




Indian Creek

F O U N D A T I O N



Strategic Plan 2017-2021

To provide opportunities for people with developmental disabilities to live in and enrich their community while meeting their vocational, family, personal, and spiritual needs throughout their lives.

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MISSION

To provide opportunities for people with intellectual and developmental disabilities to live in and enrich the community throughout their lives.

VISION

To be the provider of choice for individuals with developmental disabilities and their families. Indian Creek Foundation will evaluate and cost-effectively grow programs to meet our mission and become the employer of choice in our area of service.

VALUES

- We are a community of caring, compassionate people
- We accept everyone's uniqueness as an essential part of our lives
- We are dedicated to building meaningful relationships
- Our relationships are based on mutual respect, unconditional value and caring interactions
- Our goal is that all individuals will feel safe and engaged in nurturing ways

<i>Mission</i>	<i>Values & Culture</i>	<i>Vision</i>	<i>Strategy</i>	<i>Objectives</i>
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Glossary of terms:

<i>Mission</i>	<i>Our reason for existing, the business that we are in, and how we help those we serve.</i>
<i>Values & Culture</i>	<i>Identifies the important things to be considered when we make decisions and interact with others as we pursue our mission. A statement of expectations.</i>
<i>Vision</i>	<i>What we as an agency seek to achieve and become over the next 5 years.</i>
<i>Strategy</i>	<i>A capability or area of performance in which we must excel to achieve our mission.</i>
<i>Goals & Objectives</i>	<i>How we will excel in our goals annually to attain our 5 year vision.</i>

There are two expected parts to the Indian Creek Foundation 5 Year Vision Plan - The strategic plan which defines the outcomes (a road map to the future) that we expect to achieve over the next five years as well as an Operating Plan which is an annual and updateable plan for the coming fiscal years.

STRATEGIC PLAN 2017-2021

Strategy 1: Providing a Client and Family Centered Experience

Indian Creek Foundation will listen to its customers – our clients and their families – and partner with them to create a personal, emotionally supportive, consistent and reliable experience across all departments of the organization.

By 2021, we will:

- *Partner with clients and families in aspects of their care to the extent desired by each family.*
- *Develop and maintain an environment which fosters client and family involvement.*
- *Improve/maintain client/family satisfaction survey results each of the 5 years such that scores are regularly 4's or 5's.*

Strategy 2: Developing an Engaged Care Team

Indian Creek Foundation will build a staff that is dedicated to and capable of providing exceptional services to our clients.

By 2021, we will:

- *Develop and implement a strategy for attracting the top talent possible by becoming the employer of choice for our industry in our area.*
- *Develop and implement a strategy of retaining and rewarding the top talent.*
- *Develop from within the next generation of Indian Creek Foundation leaders.*
- *Develop and maintain an engaged care team that is emotionally and intellectually committed and willing to go the extra mile for the agency and the people that we serve.*
- *Foster a culture of performance and accountability through training, management tools and programs.*
- *Become a healthy workplace.*

Strategy 3: Deliver Exceptional Care

Indian Creek Foundation will provide exceptional care – safe, effective and client centered – to each and every client, each and every day.

By 2021, we will:

- *Improve client / family survey satisfaction scores such that the majority of respondents provide a 4 or 5 in their survey satisfaction measures.*
- *Through monitoring of ISP's and BHU Improvement Measures, monitor the progress of the clients that we serve.*
- *Provide facilities and services that are safe and secure.*
- *Become educated in the new regulations associated with the "Community Rule" and develop a plan for each affected program to adjust to the new rules.*

Strategy 4: Facilities

Indian Creek Foundation will improve and maintain the facilities in a safe manner that has an emphasis on safety and security.

By 2021, we will:

- *Maintain and procure facilities that are safe and as secure as is possible.*
- *Maintain ICF facilities with an emphasis on compliance with licensing regulations related to facility, safety and security.*

Strategy 5: Fiscal Responsibility and Stewardship

Indian Creek Foundation will optimize funding and will be good stewards of those funds.

By 2021, we will:

- *Improve our debt/funding ratios.*
- *Optimize the relationship with Indian Creek Caring Foundation.*
- *Increase our capital assets through purchase, donation or affiliations with the intent of providing more services and/or lowering costs.*
- *Prepare for and adapt to changes in the PA funding model.*

Strategy 6: Development and Community Relationships

Indian Creek Foundation development department will seek to optimize the generous donations that are received. We will nurture current relationships and develop new ones to increase fund development. We will strive to be good corporate citizens of the communities that we serve.

By 2021, we will:

- *Develop a consistent brand for the organization to ensure that all external communications are consistent and represent the "voice" of the agency.*
- *Improve community involvement through community events, collaboration and the local chambers.*
- *Expand the fund raising capabilities for the foundation.*
- *Expand the use of the ICCF such that it represents the local fund raising arm for persons with intellectual and developmental disabilities.*
- *Develop and maintain a robust and targeted capital campaign.*
- *Be well known and recognized as good corporate citizens in the communities that we serve.*

Strategy 7: Leveraging Information Technology

Indian Creek Foundation will seek to optimize the use of information technology such that IT is used to augment services and improve efficiencies.

By 2021, we will:

- *Have identified, procured and implemented new billing systems to improve invoicing and funding streams.*
- *Have identified, procured and implemented new financial systems to improve efficiencies and enhance financial projections.*
- *Have identified, procured and implemented other IT packages to improve monitoring and service efficiencies.*

Strategy 8: Pursuing Focused Market Growth

Indian Creek Foundation will seek to identify and offer additional needed services for the community that we serve and to grow the number of persons served. We will also seek to develop additional funding streams and to increase revenue through growth – albeit organically or through merger/affiliations with other organizations which are culturally synergistic.

By 2021, we will:

- *Have identified and implemented new services and expanded those that we currently have.*
- *Open satellite outpatient locations for BHS services and open three or more new residences for residential programs.*
- *Have identified and developed new funding streams that serve to diversify revenue sources.*
- *Have been open to collaborative affiliations or mergers with the intention of improving efficiencies as well as increasing the number of persons served with our services.*
- *Increase residential services by at least 3 group homes in the five years of this plan.*

Strategy 9: Board Function and Performance

The Indian Creek Foundation Board of Directors will seek to.

By 2021, we will:

- *Continuously be a supportive, educated and engaged board poised to provide guidance and governance to Indian Creek Foundation.*