

Strategic Plan FY2020 - 2025



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EXECUTIVE SUMMARY

This executive summary presents a brief overview of the key elements in Service Coordination, Inc.'s Strategic Plan FY2020-2025.

MISSION

Service Coordination, Inc. (SCI) provides quality case management and other related services by helping people understand what their choices are and connecting them to resources in their communities in ways that respect their dignity and rights.

VISION

People experience the quality of life they choose. They are connected to an array of quality supports and services that are tailored to each of their unique wants and needs. People are valued in and by their communities.

STRATEGIC DIRECTION AND RESULTS FY2020-2025

Over the next five years, SCI will continue to provide high quality case management and other related services. We will continue to strengthen our role as a leader in the field by enhancing relationships with all customers and by collaborating for improvements across various systems. SCI seeks to grow by expanding our services both in and outside of Maryland to people with disabilities or complex medical needs, older adults, Veterans, and others who would benefit from our services, and by further investing in our organizational capacity with diversified resources.

SCI will pursue this direction by accomplishing the following outcomes in areas of Quality Customer Services, Team Member Development, and Organizational Development.

OUTCOMES FY2020-2025

Outcome #1: Quality Customer Services

SCI is a recognized leader of person-centered quality services by enhancing relationships with people we support, connecting them to valued resources of their choice, and collaborating with our primary customers and other supporting partners.

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Outcome #2: Team Member Development

SCI is an employer of choice by attracting, retaining and developing an engaged workforce. We do this by utilizing a positive strengths-based approach.

Outcome #3: Organizational Development

SCI has diverse, sustainable resources that strengthen the organization and the services it provides.

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INTRODUCTION

Our first strategic plan for the organization was developed in 2008 as a means to advance a three-year Strategic Direction. At the conclusion of each interval, it provides us the opportunity to review and update the plan which continues to evolve our organization. Towards this end, we commissioned the Business, Economic, and Community Outreach Network (BEACON) at the Franklin P. Perdue School of Business and Salisbury University, to guide our planning process.

This detailed strategic plan is organized in three sections:

- **Section I** outlines the organizational identity of SCI. An organization's understanding of its identity is the anchor from which all workflows, including its strategic plan.
- **Section II** outlines the strategic direction, outcomes, and driving strategies that will guide our work FY2020-2025.
- **Section III** describes agreements between the Board and team members for using the strategic plan as a guiding organizational framework and briefly describes the 2019 strategic planning process.

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SECTION I: ORGANIZATIONAL IDENTITY

MISSION

SCI provides quality case management and other related services by helping people understand what their choices are and connecting them to resources in their communities in ways that respect their dignity and rights.

VISION

People experience the quality of life they choose. They are connected to an array of quality supports and services that are tailored to each of their unique wants and needs. People are valued in and by their communities.

CORE VALUES

People come first – Show respect and honor for ALL people and all aspects of their lives, in words and actions, keeping people at the center of what we do.

We drive solutions – Persistently seek opportunities and overcome obstacles. Navigate systems masterfully to make possibilities a reality.

We build connections – Because relationships are the foundation of our work, we share strong working collaborative relationships with each other and with those outside our organization.

We educate – Raise awareness in communities to appreciate the similarities and unique gifts of each person. Explore choices with people we support.

CORE COMPETENCIES

Relationships—At SCI we operate with an understanding that it is primarily through effective relationships and collaborative partnerships that we are able to achieve positive change on the individual and systems levels.

Navigational Expertise—At SCI we listen closely to people telling us their dreams and goals. With this knowledge and our expertise, we provide solutions, resources, connections, linkages, and other related services to make dreams a reality.

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PRIMARY CUSTOMERS

Our primary customers are people needing case management and other related services, their families, and the team members supporting them.

SUPPORTING PARTNERS

We work collaboratively with a wide variety of supporting partners to carry out our mission. Supporting partners include but are not limited to:

- SCI Board members
- Community organizations
- Elected officials
- Community leaders
- Media personalities and journalists
- Federal, state, and local government agencies
- Professionals including educators, lawyers, medical personnel, police, and firefighters
- Universities, Colleges and School Systems
- Volunteers

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SECTION II: STRATEGIC DIRECTION FY2020-2025

Using a focused strengths, weaknesses, opportunities, and threats (SWOT) analysis developed from internal and external stakeholder feedback, linkages were established between the four elements. To take advantage of the opportunities identified, SCI needs to fully use its related strengths. Furthermore, to prevent the identified threats from more significantly impacting the organization, any related weaknesses must be addressed. Additional linkages were identified between strengths that could be used to overcome threats and weaknesses that must be addressed in order to take advantage of opportunities present in the environment. As such, these linkages serve as the foundation for the organization's driving strategies within the framework of the overarching outcomes described below.

Over the next five years, SCI will continue to provide high-quality case management and other related services. We will continue to strengthen our role as a leader in the field by enhancing relationships with all customers and by collaborating for improvements across various systems. SCI seeks to grow by expanding our services both in and outside of Maryland to people with disabilities or complex medical needs, older adults, Veterans, and others who would benefit from our services, and by further investing in our organizational capacity with diversified resources.

The outcomes, supported by driving strategies direct the organization forward in a focused manner over the next several years and are broken down into three categories: short-term (1-3 years), medium-term (3-5 years), and long-term (5+ years).

OUTCOMES AND DRIVING STRATEGIES FY2020-2025

Outcome #1: Quality Customer Services

SCI is a recognized leader of person-centered quality services by enhancing relationships with people we support, connecting them to valued resources of their choice, and collaborating with our primary customers and other supporting partners.

Driving Strategy 1A: External Communication (short-term 1-3 years)

Develop and implement a plan to improve communication resulting in information flowing efficiently and effectively to people served and SCI's supporting partners.

Driving Strategy 1B: Strategic Alliances (medium-term 3-5 years)

Strengthen relationships with existing supporting partners and develop new relationships in targeted environments.

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Driving Strategy 1C: Consistent Process and Program Management (long-term 5+ years)

Adopt a total quality management system to ensure quality service delivery and customer satisfaction.

Outcome #2: Team Member Development

SCI is an employer of choice by attracting, retaining and developing an engaged workforce. We do this by utilizing a positive strengths-based approach.

Driving Strategy 2A: Professional Development and Training (short-term 1-3 years)

Create and implement a program that supports continuous professional development and training for team members.

Driving Strategy 2B: Internal Communication (short-term 1-3 years)

Develop and implement a plan to improve communication resulting in information flowing efficiently and effectively within the organization.

Outcome #3: Organizational Development

SCI has diverse, sustainable resources that strengthen the organization and the services it provides.

Driving Strategy 3A: Technology (short-term 1-3 years)

Develop and implement a plan to identify and streamline business processes, hardware, and software.

Driving Strategy 3B: Business Model/Funding (medium-term 3-5 years)

Diversify revenue streams and programs aligned with current core competencies.

SECTION III: STRATEGIC PLANNING IMPLEMENTATION

This strategic plan serves as a management tool to guide SCI's Board of Directors and team members as we work together to advance the organization's mission. Successful implementation of this strategic plan requires a commitment to shared leadership between the Board of Directors, the CEO and all Team Members of SCI.

To support implementation of this strategic plan, SCI will:

Track, Improve, and Communicate Performance

- Leadership will monitor internal performance through the use of the Balanced Scorecard.
- The Board will review overall strategic plan implementation progress at least quarterly to acknowledge accomplishments and challenges.
- The CEO's Report to the Board will regularly assess progress towards achieving the outcomes and driving strategies of the strategic plan.
- The Board will use the strategic plan as a framework for evaluating annual organization performance.
- The CEO will use the strategic plan to annually assess and reward team members for accomplishments that support the strategic plan.

Align Financial Resources

- The annual operating budget will be developed to support strategic plan outcomes and driving strategies.
- The Board and CEO will regularly assess and re-align funds to support new strategic initiatives in the plan.

Align Knowledge, Skills, Abilities, and Other Attributes

- The CEO and the organization's leadership will regularly review organizational knowledge, skills, abilities, and other attributes and fill any gaps necessary to ensure successful implementation of the strategic plan.
- The CEO and the Board will align Board member recruitment to support the strategic plan implementation.

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Track Progress and Update the Strategic Plan

- The organization will regularly seek input from people we serve, their families, team members, colleagues, partner organizations, and other stakeholders about the direction of SCI.
- The organization's leadership and board will regularly review strategic plan progress and provide recommendations for any necessary changes.
- Leadership of the organization and the Board of Directors will complete a comprehensive review and develop an updated strategic plan for the organization in five years.

ACKNOWLEDGEMENTS

This plan was developed with input garnered through four components:

- A survey of SCI team members.
- A survey of external stakeholders.
- Telephone interviews with members of the Board of Directors.
- A strategic planning retreat was conducted on May 13, 2019. A total of 25 individuals representing SCI team members participated.

Retreat participants shared knowledge, experience, and opinions to help plan for the next five years of SCI. Through the strategic planning process, participants examined the internal and external environment of the organization, updated the mission, vision, and values that will guide the organization forward, and developed seven driving strategies, with accompanying action steps to steer the direction of SCI over the next several years.

SCI extends its heartfelt thanks to the following Board and team members who dedicated many long hours to create this important roadmap for the future of the organization.

Tenneille Aleshire, Associate DDA Program Director
Teresa Berman, President, Board of Directors
Paula Blue, Secretary, Board of Directors
Charles Brehm, CISSP, IT Director
Melanie Brown, Service Coordinator, DDA Central Region
Amy Buhrman, DDA Western Region Director
Karen Chapin, Senior Executive Assistant
Karen Dalton, PHR, Human Resources Director
John Dumas, USMC (Ret) MBA, CEO
Maurice Easter, Senior Systems Engineer

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Rebekah Goetz, Older Adults Program Manager
Vladimir Gorny, Member, Board of Directors
Bonnie Griffith, Administrative Assistant Supervisor
Teresa Hall, Program Manager, DDA Central Region
John Halley, Member, Board of Directors
Gerri Hammond, Finance Director
Lora Hawkins, RN, Supports Planning Services Director
Maranda Henderson, Human Resources Generalist
Marlene Hendler, Member, Board of Directors
Carl Hildebrand, Past President, Board of Directors
Sarah Johnson, APTD, Training Specialist
Ginny Jones, Supervisor, Supports Planning Services
Allen Kampf, Member, Board of Directors
Jody Luttrell, Member, Board of Directors
Laurie Lyons, Program Manager, DDA Southern Region
Jill Main, Administrative Services Manager
Alysia McVey, Supports Planner
Marcia Meredith, Supervisor, DDA Western Region
Samantha Norris, Service Coordinator, DDA Western Region
Mindy Propst, PMP, Operations Director
Kristen Ryan, Quality Systems Manager
Allan Sheahen, Program Director
Nicole Smalley, MSW, Supervisor, DDA Central Region
William Stack, Treasurer, Board of Directors
Michelle Wright, Vice President, Board of Directors

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