

<b>Policy Title:</b>	Strategic Plan January 2021-June 2024				Page 1 of 3
<b>Policy Number:</b>		<b>Written by:</b>	Executive Director	<b>Date Issued:</b>	1/1/2021
<b>Approved by:</b>	Choose an item.	<b>Date Revised:</b>	3/3/2022	<b>Date Reviewed:</b>	3/3/2022
	Choose an item.		Click or tap to enter a date.		Click or tap to enter a date.
	Choose an item.		Click or tap to enter a date.		Click or tap to enter a date.
<b>Reason for revision:</b>	Header added as per CARF Recommendations				
<b>Purpose:</b>	<b>PURPOSE STATEMENT: By fostering strategic partnerships and remaining dedicated to servicing the communities of Clinton County and Southern Jackson County, Skyline will achieve long-term financial and operational stability over the next 3 ½ years.</b>				

## SKYLINE CENTER, INC. STRATEGIC PLAN JANUARY 2021 – JUNE 2024

### **Strategic Goals:**

Financial: At the end of our three-year strategic plan, we will have increased net revenue by \$600,000 when compared to FY19 net revenue.

Operational: To achieve a vacancy rate of less than 10% by Dec. 31, 2022.

### **OBJECTIVE #1**

Current state: Financial deliverables are unclear.

Future state: Accurate, meaningful, and timely financial scorecard.

Strategy: Develop an accurate, meaningful, and timely financial scorecard.

Measure: Does leadership receive a monthly financial scorecard beginning FY22.

Initiatives: Business Office Review (Policies & Procedures) with Eide Bailly conducting review.  
Traverse Training

Team: Rich, Tricia, Kim

### **OBJECTIVE #2**

Current state: Difficult to recruit & retain employees.

Future state: Reduced vacancy rate and retain employees.

Strategy: Implement effective recruitment, on-boarding, training and development programs.

Measure: Reduce vacancy rate from 21% to 10%. Maintain a turnover rate of 20% or less. By July 2021 conduct an employee engagement survey to establish Skyline Center's baseline. Guardian/individuals served satisfaction surveys will also be used. Future measurements dependent on survey results.

Initiatives: Mission, Vision, Values rollout



Prepare and deploy an employee engagement survey

Further initiatives to be based on survey results:

- Wage increase, Increased holiday pay, Shift differentials
- Experience match

Team: Lisa, Lynne, Kim, Lynne

### **OBJECTIVE #3**

Current state: A culture of a lack of accountability exists.

Future state: A culture of accountability throughout Skyline Center.

Strategy: Establish a culture of responsibility. (Just culture)

Measure: Empower managers to establish expectations with staff. Train to administer policies consistently across the organization and define consequences across the organization. Employee engagement survey and exit interview will establish baselines.

Initiatives: Infrastructure Repair – Organize staffing structure  
Equitable workloads  
Training/basic work skills  
Address knowledge loss that has occurred over the last several years  
Conflict resolution training  
Review and update job descriptions

Team: Shane (with rest of leadership team)

### **OBJECTIVE #4**

Current state: Inconsistent cashflow.

Future state: Consistently making money.

Strategy: Diversify customer base. Manage expenses. Improve billing process.

Measure: Production Facility – 1 new private label each year, 4% year over year revenue growth.  
CL – 1 additional home, grow persons served by 10, develop targeted program to attract ages 16-21.  
HH – Grow services year over year through strategic partnerships (i.e. – assisted living centers), education at the physician-type level, targeted advertising (highlighting what we are good at).  
Supported Employment – Growing number of new employers and persons served: Year 1 – 1 employer, 3 employees. Year 2 – 6 employees, 2 employers. Year 3 – 8 employees, 3 employers.  
Billing – Implement tactics to minimize dollars written off.

Initiative: Identify, plan for, and implement the appropriate tactics for each vertical based upon target market analysis.

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Leveraging resources for the greatest impact.

Team: Tricia, Rich, Lynne, Kim, Shane

**OBJECTIVE #5**

- Current state: Skyline Center does not have strong partnerships throughout the community.
- Future state: Strong, mutually beneficial strategic partnerships and advocacy at the state & federal level.
- Strategy: Develop mutually beneficial strategic partnerships.
- Measure: Add one strategic partnership per vertical, per year. Be able to quantify the value to Skyline.
- Initiative: Actively participate on boards and committees of local service organizations or groups.  
Host community educational events, open houses, and/or facility tours that encourage on-site exposure to Skyline's services.  
Have a presence in local events.

Team: Shane, Tricia, Kim, Kimberly, Lynne

**OBJECTIVE #6**

- Current state: Weak fundraising for Skyline Foundation.
- Future state: Robust fundraising.
- Strategy: Execute fundraising plan.
- Measure: By June 30, 2024, the Skyline Foundation will have a balance of \$200,000.
- Initiative: Annual fundraising activities  
Proactively seek grants  
Planned giving education

Team: Shane, Tricia, Kimberly, Rich

**OBJECTIVE #7**

- Current state: Inefficient Administration and Day Hab location.
- Future state: A new location for Day Hab and Administration plus continued use of remote work.
- Strategy: Enhance community presence.
- Measure: Focus is on a new, efficient location for Day Hab and Administration with the result of more visibility in the community.
- Initiative: By June 30, 2024, both Day Hab and Administration will be located in new and efficient spaces.

Team: Kevin, Shane, Lynne

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