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**Strategic Plan
2016 – 2019**

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INTRODUCTION

Scott Key Center is excited to share this transformative strategic plan which represents our goals and strategies for making person-centered, community integration, and “Employment First” the priorities of SKC in serving persons with developmental disabilities. The definition of “Employment First” is that competitive integrated employment is the first consideration and preferred outcome for services provided to people with a disability.

Our plan represents SKCs commitment to comply with the new March 2014 Centers for Medicare and Medicaid Services (CMS) rule that requires that individuals receive Medicaid Home and Community Based Services (HCBS) in settings that are integrated in the greater community. The new rule must be fully implemented by March 2019.

New HCBS Rule:

- *The setting must be integrated in and supports full access to the greater community;*
- *The setting must be selected by the individual from among setting options;*
- *Each individual has a right to privacy, to be treated with dignity and respect, and is free from bullying and restraints;*
- *Each individual is supported in making life choices; and*
- *Each individual is given choice regarding services and who provides them.*

SKC recognizes the value of the involvement and participation of individuals and families in program planning, development, and implementation of a person-centered plan.

In keeping with that recognition, this plan is the result of SKCs collaboration with 21 partners, including: staff, employees, and family members. These partners came together for two days to conduct a Strengths, Weakness, Opportunities and Threats (SWOT) analysis. The SWOT analysis helped to identify strategic issues to develop goals and objectives for the strategic plan.

In addition, the partners revised SKCs mission statement to better reflect the new person-centered, community integration philosophy.

Our transformation will take over three years as indicated by the projected timeframes in this plan. We will collect data to see if we are progressing as planned and continuously refine the plan as needed.

With collaboration and support of clients, family members, staff, community partners and other stakeholders, SKC will enhance the services and supports it provides to people in Frederick County with developmental disabilities. As a result, more clients will be able to choose the services and jobs they want to have full lives in communities where they participate and be respected for their abilities and contributions.

STRATEGIC GOALS

SKCs strategic goals:

1. Community-Based Programming
2. Community Employment
3. Training (staff, individuals, families, and communities)
4. Health/Wellness (include individuals, staff, and families)
5. Community Awareness of Scott Key Center and Its Mission

SWOT ANALYSIS KEY OUTCOMES

<p>Strengths:</p> <ul style="list-style-type: none"> • Staff – creative, rapport, pride, cross-section, passion • Supportive parents and family relationships • Caring, capable staff • Community options in place – community integration started • County funds and transportation • Medical training, onsite medical (nursing) 	<p>Weaknesses:</p> <ul style="list-style-type: none"> • Staffing flexibility • Community awareness • Job placement data • Transportation • Limited staffing and limited hires • Internal and external communication • Funding • Goals and outcomes for individual plans
<p>Opportunities:</p> <ul style="list-style-type: none"> • More individualized transportation • Increase partnerships with other agencies, e.g., Department of Aging, Chamber of Commerce, and Workforce Services • Structure of work – split shift, part-time • Branding and outreach • Expand community involvement (jobs and activities) and let individual choose • Promote individual small businesses entrepreneurial • Improve internal and external communication and participation • Track, measure, and communicate results • Expand greenhouse, janitorial, and print shop opportunities • Expand job clubs for more placements • Entrepreneurial spin offs • Educate the community about our clients' talents and abilities • Training 	<p>Threats:</p> <ul style="list-style-type: none"> • Politicians may change rules or priorities • Funding • Flexibility – different job hours, hours of operation, and impact to staff • Safety • Perceptions of clients in the community • Respectability in the workplace • Client – Staff ratios • Hours of operation • Resistance to change

ORGANIZATION OVERVIEW

Scott Key Center began operations in March 1966. SKC provided services for all ages, children and adults. In December 1979, the Scott Key Center Board of Directors entered into an agreement with the Frederick County Commissioners to make the Center a county agency under the Health Department.

In 1982, the Scott Key Center obtained a license from the United States Department of Labor to operate a work activity center. For the first time, Scott Key Center was able to provide vocational and employment services for all clients and, most importantly, pay them wages based on their productivity. During this time a commercial greenhouse was erected to provide horticultural training and sheltered employment.

In 1986, Scott Key Center began a supported employment program with the help of the Maryland Supported Employment Project affiliated with Kennedy Institute. Scott Key Center was one of five organizations statewide to form a focus group that would give guidance and leadership to the Supported Employment Project's Manual for agencies making the transition to more community-based employment model.

The individuals we serve are at the center of all our work. We bring families, friends, and professionals together on their behalf. Our work is to help an individual progress toward maximum independence and community inclusion. Our goal is to support individuals in developing the functional autonomy required to be successful in their community of choice. Today we are an organization that either employs or supports approximately 120 individuals in Supported Employment, Day Habilitation, and Family and Individual Support Services (FISS).

Currently, Scott Key Center is a part of the Citizens Services Division of the Frederick County Government. A work program provides jobs for employees in various settings in the community, including: Board of Education, Roy Rogers, Fort Detrick, Wegmans, and others. Custodial services are provided under contract to Frederick County Government. This program has grown to include almost 20 buildings per day and is a good source of employment for approximately 43 individuals.

OUR COMMITMENT

Scott Key Center will exhibit its commitment by:

- Being present
- Taking risks to improve systems, selves, and the organization
- Continually evaluating existing goals and meeting individual needs
- Providing a quality vocational and employment program
- Enhancing knowledge and experience

MISSION, VISION, VALUES

Mission

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

Vision

Scott Key Center will be a leader in Frederick County by empowering adults with developmental disabilities to be included and valued as members of the community. We will foster community integration through employment and public awareness. Each Scott Key Center employee 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 within the community, through enhanced training and educational opportunities for staff and employees, while supporting each employee to identify, plan, and achieve his or her own personal dreams.

Values

Respect and Dignity

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

Integrity

We will continuously strive to uphold the highest standard of conduct and moral behavior, adhering to the highest level of ethics, in all our interactions.

Empowerment

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

Teamwork

Staff will contribute their skills and expertise to fulfill our mission by collectively working together to accomplish high standards of operation.

STRATEGIC OBJECTIVES

Strategic Goal 1: Use Community-Based Programming and support the involvement and participation of individuals and families in program planning, evaluation, and policy.	
Objective/Result	Timeframe
<p>1. Share information on Strategic Plan in a letter to stakeholders.</p> <p>Result: All stakeholders will have an avenue for getting information, asking questions and getting answers about Community-Based Programming, and giving input on policy.</p>	<p>February 2017</p>
<p>2. Utilize Board of Directors more effectively in outreach to families and communities and notify of changes within 15 days.</p> <p>Result: Maintain connection to the community, ensure transparency of policies, and increase support.</p>	<p>July 2017</p>
<p>3. State and define, where appropriate, that all SKC policies are based on community programming.</p> <p>Result: Exceed State expectations for community based programming.</p>	<p>December 2019</p>
<p>4. Define and evaluate success.</p> <p>Result: Will know objectives and be able measure outcomes.</p>	<p>May 2017</p>
<p>5. Identify best practices for implementation of transition to community-based services.</p> <p>Result: More efficient and better service outcomes.</p>	<p>December 2017</p>
Strategic Goal 2: Identify and provide training (staff, individuals, families, and communities) to align and support the individual's and the SKC mission.	
Objective/Result	Timeframe
<p>1. Provide internal and external educational training, including clients, families, business partners, and County leadership, on Employment First and community-based approaches, including timelines and implications. Update twice yearly.</p> <p>Result: All stakeholders will understand the changes taking place at SKC.</p>	<p>September 2017</p>
<p>2. Provide employment readiness training with Job Seeker Group and extend in each area. Include volunteers, workers, and community partners. Utilize Circle training.</p>	<p>January 2018</p>

Result: Individuals will learn more appropriate behaviors in the work setting and be ready for jobs.	
3. Train staff and develop SKCs form of DISCOVERY (individuals' strengths, weaknesses, talents, skills, experience, education, etc.). Result: Have detailed discovery profile for each individual.	June 2017
4. Develop a training checklist to indicate individual training needs, e.g., communication, speech, toileting, behaviors, eating, diets, medications, etc.). Results: Help with placement in community-based programs.	July 2017
5. Expand training opportunities for all staff, including how to use available resources. Result: Increase staff knowledge and better understanding of resources.	August 2017
6. Train individuals, families and staff about public transportation options. Result: Knowledge transportation offerings to support community involvement.	August 2017

Strategic Goal 3: Provide support to ensure individuals with disabilities have opportunities to make informed choices about community employment.	
Objective/Result	Timeframe
1. Develop a Customized Plan for Employment process. To include: Discovery, person-centered planning, visual resume, concept portfolio, employer needs/benefits analysis, job development/negotiation, and job site analysis/accommodations/support. Result: Any individual with a goal of employment will start the Customized Plan for Employment process.	July 2017
2. Provide training to staff on the Customized Plan for Employment process. Result: So staff are familiar with and able to assist with elements of the process.	October 2017
4. Complete Customized Plan for Employment for designated employees from the Individual Plan process. Result: Each individual who chooses an employment path will have documented Customized Plan for Employment and be in the process of obtaining customized employment.	July 2018

Strategic Goal 4: Ensure the Health/Wellness of individuals (including employees, staff, and families).	
Objective/Result	Timeframe
<p>1. Educate and promote a healthy lifestyle including providing healthy alternatives to snacks.</p> <p>Result: Better diets, smarter food choices, weight control and promotion of lifelong health.</p>	March 2017
<p>2. Increase physical activity by offering weekly exercise classes conducted by fitness instructors or other experts.</p> <p>Result: Better range of motion, and healthier and happier individuals.</p>	July 2017
<p>3. Explore potential community based gym programs for individuals to choose and attend 1 -3 times a month.</p> <p>Result: Healthier individuals and an opportunity to experience program in a community setting.</p>	December 2017
<p>4. Investigate feasibility of developing a medical day program and staff to serve clients who do not fit into the Employment First model.</p> <p>Result: All clients will have medical support.</p>	March 2019
Strategic Goal 5: Increase community awareness of SKC and its mission.	
Objective/Result	Timeframe
<p>1. Develop a marketing plan.</p> <p>Results: Clear description of actions involved to increase community awareness. Sets the course.</p>	July 2018
<p>2. Develop an educational presentation about SKC mission, vision and results for Board of Directors and other SKC representatives to present to organizations, e.g., employers, civic organizations.</p> <p>Result: Positive community awareness and support.</p>	September 2018

COMMUNICATION

Participation of all interested parties is critical for successful implementation of our strategic plan. Because participation is so important, SKC will regularly communicate and involve staff and stakeholders to ensure awareness, understanding, input, and commitment to the plan. Communication will also include plan results and impacts.

This strategic plan is a living document and will change as new or different needs are identified. Effective ongoing communication will involve everyone as changes to the plan are proposed and implemented.

ACTION PLAN

An action plan will be developed to detail the specific activities and resources for the implementation of this plan.

The action plan will provide a clear picture of the tasks, responsible individuals, and milestones that will facilitate achievement of the goals and objectives in the strategic plan

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