

---

# ADEC, Inc.

## Strategic Plan for Fiscal Years 2022 - 2024

---

*Approved: Board of Directors  
November 18, 2021*

# Table of Contents

**Introduction..... 3**

**Components of the plan..... 3**

**Mission Statement: Our Reason for Being..... 6**

**Vision: Our Place in the Communities we serve..... 6**

**Values: The ideals we live by..... 6**

**Strategic Principles and Goals: Our Guidance. Our Commitment..... 7**

**Strategic Roadmap for Fiscal Years 2022 - 2024..... 8**

**Strategy for Client Outcomes..... 9**

**Strategy for Organizational Effectiveness..... 10**

**Strategy for Program Excellence..... 11**

**Strategy for Expansion..... 12**

**Strategy for Financial Outcomes..... 13**

Respectfully,



*Donna L. Belusar, Ph.D.*

*President / Chief Executive Officer*

*Leadership.Passion.Integrity.Excellence.Quality*

[belusard@adecinc.com](mailto:belusard@adecinc.com) | [www.adecinc.com](http://www.adecinc.com)

Phone: 574-848-7451

19670 State Road 120 | Bristol, Indiana 46507

## Introduction

Every three years ADEC Board of Directors and agency leadership work to develop a 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.

With the goal of increasing participation engagement, ADEC carried out an expansive approach to gather input and feedback from individuals and families served, ADEC management and staff, community partners, peer agencies across the state of Indiana, insight, and industry trends from INARF and The ARC. ADEC hosted forums and group discussions, held surveys and webinars, facilitated interactive sessions, utilized appreciative inquiries, and engaged Listen Up Creative to better understand the digital reach to stakeholders. Other input included virtual visits with four similar agencies in Indiana, review of prior year performance measurements, and linkage to Life Course Framework. A sincere Thank You to Laura Brackin, Ph.D., Brackin and Associates, who provided feedback, support, and reflection to help construct a plan that was progressive in creating a truly integrated, inclusion and person-centered “thinking, planning and practice” strategic plan.

## Components of the plan

- **Mission – Vision – Values** The mission, vision and values that lay the foundation of ADEC’s person-center programs and services.

- **Strategic Principles** Five intentionally focus principles that help shape ADEC’s roadmap for the future:
  - Client Outcomes
  - Organizational Effectiveness
  - Program Excellence
  - Expansion
  - Financial Outcomes
  
- **Strategic Goals** Five broad strategic goals, that are unchanged from the previous three-year strategic plan, that target ADEC’s path over the next three years in achieving ADEC’s mission to provide ‘choice and possibility’:
  - Outstanding Client Satisfaction and Excellence in Service
  - Great Workforce. Great Workplace.
  - Highest Quality Standards
  - Targeted, Smart Growth
  - Financial Sustainability
  
- **Strategy Roadmap** The three-year strategy roadmap of our operations through the next three years.
  
- **Expected Outcomes and Activities** Identified expected outcomes for each goal and planned activities intended to help achieve the strategic roadmap and mission of the agency.

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 local, state, or federal changes come about. Of significance is that since March 2020 the agency, and the rest of the world, has been impacted by the Coronavirus-19 Pandemic. Many of our plans for the past 2019 – 2021 planning cycle were thwarted by the pandemic as ADEC had to change to emergency response and suspend or alter many programs for periods

of time. Therefore, some of the elements of this plan, may be similar to our 2019-2021 plans that did not come to fruition.

The **core of the three-year strategic plan** is built upon the expectations of individuals and families served; expectations of our stakeholders including donors, employees, and the communities we serve; the competitive environment of our provider service offerings and alternatives and the labor market; financial opportunities and risks as address annually through the budget process; the agencies capabilities; social determinants of health in areas served which can affect a wide range of health, functioning and quality-of-life outcomes and risks; demographics of the service area; both regulatory and legislative environments; use of technology through out the agency and in programming including consideration of access to technology; and information and feedback from the analyses of performance both operationally as well as programmatically.

The strategic plan sets forth an agency roadmap for the future in consideration of relevant business, environmental and other factors that provide the ability for ADEC to utilize the strategic plan as a dynamic tool, through annual updates and modifications as needed:

- **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 on the strategic map are aimed at improvement in client outcomes. A separate, but corresponding Outcome Performance Systems will accompany the plan. Each program has effectiveness, efficiency, satisfaction, and access to services measured that meet CARF standards.
- **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.

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

ADEC proudly advocates for and serves people with intellectual and developmental disabilities, so they live lives full of informed 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 to everyone. **For our individuals 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 to each individual. **For our communities**, in which we live and work, we are committed to

being 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, become a catalyst for new individual served opportunities if they don't exist.

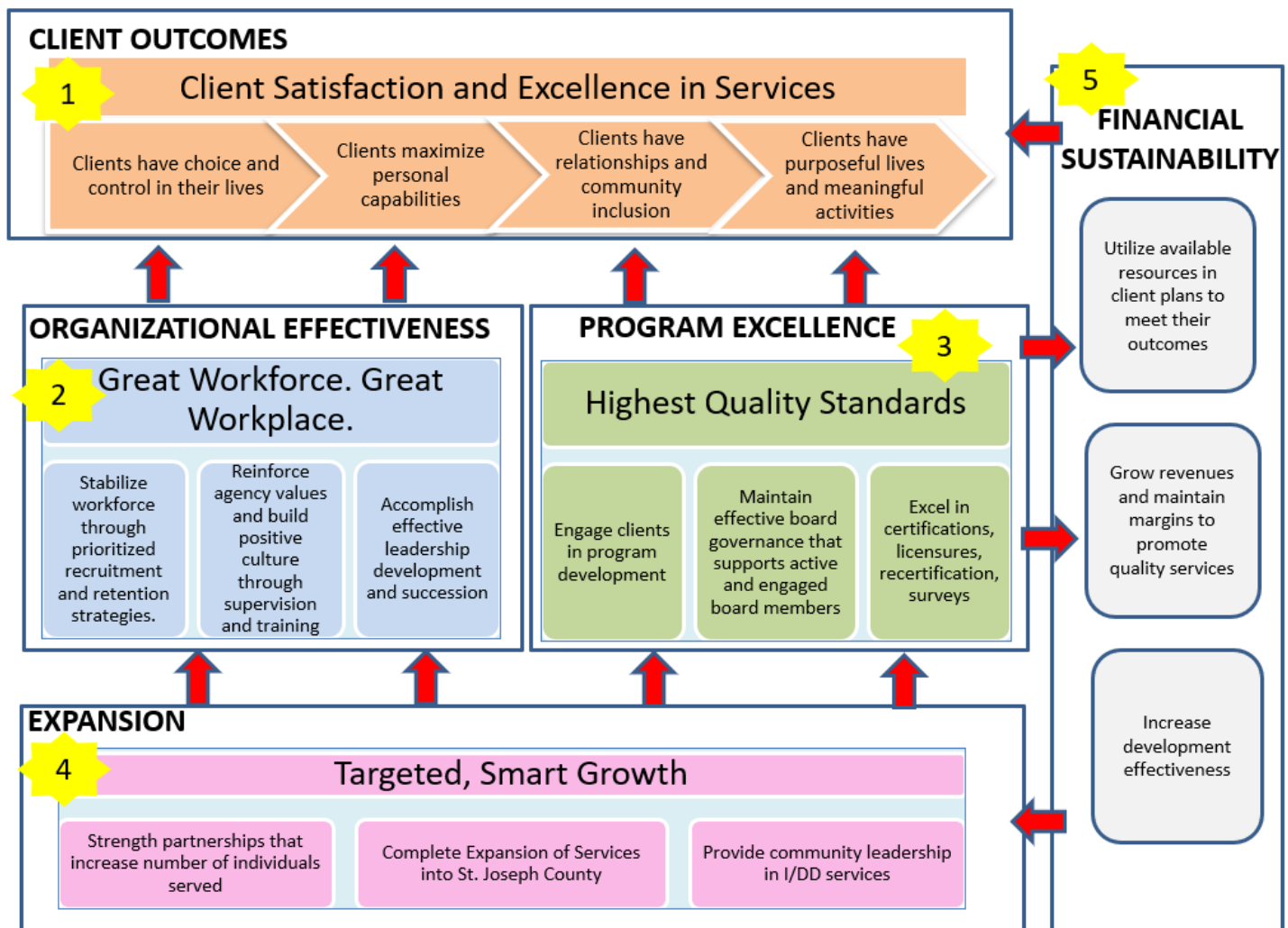
**Strategic Principles and Goals:** **Our Guidance.** **Our Commitment.**

<u>Strategic Principles</u>		<u>Prioritized Strategic Goals</u>
<u>Our Guidance</u>		<u>Our Commitment</u>
Client Outcomes	1.	Outstanding Client Satisfaction and Excellence in Service
Organizational Effectiveness	2.	Great Workforce. Great Workplace
Program Excellence	3.	Highest Quality Standards
Expansion	4.	Targeted, Smart Growth
Financial Outcomes	5.	Financial Sustainability

## Strategic Roadmap for Fiscal Years 2022 - 2024

The Strategic Roadmap captures the fluidity of activities and expected outcomes that help support achieving the strategic plan goals for the next three years.

ADEC services begin, exist and end with our mission – to advocate and provide informed choices and possibilities to individuals and families. As such, Client Outcomes – Client Satisfaction and Excellence in Services is at the top of the map. Everything we do, is to support this. Organization effectiveness, program excellence, expansion, financial sustainability are all principles that guide our commit to provide excellence in services.





## Strategy for Client Outcomes



1

### Strategic Principle: Client Outcomes

#### Strategic Goal: Outstanding Client Satisfaction and Excellent in Service

ADEC will be viewed as the provider of informed choice, and the individuals and families served are seen as valuable contributors to the community. Intentional and authentic actions that provide environments that are person-centered that provide for client informed choice and client satisfaction in the commitment to provide community inclusive opportunities and services.

#### Expected Outcomes:

Achieve Client Outcomes that are person-centered for informed choice in decision making while providing excellence in services and client satisfaction. Clients have choice and control in their lives; can maximize personal capabilities; have relationship and community inclusion; and live purposeful lives with meaningful activities.

#### Activities:

- Develop and implement across all programs "Principles of Service" to support Home and Community Based Services, share with families/public
- Facilitate direct feedback and input on services, *such as a stakeholder's survey, appreciative inquiries, town-halls/forums*, to achieve empowerment, inclusion, self-determination and self-advocacy
- Re-establish Self-Advocates of ADEC group to ignite *power for independence*
- Enhance quality assurance across agency to reflect 'Person – first' approach in decision making, actions and have these reflected in their individualized PCISP

## Strategy for Organizational Effectiveness



2

### Strategic Principle: Organizational Effectiveness

#### Strategic Goal: Great Workforce. Great Workplace.

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

#### Expected Outcomes:

Stabilize the workforce as ADEC prioritizes recruitment and retention strategies; reinforce agency values and positive culture through supervision; and invigorate training and leadership professional development.

#### Activities:

Provide agency retention tools (*such as manager's tool kit, apparel, \$300 annual*),

- on-going employee recognition activities, and increase visibility and awareness of internal promotional and lateral opportunities

Solicit open feedback and conduct research by through small group manager

- roundtables, stay interviews, to include external speakers and resources, and utilize survey tools

Maintain competitive total compensation package addressing base wages, merit

- increases, bonus and benefit options including potential expansion of wellness program

Create direct support professional (DSP) certificate program that provides wage and or promotional opportunities

- Enhance leadership and professional development of management, and identified future leaders

## Strategy for Program Excellence



3

### Strategic Principle: Program Excellence

#### Strategic Goal: Highest Quality Standards

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 while programming person-centered and intentionally mission driven programs utilizing feedback and input from clients and staff.

#### Expected Outcomes:

Engage clients and families in program development and activities; maintain effective board governance that supports active and engaged board members; excel in certifications, licensures, recertifications, and surveys.

#### Activities:

- Seek efficiencies in processes and ensure required documentation or evidence of compliance while improving overall job training on every position

---

- Seek feedback from clients on program services to develop offerings and programs

---

- Re-design website to improve digital reach for community, employees and board.

---

- Active awareness of best practices, participate in trade association work groups to influence and define proposed regulatory changes across all functions and programs

---

- Implement comprehensive quality assurance program (committee) with content that reaches every program and service

## Strategy for Expansion



4

### Strategic Principle: Expansion

#### Strategic Goal: Targeted, Smart Growth

ADEC has distinguished itself as a provider of high quality IDD services in residential, day services, employment and therapies. As regarded experts, the reach from families to increase geographic and community based services continues to rise as population base in our area increases.

#### Expected Outcomes:

Remain engaged with the general healthcare providers in the communities we serve and be open to new opportunities to coordinate with or participate in the health delivery system; strength partnerships that increase number of individuals served; and complete expansion of services into St. Joseph County.

#### Activities:

- Leveraging technology 'host' Stakeholder Town-halls and forums to gain direct feedback and input from individuals served, families, constituents and the community
- Complete and expand services with new larger day service facility in St. Joseph County
- Explore potential for collaborative housing development to support IDD needs in region served
- Remain engaged in community conversations relevant to mental health, or general health services and housing needs for people with IDD

## Strategy for Financial Outcomes

5

### Strategic Principle: Financial Outcomes

#### Strategic Goal: Financial Sustainability

ADEC will maintain and sustain financial strength and governance 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.

#### Expected Outcomes:

Improved efficiency of current operations through better service utilization and metrics in measuring achievement of client outcomes; grow revenues and maintain or improve margins to promote quality services; increase development effectiveness to increase donor base.

#### Activities:

- Utilize available resources in client plans to meet their outcomes

---

- Improve expense accountability and staff utilization at program level

---

- Increase development effectiveness in donor funds and estate give-planning

---

- Regularly report average age of property, building, equipment and furnishings to proactively assess needed improvements and growth to ensure available funding

---

- Targeted improvements for upgrade and/or replacement requirements for one or two major facilities and identified plans

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

**End of Document**