method: A Benefits link is on the intranet providing quick access to the Employee Navigator website with information regarding the full array of benefits, forms and links to the provider sites. A summary of the current enrollment status is available. Specific information is also shared group meetings, email, and articles in the Cottonwood newsletter.	Timeline: HR available to attend any meeting throughout the year to explain staff benefits.
Business Strategy: Customers	
5. Outcome: Serve as a resource to Supervisors and staff regarding employment law and personnel matters.	
Method: HR will attend meetings and is available for consultation at any time.	Timeline: Ongoing and as needed.
Business Strategy: Processes	

Human Resources (continued)

6. Outcome: Staff retention will be the focus of the Recruitment and Retention Awards, and at our annual recognition.	
Method: Recruitment and retention is tracked and rewarded. The annual "Classies" event recognizes and rewards retention. The 2017 turnover rate was 16.7%.	Timeline: Monthly tracking and ongoing. Business Strategy: Processes
7. Outcome: Explore and pursue additional ways to recruit for our Direct Service positions.	
Method: Cultivate contacts at the various schools at KU where opportunities can be promoted. Look for ways to leverage sites like Indeed and LinkedIn where appropriate. Explore ways that media/social media can be utilized.	Timeline: Ongoing for general recruitment; targeted for potential project. Business Strategy: Customers

**2018
JobLink
Outcome Measures**

1. Satisfaction Outcome: Consumers receiving JobLink services report satisfaction with those services.	
Method: Measure the percentage of consumers who express their satisfaction with JobLink Services by giving an average rating of 2.5 (out of 3) or better on the Personal Satisfaction Survey. Goal: 90%	Timeline: Surveyed semi-annually Data Collectors: JobLink Coordinators and Director Data Source: ServiceMeasure.xls Business Strategy: Customer
2. Satisfaction Outcome: Employers report satisfaction with their employees supported by JobLink, and satisfaction with JobLink services.	
Method: 1. Measure the percentage of employed consumers who were rated an average of 3.75 (out of 5) or better by their employers on the ten attributes listed on the Employment Evaluation Form. Goal – 80% 2. Measure the percentage of positive response to questions on the Employment Evaluation Form regarding employers' satisfaction with JobLink support services. Goal: 80%	Timeline: Surveyed semi-annually Data Collectors: Employment Consultants and JobLink Director. Data Source: ServiceMeasures.xls Business Strategy: Customer
3. Effectiveness Outcome: Consumers are finding jobs that match their skills and interests and are receiving adequate support to maintain employment.	
Method: Measure the percentage of employed individuals receiving support services from JobLink, who maintained their job for more than 90 days. Goal: 80%	Timeline: Checked semi-annually Data Collectors: JobLink Director Data Source: JLEmploymentData.mdb Business Strategy: Customer
4. Effectiveness Outcome: VR Counselors and other sources of funding and referrals will give JobLink services an overall average rating of 3.50 (out of 5) or better.	
Method: Measure the percentage of funders/referral sources who give an average rating of 3.50 or better to JobLink and its services. Goal: 100%	Timeline: Surveyed annually. Data Collectors: JobLink Director Data Source: ServiceMeasure.xls Business Strategy: Financial

JobLink (continued)

5. Service Access Outcome: Job seekers served by JobLink are not waiting more than one year from time of referral or their last job ending, for a community employment opportunity.	
Method: Measure the percentage of our job seekers who have been waiting one year or more for a community employment opportunity. Goal: <5%	Timeline: Checked quarterly Data Collectors: JobLink Director Data Source: Monthly billing spreadsheet – 2016.xls
Business Strategy: Customer	
6. Efficiency Outcome: Each JobLink direct staff person will generate at least four job seeker interviews per month (team goals are derived from these individual goals).	
Method: Measure the percentage of months that JobLink team goals are met. Goal: 65%	Timeline: Checked monthly Data Collectors: JobLink Director Data Source: Monthly Action Plan Reports
Business Strategy: Internal Processes, Customer	

2018
Life Enrichment Services
Outcome Measures

1. Effectiveness Outcome: Educate safety to create a “culture of safety.”

Method: Staff will review individually, and in meetings with consumers, safety policies and procedures including policies for reporting abuse, neglect and exploitation on a monthly basis.

Timeline: Safety training information will be compiled and reported on semi-annually.

Data Collector(s): RES and WES Coordinators

Data Source: Electronic Safety Meeting minutes for RES and WES, safety in-services, training rosters

Goal: 12 out of 12 Safety Meetings

Business Strategy: Internal Processes

2. Satisfaction Outcome: Consumers will be given the opportunity to express their satisfaction with the services provided by Work and Retirement Enrichment Services and the services will respond to consumer choice as budget and resources allow.

Method: Each participant will be given the opportunity to respond to a satisfaction survey. The average score goal is 90% for WES and RES.

Timeline: Survey results will be compiled annually.

Data Collector(s): RES and WES Coordinators

Data Source: Consumer Satisfaction Surveys

Goal: 90% satisfaction

Business Strategy: Customer

3. Satisfaction Outcome: Life Enrichment will achieve and maintain the satisfaction of those who hold a vested interest in the quality of services provided by the department.

Method:

- A. Life Enrichment will survey stakeholders annually.
- B. Life Enrichment will conduct annual surveys of all Life Enrichment department staff and Management Team.

Timeline: Surveys will be revised and results will be reported on annually.

Data Collector(s): RES and WES Coordinators

Data Source: Stakeholder Satisfaction Surveys

Goal: 90% satisfaction

Business Strategy: Customer

4. Efficiency Outcome: Life Enrichment Services will effectively and safely maintain current staff to consumer ratios to achieve efficiency and promote the independence of participants.

Method: On a day to day basis, the LE Coordinators will determine appropriate staffing coverage.

Timeline: Reviewed/reported semi-annually.

Data Collector(s): LE Coordinators

Data Source: Admissions/discharge information, staff/consumer assignment roster, consumer snapshot descriptors and WES/RES budget.

Goal: 90% of the LES participants will maintain or reduce current staff support.
 90% of RES participants will maintain or reduce current staff support.

Business Strategy: Financial

Life Enrichment Services (continued)

5. Financial Outcome: Life Enrichment Services will be cost-effective and stay within allotted budget.	
<p>Method: Life Enrichment coordinators and director will review and scrutinize all expenses to stay within the allotted budget using finance reports prepared by the Chief Financial Officer (CFO).</p> <p>Goal: Expenses within allotted budget</p>	<p>Timeline: Department Director will review and report on LE expenses semi-annually.</p> <p>Data Collector(s): CFO and Life Enrichment coordinators and Director</p> <p>Data Source: Monthly financial reports</p> <p>Business Strategy: Financial</p>
6. Access Outcome: Life Enrichment Services will offer consumers meaningful opportunities to participate in day services while at the Retirement Center and Work Enrichment settings.	
<p>Method: The Life Enrichment Coordinators will collect data from the Learning Burst Database and other sources; in order to report on consumer activities that assist in creating a meaningful day.</p> <p>Goal: To provide daily classes in each setting that assist in creating a meaningful day or relate to consumer wellness, skill building and maintenance.</p>	<p>Timeline: Report delivery of classes/Learning Bursts annually.</p> <p>Data Collectors: RES and WES Coordinators.</p> <p>Data Source: Learning Burst Database, PCSPs, and 6 month Reviews</p> <p>Business Strategy: Learning and Growth</p>
7. Access Outcome: Life Enrichment Services will promote off-site interests in a way that optimizes individual initiative, autonomy, and independence.	
<p>Method: Work Enrichment and Retirement Enrichment will offer consumers both scheduled and unplanned community integration opportunities.</p> <p>*Note: LE Coordinators will take into account staff/consumer ratios to allow for consumer safety in each setting and the community, as well as transportation.</p> <p>Goal: WES and RES will offer a minimum of two community integration opportunities each week.</p>	<p>Timeline: Report annually.</p> <p>Data Collector(s): RES and WES coordinator</p> <p>Data Source: Community Integration Database</p> <p>Business Strategy: Consumer</p>
8. Efficiency Outcome: Life Enrichment will work with the IT department to electronically gather demographic descriptors of program participants, this data is reported annually.	
<p>Method: Life Enrichment Coordinators and Director will meet with personnel from the IT department as needed.</p> <p>Goal: To have the identified components and in use by mid-year.</p>	<p>Timeline: Report semi-annually.</p> <p>Data Collector(s): RES and WES coordinator and Director</p> <p>Data Source: IT department</p> <p>Business Strategy: Internal process</p>

Life Enrichment Services (continued)

9. Efficiency Outcome: Action Plans generated by Person Centered Planning Process will be accomplished within budget allowance and staff availability.

Method: Life Enrichment Services will support and assist consumers in accomplishing Action Plans. Staff will document the delivery of progress made on action plan goals.

Goal: 100% of action plans documented

Timeline: Report annually.

Data Collector(s): RES and WES coordinator

Data Source: PCSP and Action Plan statements; RES and WES Action Plan logs; Learning Burst Database

Business Strategy: Consumer

10. Efficiency Outcome: Life Enrichment Services will compile data and review staff absences and the cost for coverage as it relates to service provision and budgetary concerns.

Method:

- A. The Life Enrichment Coordinators will gather and review the amount of staff absences due to vacation and sick leave usage.
- B. The amount of time call in staff is utilized for coverage will also be scrutinized as it relates to budgetary spending.

Goal: Life Enrichment will determine cost difference between using call in coverage and reinstating Roving Supervisor positions back into the LE Services.

Timeline: Report annually

Data Collector(s): Life Enrichment Coordinators/Director

Data Source: vacations /sick reports and staff time sheets.

Business Strategy: Financial

11. Service Access Outcome: Persons admitted into Cottonwood Life Enrichment Services will access services in a timely manner.

Method:

Persons who are admitted into Cottonwood's Life Enrichment Services will access their chosen service within 30 days of the admission date.

Goal: 100% of consumers admitted will be served within 30 days.

Timeline: As people are admitted into Life Enrichment semi-annually.

Data Collector(s): Life Enrichment Director

Data Source: Admissions dates, Retirement Enrichment Services and Work Enrichment Services initiation dates.

Business Strategy: Customer

**2018
Residential Services
Outcome Measures**

1. Efficiency Outcome: Staff will receive timely, sufficient, and appropriate training in order to competently carry out job duties.	
<p>Method:</p> <ol style="list-style-type: none"> 1. New staff will complete training within 90 days of hire. Performance Goal: 85% 2. All staff will complete training recertification by training expiration dates. Performance Goal: 85% 	<p>Timeline: Completion rate will be figured semi-annually, on the last reporting date of each period.</p> <p>Data Collector(s): Residential Personnel Coordinator</p> <p>Data Source: Training Record Spreadsheet</p> <p>Business Strategy: Learning and Growth</p>
2. Effectiveness Outcome: Residential management staff will solicit feedback from resigning residential staff to identify retention and job satisfaction issues to help decrease staff turnover and subsequent service disruption for persons served.	
<p>Method: Residential management staff will seek exit interview feedback from resigning staff.</p> <p>Performance Goal: Interviews will be conducted with at least 80% of resigning staff.</p>	<p>Timeline: As resignations occur.</p> <p>Data Collector(s): Residential Personnel Coordinator</p> <p>Data Source: Exit Interview Forms</p> <p>Business Strategy: Learning and Growth</p>
3. Satisfaction Outcome: Persons accessing residential services report satisfaction with their services.	
<p>Method: All persons served will be invited to participate in annual satisfaction surveys.</p> <p>Performance goal: 100% of persons surveyed will report a satisfaction score of at least 2.7 (out of a possible 3.0) on the Residential Satisfaction Survey.</p>	<p>Timeline: Scores from surveys completed during each reporting period will be averaged when the reporting period ends.</p> <p>Data Collector(s): On-call Managers, Res. Coordinator II</p> <p>Data Source: Satisfaction surveys</p> <p>Business Strategy: Customer</p>
4. Effectiveness Outcome: Persons served are supported in facilitating/ maintaining relationships and/or engaging in meaningful activities, as dictated by individual preference. Note: People served in SIL are highly independent in this area and are not included in data collection.	
<p>Method: People who are verbal will have at least one formal opportunity/week to request assistance with making plans to spend time with significant others. People who are non-verbal will be supported at least monthly in spending time with preferred others and/or participating in a new or known valued activity (individual tolerance for new stimulation and change will determine frequency). Staff will respond to all requests. They will record their efforts on the Relationship Building/ Maintenance Form. Note: not all requests are achievable. However, staff are expected to be respectful in acknowledging the request and to attempt to find the next best alternative.</p> <p>Performance Goal: Staff will respond to at least 97% of all requests.</p>	<p>Timeline: Opportunities will be provided at least weekly/monthly.</p> <p>Data Collector(s): Direct support staff, Residential Coordinators</p> <p>Data Source: Relationship Building/ Maintenance Forms, monthly coordinator worksheets</p> <p>Business Strategy: Customer</p>

Residential (continued)

5. Effectiveness Outcome: Persons served will be supported in achieving individualized Action Plans generated by the person and/or team during the person-centered planning process (PCSP).	
<p>Method: Residential staff will support persons served in achieving action plans.</p> <p>Performance Goal: 95% of action plans will be completed on or before the target date.</p>	<p>Timeline: Ongoing</p> <p>Data Collector(s): Direct support staff, Residential Coordinators</p> <p>Data Source: Action Plan data sheets, monthly coordinator worksheets</p> <p>Business Strategy: Customer</p>
6. System Change Outcome: Cottonwood’s residential services will respond to market forces and evolve as needed to best meet the needs of persons served and the demands of funders/regulators.	
<p>Method: Residential management staff will work with all departments to address system changes that may arise. Consultants may be sought to support this effort. The Residential Director will assess staff’s preparedness to address the upcoming issues.</p> <p>Performance Goal: Residential management staff are knowledgeable about emerging challenges and are effective team members.</p>	<p>Timeline: Ongoing</p> <p>Data Collector(s): Residential Director</p> <p>Data Source: Departmental meeting discussions, continuous information sharing</p> <p>Business Strategy: Customer</p>
7. Service Access Outcome: Cottonwood will enhance the transition process for persons with dementia as their needs change.	
<p>Method: Residential management staff will work with co-workers from all departments to monitor services changes needed for persons with dementia, identify staff training/support needs, assess organizational capacity which may impact placement decisions, seek training/technological/community resources to increase organizational capacity, etc.</p> <p>Performance Goal: The Dementia Transition Team will meet at least quarterly throughout the year.</p>	<p>Timeline: Minimum quarterly meetings</p> <p>Data Collector(s): Residential and Life Enrichment Directors (co-chairs)</p> <p>Data Source: Meeting agendas and minutes</p> <p>Business Strategy: Customer</p>
8. Medication Administration System Outcome: Residential management staff will regularly review medication error data to identify and address areas that need improvement.	
<p>Method: Residential management staff will review the quarterly MERF summary. Necessary actions will be taken to minimize recurrence.</p> <p>Performance Goal: Residential staff will have minimal medication administration errors.</p>	<p>Timeline: Quarterly reviews</p> <p>Data Collector(s): Direct support staff, nurses</p> <p>Data Source: Medication Error Report Forms (MERFs), quarterly MERF summary</p> <p>Business Strategy: Customer</p>

Residential (continued)

9. Service Access Outcome: Persons admitted into Residential Services will access those services in a timely manner.	
<p>Method: Persons who are admitted into residential services will access those services within 30 days of the admission date.</p> <p>Performance Goal: 100%</p>	<p>Timeline: As admissions occur.</p> <p>Data Collector: Residential Director</p> <p>Data Source: Admission dates, residential service initiation dates</p> <p>Business Strategy: Customer</p>
10. Emergency Preparedness Outcome: Persons living in 24-hour and daily support sites will practice emergency drills during designated periods each month.	
<p>Method: Direct support staff will conduct a required drill during each of three designated time periods each month.</p> <p>Performance Goal: 94%</p>	<p>Timeline: Monthly</p> <p>Data Collector(s): Direct support staff, Residential Coordinators, and Residential Director</p> <p>Data Source: Emergency Drill Logs, monthly coordinator worksheets</p> <p>Business Strategy: Customer</p>
11. Efficiency/Effectiveness Outcome: Payee software options will be explored.	
<p>Method: The CFO, Residential Director, Residential Coordinator II, and IT will evaluate software options.</p> <p>Performance Goal: A conclusion will be reached as to whether or not to move to a new system.</p>	<p>Timeline: 10-1-18</p> <p>Data Collector(s): Team members</p> <p>Data Source: to be determined</p> <p>Business Strategy: Customer</p>
12. Efficiency/Effectiveness Outcome: Utilize existing residential capacity while maintaining quality services and preserving individual preferences to the greatest possible degree.	
<p>Method: a. existing residential occupancy space will be inventoried. b. consolidation of a three person-site that is difficult to staff into available space at other sites will be evaluated for feasibility. c. solutions for barriers to consolidation will be sought. d. If barriers are overcome, implement transition plans to support individuals affected by consolidation.</p> <p>Performance Goal: Successful transitions for the individuals affected.</p>	<p>Timeline: 8-1-18</p> <p>Data Collector: Residential Director, Residential Coordinators</p> <p>Data Source: group home roster, individual teams, financial reports</p> <p>Business Strategy: Customer</p>

**2018
Support Services
Outcome Measures**

Case Management

1. Outcome: Consumer case files are well maintained.	
<p>Method: Case Record Review committee will meet on a monthly basis and randomly pick 22 files to review for accuracy using a checklist and scoring method. The committee will be facilitated by the Records Manager and attended by Director of Support Services, CEO, Executive Assistant, and 1 Program director representative each month which will rotate from month to month. The Goal will be to have overall average scores above 90% for each case record being reviewed.</p>	<p>Timeline: Monthly</p> <p>Data Collector: Director of Support Services and Records Manager</p> <p>Data source: Case Record Review checklists</p> <p>Business Strategy: Internal and external process growth</p>
2. Outcome: Support Services will assess consumer and family satisfaction with Service Coordination/Case Management Services.	
<p>Method: A survey will be sent to consumers and families to assess satisfaction. The information will be used to improve the quality and effectiveness of Services Coordinator/Case Manager services.</p>	<p>Timeline: December, 2018</p> <p>Data Collector: Director of Support Services</p> <p>Data Source: Aggregate information from Satisfaction Surveys</p> <p>Business Strategy: Customer and internal process</p>
3. Outcome: Revise and develop new Behavior Support Plan Template in conjunction with the Consumer Data base that is easier to use and more efficient with keeping required information up to date.	
<p>Method: Director of Support Services will create a team of Case Managers, IT Data Developer, Directors, and Administrator of Services to meet and work on revising the BSP to be clearer, user friendly, and create on the Consumer Data Base.</p>	<p>Timeline: July, 2018</p> <p>Data Collector: Director of Support Services</p> <p>Data Source: Meeting notes</p> <p>Business Strategy: Internal Processes</p>

Support Services (continued)

4. Outcome: Improve the maintenance and destruction process/system of Consumer Case Records.	
<p>Method: Director of Support Services will meet with all Program Directors, CEO, Administrator of Services, Executive Assistant, One Case Manager, Records Manager, and IT data base developer to review the contents of the existing Case Records to determine the following:</p> <ul style="list-style-type: none"> • What documents need to be kept and for how long • When non-required documents are kept where to put in the future to avoid confusing the auditors. • What can be purged and what point can it be purged <p>Related policies and procedures will be revised to reflect the decided changes.</p>	<p>Timeline: May, 2018</p> <p>Data Collector: Director of Support Services</p> <p>Data Source: Meeting notes</p> <p>Business Strategy: Internal and external process growth</p>

2018 Health Support Outcome Measures

1. Outcome: Medication Administration delegation and re-certification of Day Service staff and Residential staff will be kept up to date.	
<p>Method: The med delegation training log will be used to schedule needed delegation training. The Health Support RN will complete the training in a timely manner as staff sign up for the available training schedule.</p>	<p>Timeline: On-going</p> <p>Data Collector: Nurse Manager</p> <p>Data Source: Health Support Records</p> <p>Business Strategy: Internal process growth</p>

2. Outcome: Health Support will seek satisfaction results with Health Support Services from annual surveys sent out to consumers, Case Managers, Residential Coordinators, Work Services Coordinators, and Life Enrichment Coordinators.	
<p>Method: Health Support will send Satisfaction Surveys out to individuals listed above by May 2017 and report results in the semi-annual management report.</p>	<p>Timeline: July, 2018</p> <p>Data Collector: Nurse Manager</p> <p>Data Source: Satisfaction Surveys</p> <p>Business Strategy: Internal & external process</p>

Support Services (continued)

3. Outcome: Update and improve medication delegation training offered to DSP's at Cottonwood, Inc.	
Method: The following team will explore methods of training DSP staff in medication administration delegation: Health Support Manager, Health Support RN, Health Support LPN, Director of Support Services, Director of Residential, and Administrator of Services. The method being used currently has not been updated since 1999.	Timeline: October, 2018 Data Collector: Director of Support Services Data Source: Meeting minutes Business Strategy: Internal process & compliance with licensing.
4. Outcome: Develop a health support protocol process/system to assist the HS team in providing DHCC to the consumers in Residential Services.	
Method: Health Support Staff will slowly create needed protocols that will assist in the day to day process of providing health care coordination to the Residential Consumers. Health Support will discuss as an agenda item at departmental meetings and then have quarterly reviews of the existing protocol to determine if changes are needed. Notebooks will be developed by the Health Support Manager to be kept by Director of Support Services, Health Support Manager, Nurses, and Health Support Staff.	Timeline: on-going Data Collector: Health Support Manager Data Source: Health Support Departmental Meetings Business Strategy: Internal and external process growth

**2018
Work Services
Outcome Measures**

1. Outcome: Workers at Cottonwood are earning wages commensurate with their potential with the goal of \$2.50/hour.

Method: Track consumers average hourly wage from the payroll records.
Performance Goal: \$2.50/hour.
Timeline: Measured monthly, reported semi-annually.

Data Collector: Work Services Director
Data Source: Agency payroll records
Business Strategy: Customer/Consumer
Performance Improvement: Effectiveness

2. Outcome: 100% of direct line staff will obtain required training within the first 90 days of employment.

Method: Direct line staff completed training percentages will be tracked.
Performance Goal: 100%
Timeline: Measured monthly, reported quarterly.

Data Collector: Work Services Director
Data Source: Agency Staff Training Report.
Business Strategy: Learning & Growth
Performance Indicator: Efficiency

3. Outcome: 75% of Work Services budgeted expenses will be covered by contract revenue.

Method: Budgets will be reviewed monthly to determine percentages.
Performance Goal: 75%
Timeline: Measured monthly, reported quarterly.

Data Collector: Work Services Director
Data Source: Agency Financial Reports
Business Strategy: Financial
Performance Indicator: Efficiency

4. Outcome: Work will be available to consumers 80% of the time.

Method: Non work time will be tracked and efforts to secure more work will be undertaken.
Performance Goal: 80%
Timeline: Measured monthly, reported quarterly.

Data Collector: Work Services Director
Data Source: Data Assurance Mgr's monthly Report.
Business Strategy: Customer/Consumer
Performance Improvement: Productivity

5. Outcome: Consumers are satisfied with the services offered to them through Work Services, with a goal of 90% on the Consumer Satisfaction Survey.

Method: Levels of satisfaction will be determined through responses to the Consumer Satisfaction Survey.
Performance Goal: 90%
Timeline: Measured six months after their Person Center Planning meeting, reported semi-annually.

Data Collector: Work Services Director
Data Source: Quarterly Consumer Satisfaction Survey Results from WS Program Facilitator.
Business Strategy: Customer/Consumer
Performance Indicator: Satisfaction

Work Services (continued)

6. Outcome: The quality of the production produced by Cottonwood’s workforce will be greater than 98%.

Method: The Quality data information from the Quality Log, documenting quality results of production, will be added, averaged and summarized.

Performance Goal: 98%

Timeline: Measured and reported quarterly.

Data Collector: Work Services Director

Data Source: Quality Log from the Work Service’s Quality Assurance Specialist.

Business Strategy: Internal Processes, Quality

Performance Indicator: Effectiveness

7. Outcome: Our business customers are pleased with the services provided to them by Cottonwood’s Work Services, with a goal of 90% satisfaction rating from survey.

Method: Levels of satisfaction will be determined through responses to the Customer Satisfaction Survey.

Performance Goal: 98%

Timeline: Measured and reported annually.

Data Collector: Work Services Director

Data Source: Results from Work Services annual Business Customer Satisfaction Survey.

Business Strategy: Customer

Performance Indicator: Satisfaction

8. Outcome: Continue to meet Federal Contract requirements & guidelines.

Method: Evaluate the progress of the key areas of Cottonwood’s Federal Contract, including; ISO, ABVS rating, financial and production.

Performance Goal: 90% effectiveness in each of the four areas measured.

Timeline: Measured and reported quarterly.

Data Collector: Work Services Director

Data Source: ISO reports, ABVS rating, financial (budget) reports and production reports

Business Strategy: Customer

Performance Indicators: Effectiveness & Satisfaction

9. Service Access Outcome: Persons admitted into Cottonwood’s Work Services will access those services in a timely manner.

Method: Persons who are admitted into Cottonwood’s Work Services will access their chosen service within 30 days of the admission date.

Performance Goal: 100%

Timeline: As people are admitted into Work Services.

Data Collector: Work Services Director

Data Source: Admission committee; Admission dates, Service entry dates

Business Strategy: Customer

Performance Indicators: Effectiveness

10. Service Access Outcome: Work to decrease Work Services staff sick leave hours.

Method: At the end of each quarter, supply each WS Coordinator & Manager with the number of sick leave hours used for each of the staff that they supervise, along with totals for all of Work Services.

Performance Goal: Less than 14 hours, per quarter, average for each individual.

Timeline: Reported quarterly

Data Collector: Work Services Director

Data Source: Agency Vacation and Sick Leave report, by department.

Business Strategy: Work Services Staff

Performance Indicators: Productivity/Effectiveness