1050 Rocky Springs Road
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Strategic Plan
2021 to 2024

MISSION, VISION, VALUES

Mission

Scott Key Center's program mission is to foster a broad range of person-centered, integrated employment opportunities and community involvement for individuals with intellectual and developmental disabilities in Frederick County Maryland.

Vision

Scott Key Center will empower individuals with intellectual and developmental disabilities to be included and valued as members of the community. We will foster community integration through employment, meaningful community activities, and public awareness. Each individual supported by Scott Key Center will have the opportunity to work within their range of abilities in order to function at their highest potential. The Scott Key Center will promote creativity in order to develop meaningful employment and integration within the community through enhanced training and educational opportunities, while supporting each individual to identify, plan, and achieve their own personal dreams.

Values

Respect and Dignity

We respect the individuals we support, their caregivers, our staff, co-workers, and customers by treating them with dignity, listening to and accepting their ideas, valuing their opinions, accepting diversity, fostering self-worth, and allowing opportunities for individuals to take risks.

Integrity

Scott Key Center staff will treat all individuals with respect, honesty, fairness, and authenticity.

Empowerment

Through training, experiences, and support in making informed decisions, every individual will achieve increased self-worth with each opportunity.

Teamwork

Staff will communicate and contribute their skills, knowledge, and expertise to fulfill the mission by collectively working together.

SWOT ANALYSIS KEY OUTCOMES

Strengths:

- Staff – diversity, skills and experience
- Supportive parents and family relationships
- Collective desire to be successful
- County resources
- Ability to tap into everyone's networks
- Able to use the Center as a base of operation for flexible community supports
- Some are enjoying the virtual sessions

Weaknesses:

- Staffing flexibility (limited hours between 9 am and 3 pm, no weekends)
- Community awareness
- Us (staff) versus Them (management)
- Transportation
- Need for better coordination between SKC and residential providers and other community organizations
- Goals and outcomes for individual plans
- Access to technology for staff and those we support

Opportunities:

- Develop family advocacy group
- Increase partnerships with other agencies, e.g., other providers, Department of Aging, Chamber of Commerce, and Workforce Services
- More staff involvement in true person centered planning (developing positive personal profiles (PPPs)
- Expand community involvement and meaningful day activities
- Impact the culture at SKC to facilitate change
- Staff coming together to communicate and plan with management
- Educate the community about SKC services. Inform the community of the talents and abilities of those we support including use of social media.
- Training and developing staff
- An effective way for staff to plan and work together to implement individual plans

Threats:

- Lack of funding to implement the changes in services
- Safety concerns
- County decision making
- Competition with other providers in the community
- Client – Staff ratios
- Ability to maintain level of involvement during the pandemic
- Impact of less contract work, elimination of sub-minimum wage, increase in minimum wage
- How to determine and address the interests of those we support in the community
- Need for staff buy-in
- Lack of communication in regards to opportunities available to individuals we support

STRATEGIC GOALS

SKCs strategic goals:

1. Staff will be engaged in Person Centered Planning to develop a meaningful day (MD) that will include Customized Employment (CE) and community integration opportunities.
2. Develop a communication plan that includes consistent reciprocal flow of information to stakeholders
3. Continuous staff training and development
4. Develop a caregiver advisory/advocacy group

STRATEGIC OBJECTIVES

Strategic Goal 1: Staff will be engaged in Person Centered Planning to develop a meaningful day (MD) that will include Customized Employment (CE) and community integration opportunities.	
Objective/Result	**Timeframe**

1. Provide the necessary structure and resources for CE and community integration
 	
    a. SKC leadership team will review current staffing model and make decisions to increase/reallocate resources to support more CE based on the outcomes of value stream mapping; realign organizational structure to support CE and community integration
 	
    b. Revise intake process to eliminate waste
 	
Result: Fully supported CE and less waste	

2. Develop future oriented job descriptions a. Leadership will review current job descriptions and revise them to reflect future resources needs **Result:** Diverse staffing	
3. Create resources to inform caregivers of CE, MD, and Community integration a. Scheduling: Develop mock daily/weekly schedules for participants so that we can see and share/explain to families what SKC services are going to look like in the future **Result:** Informed caregivers	
4. Expound services a. Explore becoming licensed in personal supports services **Result:** Increased supports provided to those in need	
5. Develop a way to provide supports more efficiently a. Policy: Research the possibility of creating teams to support individuals based on geographic location **Result:** Efficient service delivery	
6. Tracking a. Utilize skill assessment form to track progress of individuals supported **Result:**	

Strategic Goal 2: Develop a communication plan that includes consistent reciprocal flow of information to stakeholders	
Objective/Result	**Timeframe**
1. Identify stakeholders to be addressed with the communication plan a. Create a list of stakeholders **Result**: a comprehensive list of stakeholders	

2. Develop a strategy (HOW) and schedule (WHEN) to communicate with stakeholders
 	
      a.   Create stakeholder specific surveys
      b.   Survey stakeholders: what info do they want and how often
      c.   Research and identify what communication avenues are available (e.g. email, text, virtual, phone,)
 	
Result identifies modes/avenues that are available to disseminate information	

3. Information dissemination throughout the organization
 	
      a.   Identify types of information to be shared within the organization
      b.   Identify and develop avenues to share information throughout the organization
      c.   Identify who is responsible to share what information, including back up persons
 	
Result: explains what information is in need of sharing and by whom	

4. Work with the County's public information office to share information. Determine what resources are available through the county, and what roadblocks to communication may exist (e.g. firewalls)
 	
      a.   Contact public information office to discuss possible working relationship/partnership
      b.   Identify a SKC liaison, if "a" is successful
 	
Result: provides a larger reach to share information and industry specific knowledge of best practices	

Strategic Goal 3: Continuous staff training and development	
Objective/Result	**Timeframe**
1. Assess the current staff training and development program. a. Compile list of mandatory trainings currently being provided to staff and when they are due (ie, First Aid, CPR, Nursing Care Plans, Bloodborne Pathogens etc.). **Result**: To be informed of what is currently being required of staff.	

2. Research available training resources and opportunities.
 	
    a. Compile a list of resources and creative opportunities to train/develop staff including but not limited to:
 	
        i. Relias
        ii. Other free/affordable virtual platforms
        iii. FCG trainings
        iv. Informal staff-training-staff
        v. Staff as a "Resource"
        vi. Staff-led formal trainings
        vii. Work-based learning experiences for staff
        viii. R: drive/SharePoint information sharing
        ix. Leadership project participation
        x. Mentorships
 	
Result: To be informed of resources and opportunities available to implement at SKC	

3. Enhance the staff training and development program.
 	
    a. Identify and develop additional mandatory trainings to be provided to staff, including but not limited to:
 	
        i. ACRE and other CIE/employment support
        ii. Meaningful Day and Community Inclusion
        iii. Person-Centered Planning
        iv. Leadership/Professionalism
        v. Core Values
        vi. Teamwork/Teambuilding
        vii. Communication
        viii. Technology/Virtual Platforms & Services
 	
    b. Determine a schedule for trainings to be implemented during the following stages:
 	
        i. New Hire Orientation	

ii. New Hire Initial training
          1. Focus: New Hire trains in one area without getting pulled to cover in other areas.
          2. Supervisor and assigned mentor regular check-ins.
     iii. Annual/Ongoing training
 	
  c. Create a Career Development Plan (CDP) for each staff.
 	
     i. Include comprehensive list of new mandatory trainings and schedule of when they are due
     ii. Include menu of elective trainings and resources for staff to choose from, if desired.
     iii. Compile and distribute hard copy of customized CDP for each staff.
     iv. Include staff self-reported strengths and interests.
 	
Result: To inform the staff of the philosophy of the organization. To inform and empower staff by offering additional mandatory and elective trainings. To identify staff interests and strengths.	

4. Develop opportunity, flexibility and coordination of services for staff to be trained.
 	
  a. Develop any necessary protocols for staff to take desired trainings.
  b. Create flexibility in the schedule for staff to take trainings.
  c. Create opportunity for staff to review, adjust and revise their career development plans.
  d. Leadership to create opportunities to utilize and involve staff based on their strengths and interests.
  e. Evaluate use of an incentive and/or recognition plan for staff to train others and be a resource.
 	
Result: All staff have the opportunity to develop and complete mandatory and other elective trainings as desired	

5. Conduct regular training/development needs assessments and effectiveness reviews. a. Annually review, revise and enhance the training and development program. **Result**: To maintain a relevant staff training and development program	

Strategic Goal 4: Develop a caregiver advisory/advocacy group	
Objective/Result	**Timeframe**
1. Develop the basic concept and potential goals of a caregiver advisory/advocacy group a. Determine who should develop the group and request they do so. (Secondary-if necessary: survey families/caregivers/staff to recruit volunteers to develop the group) **Result:** a diverse group of individuals brought together to obtain a common goal	

2. Develop a vision, mission, and goals for the group
 	
    a. Potential goals include: concise/consistent flow of information between SKC and caregivers, re: SKC services, caregiver concerns; advocacy possibilities; SKC resources; caregiver empowerment, etc.
 	
    b. Discuss advocacy vs advisory and determine goals for each
 	
    c. Other logistical items to be determined by group: caregiver/family run group? Level of staff involvement? Staff liaison between group and SKC leadership? How often meet? Etc.
 	
Result: A comprehensive definition and understanding of the mission, vision, and goals of the group	

3. After mission, visions, goals are developed: share info about group with families/caregivers/staff and request volunteers for participation i. Create educational material/info, determine how to survey families. Phone? Email? Mail? This would be a great opportunity to share information and also encourage involvement. **Result:** A diverse team created for advisory/advocacy	