Strategic Plan 2020-2023

Strategic Objective #1

Further develop eitas' culture to be focused on value and transparency, with fully engaged and motivated employees.

Goal 1. Improve the performance evaluation process to include eitas values as a performance factor and Core Competencies for each employee to be assessed on. Annual pay increases to be determined by objective scoring process based upon the above. (every employee has at least one goal and one metric connected to the eitas strategic objectives.)

Goal 2. Update operational policies and processes to reflect needed variances in different areas of services. (i.e. sick leave policy at Transportation Services needs to cover issues that pertain to Transportation Services and not other areas of services or operations.)

Goal 3. Design a Leadership Development Program to improve the skills and efficiencies of existing supervisors as well as providing learning and development of all employees for leadership roles regardless of their position.

Goal 4. Update the hiring, onboarding, and training processes to attract and retain dedicated employees committed to the eitas mission and driven by values we all share.

Notes: Included within the above goals are specific focus on training on culture, performance expectations, values, and conducting objective evaluations. Updating the performance evaluations should be done by a small team of members of the job group, human resources and the department director. Feedback to be solicited from affected staff on every Goal initiative prior to implementation.

Strategic Objective #2

Address process improvement and efficiency of work across all eitas departments.

Goal 1. Review and redesign current digital file system so that we have all information and forms in one shared and structured location. Explore the viability of SharePoint to serve this purpose.

Goal 2. Conduct a Process Review of all departments to ensure the most efficient processes are in place and redundancies are eliminated.

Goal 3. Improve technology for efficiency to save time, money and effort.

Goal 4. All current processes in all departments are thoroughly documented in writing.

Goal 5. Streamline application and hiring processes with an online human resource package.

Goal 6. Develop training for supervisors that ensures consistent and standardized processes for supervision of staff and accountability.

Notes: *The plan here is to work on aggressively identifying roadblocks and processes that lower our efficiencies by seeking input from each department at all levels.; eliminating redundancies; and utilizing new software and techniques that improve our services internally and magnify their impact and value externally to those served.*

Strategic Objective #3

Develop organizational and industry data collection system that will monitor performance and outcomes to improve operations.

Goal 1. Develop decision-making criteria and planned usage of data.

Goal 2. Data collection software reviewed, chosen, and implemented to meet Goal 1.

Notes: *This will involve an in-depth exploration of data management to determine what information should we be collecting and monitoring to effectively manage our operations and provide the best services to individuals supported in the best value-based manner. This should include social determinants of health.*

Strategic Objective #4

Strengthen external partnerships and services through better communication, collaboration and mutual supports.

Goal 1. Each department and team will develop several ways of pursuing the above objective based upon their relationships and interactions with external entities. As developed, those goals will be written with measurable outcomes and listed under this objective.

Notes: *Areas to be addressed will include but not be limited to – decreasing turnover in support coordinators working with providers; seeking input to improve our services; honest and transparent communications; better collaboration efforts; creating internal and external partnerships between specific staff; special section on our website for provider updates; actively support legislative initiatives for providers; always providing prompt responses and good customer service.*

Strategic Objective #5

Community Advocacy to increase reach of those served: families, partners, health and wellness.

Goal 1. Identify additional external groups outside our typical IDD arena to develop more and stronger advocacy efforts outside our traditional partnerships.

Goal 2. Explore eitas becoming a technology connection for families and persons supported wherein we use tax levy funds to purchase equipment, pay for high speed connections, and develop specialized training to enable persons supported to have true connectivity for improvement of existing services and development of new needs-driven and mission-driven services.

Notes: *This is where we work to create equity and inclusion with other groups and try to create synergy with their goals and aspirations – not only to increase our outreach and advocacy, but to augment theirs as well. In Goal 2 we will attempt to address the inequities of access to technology to improve levels of service and connectivity across Jackson County and the wider world for people and families supported.*

Strategic Objective #6

Explore and identify solutions for diversifying services and revenue.

Goal 1. Explore Behavioral health service solutions: How can we help address the problems our people have with dual-diagnosis treatment?

Goal 2. Explore fee for service case management for those not eligible for Medicaid services.

Goal 3. Explore developing a Transition planning service to augment school districts and better assist parents and guardians.

Goal 4. Transportation - Explore expanding transportation service to other demographics; explore expanding transportation outside Jackson County; explore increasing transportation for competitive employment.

Goal 5. Other revenue options: Community health workers; respite services; small business loans for microenterprises; community center services; wellness programs.

Notes: With current funding limited to tax levy dollars and Medicaid services, exploring other revenue options and services would allow us to expand in areas of need that we have not considered before and to fill niche areas where we are particularly suited to provide services.

OT-050-20