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# ADEC, Inc.

## Strategic Plan for Fiscal Years 2019 – 2021

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## Introduction

In 2018, the ADEC Board of Directors, ADEC Executive leadership team and the staff leadership worked together to refresh ADEC's strategic plan. Over a nine-month period, the participants involved in this process spent time completing an environmental scan, identified the strategic issues facing the organization, and developed initiatives to take advantage of strengths and opportunities as well as to respond to threats and weaknesses.

ADEC maintains the philosophy that the strategic plan should be easily understood and readily implemented, rather than an elaborate document that is more likely to sit on the shelf.

With the goal of increasing participating engagement, ADEC carried out an expansive approach to planning for 2019 – 2021. ADEC enlisted the assistance of a facilitator and gathered extensive information from constituents, including staff, community, case managers and families. A strategic planning retreat provided time for reflections and discussion and the development of broad strategic initiatives.

Components of the plan include:

- **Mission – Vision – Values** In 2013, ADEC completed a three-year process that resulted in the development of a refreshed comprehensive statement of mission, vision and values. These stand the test of time and remain unchanged.
- **Strategic Initiatives** ADEC Board of Directors established five broad strategic initiatives to guide ADEC's path over the next three years in achieving ADEC's mission to provide 'choice and possibility'.
- **Strategic Goals** Five strategic goals were developed that align the day to day decisions with the strategic initiatives to deliver services that are consistent with our Mission. These goals are supported by Goal Description – Vision of Success and Actions Items – Expected Outcomes.

- **Annual Plan** Each year, budgetary commitments are identified for every program and administrative area. Results are regularly reviewed by management and reported to the Board. Adjustments to the longer-term strategy will be implemented in response to better or worse than expected performance. Goals and action items will be prioritized annually during the budgetary process.
- **Client Outcomes** All goals and activity of the strategic plan are aimed at improvement in client outcomes. A separate, but corresponding Outcome Measurements Systems will accompany the plan. Each program has effectiveness, efficiency, satisfaction and access to services measured that meet CARF standards.
- **Ongoing Program Measurements** In addition to annual budgetary goals and client outcomes, ADEC will also continue to collect and report on monthly program and service indicators such as recruitments, retention of staff, financial measures, health and safety.

The Strategic Plan was created in consideration of many known environmental opportunities and threats, with the awareness that adaptations and shifts may need to occur should unforeseen state or federal changes come about.

Submitted on behalf of the ADEC,



*Donna L. Belusar, Ph.D.*

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Leadership.Passion.Integrity.Excellence.Quality

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**Mission Statement: Our Reason for Being.**

ADEC proudly advocates for and serves people with developmental and intellectual disabilities so they live lives full of choice and possibility.

**Vision: Our Place in the Communities we serve.**

ADEC believes all people are worthwhile. We work together with people who experience unique challenges and abilities along with families, friends, and organizations to help people maximize their abilities to meet goals and dreams and fully participate in the community of which they are vital members. ADEC is dedicated to fully supporting individuals with disabilities and breaking down barriers, both physical and attitudinal, through active community education, advocacy and commitment.

**Values: The ideals we live by.**

ADEC is committed to the ethical treatment of all those who are invested in the organization. **For our employees**, we are committed to honesty, fairness, a safe and healthy environment, and the dignity due everyone. **For our individual served**, we are committed to provide quality services, fair and just support in the achievement of the individual's goals as well as the confidentiality and respect due each individual. **For our communities**, in which we live and work, we are committed to acting as concerned and responsible neighbors, reflecting all aspects of good citizenship. Our values are:

**A *Life of their Own*:** ADEC individual served deserve a chance to...

- Make their own choices
- Pursue their passions
- Learn new skills
- Develop healthy personal relationships
- Make a positive contribution

**Dignity:** ADEC individual served are entitled to ...

- Respect and professionalism as their daily needs are met
- Protection from exploitation and abuse

**Employment:** ADEC individual served deserve the opportunity to ...

- Find dignity and meaning in work
- Make productive contributions to the community through work
- Contribute to the well-being of our society by being tax-paying citizens

**Community:** As an active part of the community, ADEC ...

- Connects individual served with local opportunities when possible
- Becomes a catalyst for new individual served opportunities if they don't exist.

## Strategic Initiatives: **Our Guidance.**

- I. Targeted, Smart Growth.
- II. Great Workforce. Great Workplace.
- III. Outstanding Client Satisfaction and Excellence in Service.
- IV. Highest Quality Standards.
- V. Financial Sustainability and Stewardship.

**Strategic Goals: Our Commitment.**

1. Complete a comprehensive feasibility needs assessment of the population we serve to solidify emerging trends.
2. Cultivate an engaging workplace environment and culture to improve employee satisfaction incrementally each year.
3. Achieve outstanding client person-centered excellence for informed choice in decision making and services provided.
4. Deliver continuous improvement to exceed quality standards.
5. Maintain strong fiscal management and stewardship of resources.

## Strategic Goal 1.

**Strategic Initiative:** Targeted, Smart Growth

### Strategic Goal:

1. Complete a comprehensive feasibility needs assessment of the population we serve to solidify emerging trends.

### Goal Description - Vision of Success:

ADEC will use all readily available data such as *special education numbers, housing availability, regional growth*, to project the needs of the intellectual and developmental disability population and compare to the areas available broad range services. ADEC would generate a Gap Analysis of the agency's capabilities in the next three years and move in those directions in line with our Mission.

### Action Items - Expected Outcomes:

1. Host annual Stakeholder Town-halls to gain direct feedback and input from individuals served, families, constituents and the community.
2. Work with external organizations to complete specific housing needs assessment in St. Joseph County and Elkhart County.
3. Evaluate capability and opportunity of existing programs to determine if on-board staffing needs were met "What more could we do?" (*What non-staff investments would we need? What facility enhancements need to be addressed?*).

## Strategic Goal 2.

**Strategic Initiative:** Great Workforce. Great Workplace.

### Strategic Goal:

2. Cultivate an engaging workplace environment and culture to improve employee satisfaction incrementally each year.

### Goal Description - Vision of Success:

ADEC will build the capacity of the staff to recognize (*hear and see*), understand (*develop*) and take appropriate actions (*respond*) to positively advance the workplace to attract and retain employees.

### Action Items - Expected Outcomes:

1. Provide agency retention tools, *such as the #teamadec manager's tool kit*, and other on-going employee recognition activities, *including clothing, contests, appreciation event*, and increase visibility and awareness of internal promotional and lateral opportunities.
2. Solicit open feedback and conduct research by continuing small group manager roundtables, stay interviews, All-Manager Development Sessions to include external speakers and resources, and utilize survey tools, *such as a climate survey, survey monkey*.
3. Increase employee awareness and utilization of existing benefit offerings and implement wellness program initiatives.

### Strategic Goal 3.

**Strategic Initiative:** Outstanding Client Satisfaction and Excellent in Service.

**Strategic Goal:**

3. Achieve outstanding client person-centered excellence for informed choice in decision making and services provided.

**Goal Description - Vision of Success:**

ADEC will be viewed as the provider of informed choice in the region we serve, and the individuals served and their families will be viewed as valuable contributors to the community. The intent is to achieve 100% client informed choice and 100% client satisfaction in the commitment to provide community inclusive opportunities and services.

**Action Items - Expected Outcomes:**

1. Facilitate client councils or appreciative inquiries to get direct feedback and input on services, *such as a stakeholder's survey or town-hall*, to achieve empowerment, inclusion, self-determination and self-advocacy.
2. Advocate for those we serve to maximize funding options, timely access and the choice to select a full range of high quality services and supports.
3. Enhance quality assurance across agency to reflect 'Person – first' approach in decision making, actions and have these reflected in their individualized PCISP.

## Strategic Goal 4.

**Strategic Initiative:** Highest Quality Standards.

### Strategic Goal:

4. Deliver continuous improvement to exceed quality standards.

#### Goal Description - Vision of Success:

ADEC will strive to deliver and achieve the highest standards for accreditations, certifications, licensures for services provided and the highest standards for professional development of ADEC personnel.

#### Action Items - Expected Outcomes:

1. Seek efficiencies in processes and ensure required documentation or evidence of compliance while improving overall job training on every position.
2. Active awareness of best practices, participate in trade association work groups to influence and define proposed regulatory changes across all functions and programs.
3. Acknowledge and reward achievement in professional development on an individual level and encourage formal training for every position.

## Strategic Goal 5.

**Strategic Initiative:** Financial Sustainability and Stewardship.

### Strategic Goal:

5. Maintain strong fiscal management and stewardship of resources.

#### Goal Description - Vision of Success:

ADEC will use current financial strength to capitalize on enterprising, revenue-generating opportunities while ensuring that we protect the assets and resources to adapt to meet the challenges and opportunities beyond the annual operating budget cycle.

#### Action Items - Expected Outcomes:

1. Complete three-year dynamic strategic financial plan, beyond following year budget cycle on identified key metrics such as expected wages (*DSP Wage Initiative*), new technology costs, potential fee reimbursement changes, and client growth.
2. Regularly report average age of property, building, equipment and furnishings to proactively assess needed improvements and growth to ensure available funding.
3. Targeted improvements for upgrade and/or replacement requirements for one or two major facilities and identified plan from beginning to end.

*Necessary resources are allocated in the agency's annual budgeting process to support the accomplishment of these strategic goals and objectives.*

**End of Document**