The Enrichment Center

It's About Life, Not Limitations.

STRATEGIC PLAN

3 Year – 7-1-23 to 6-30-26

Leveling Up!

Developed by: The Enrichment Center Board and Leadership Team
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Introduction

The Enrichment Center is entering the 40th year of service provision as a non-profit service provider in Forsyth and the surrounding counties. We have provided art-based day services and supported employment unlike anything else provided in the community to those with intellectual and developmental disabilities (IDD). The path that we have forged as a unique provider has not always been easy, but we have had strong leadership over the years that have kept the focus on the mission that has brought us to this 40th year celebration. Our aim is to be successful another 40 years and continue to support those with IDD in Forsyth and surrounding communities and expanding participation. We have the vision to develop services beyond what we have provided in the past and reach out to surrounding communities. We plan to work to meet the ever- changing needs of those with intellectual and developmental disabilities and their families.

The purpose of developing this strategic plan was to map out the future that reflects the needs of those supported and the vision of The Enrichment Center. The Plan is not developed alone but by the Board, staff, individuals served and stakeholders. The focus of the plan is on the mission, vision and strategic prioritizes identified during the strategic planning process. We have themed this 3-Year Strategic Plan - "Leveling Up". This is because we are working to take all we do to the next level of quality over the coming years.

This strategic plan is like a road map to identify the route to take in the up-coming three (3) years. It is the vision for a bright future for those we support and The Enrichment Center (TEC). This plan serves to help coordinate the work of our staff, make efforts more effective and is a reminder to stay focused on our values. It also allows the organization to be more accountable and transparent to all involved. The goals identified directly impact the lives of those we support and the ultimate outcome of helping each person in our services live their best life.

The commitment of the leadership at TEC is to communicate the plan to the Board, staff, those supported, families and stakeholders over the coming months. This is to ensure that those associated with The Enrichment Center are aware of the goals and our commitment to success in the coming three (3) years and beyond.

Executive Summary

For the past two years, The Enrichment Center has undergone a transformation. COVID-19 and the new Managed Care environment have provided opportunities to make changes both administratively and programmatically to best meet the needs of those we serve and to become a more viable non-profit. We are now moving to post-COVID times and finding that we will be keeping many of the practices that we have put in place. The new Managed Care environment is driving changes in the way we operationalize and become more adept in our business practices. As we progress with these changes, we will be better positioned to grow, improve services and "level up".

MISSION

"TO EMPOWER AND ENRICH ADULTS WITH INTELLECTUAL AND DEVELOPMENTAL DISABILITIES, ENABELING THEM TO GROW AS INDIVIDUALS. LIVE WITH DIGNITY AND HAVE CHOICES IN HOW THEY FULFILL THEIR LIVES."

We were successful in meeting many of the strategic goals set forth in the plan but more importantly, the groundwork was laid for The Enrichment Center to be more efficient, effective, well-trained and overall a better provider and employer. We did not fully accomplish all goals at 100% but we did prove that even during

the most difficult times, under duress, and with little hope for what was next, we could come together as a team and accomplish what we envisioned. We count all progress during this time as a "win".

We are excited to build upon the success we have already achieved in our last plan. To achieve real change, we must work together to implement the strategies that will produce results. That being said, we are expecting to be fully engaged in the community in the next three (3) years. We will engage and increase participation that represents more diversity and represents those we support. We look forward to collaborating with families, individuals in service, caregiver, guardians, local and state partners, providers, and advocate organizations to implement this plan. Together, we can bring more awareness to the IDD world and work toward addressing gaps in service delivery.

Looking to the future, we are thrilled to have a strong team in place that has worked to set goals, along with staff, those we support, families and the Board, for our future. It is a privilege to have the opportunity to lead during this 40-year celebration for The Enrichment Center. I thank all those leaders who came before me, and they should be given the recognition for their years of dedication to the mission. We would not be where we are today without all those who came before us. The current leadership team sees that it is our obligation to leave a legacy for those who come after us and to leave The Enrichment Center in a better place than when we arrived.

Strategic Planning Process

The Enrichment Center worked with a strategic planner to assist with the process of gathering information and identifying strategic priorities. This effort was funded by a grant from The Winston-Salem Foundation. The Enrichment Center is grateful to The Winston-Salem Foundation for continually supporting our development and leadership efforts. Their support helps us be an even stronger non-profit provider in Forsyth County.

This strategic plan lays out a clear plan for The Enrichment Center and the expected outcomes to be achieved over the life of the plan. The key elements of the strategic planning process are outlined but it is not all inclusive. Additional information on the assessment, data collection, and input obtained is available for review in form of reports, minutes, and power-points. The planning process took just over three months. The work has not ended since the Strategic Plan has been developed, it is only the beginning.

VISION / VALUES

Vision Statement

Our vision is to see every person with an Intellectual/Developmental disability in our community **live the best life** for them.

Values

People First

We believe that people with intellectual and developmental disabilities are defined by their own strengths, abilities, and inherent value – not by their disability.

Equity

We believe that people with intellectual and developmental disabilities are entitled to the respect, dignity, equality, safety, and securities accorded to other members of society and are equal before the law.

Community

We believe that people with intellectual and developmental disabilities belong in the community and have fundamental moral, civil and constitutional rights to be fully included and actively participate in all aspects of society.

Self-determination

We believe in self-determination and self-advocacy. People with intellectual and developmental disabilities, with appropriate resources and supports, can make decisions about their own lives and must be heard on issues that affect their well-being.

Diversity

We believe that society benefits from the contributions of people with diverse personal characteristics (including but not limited to race, ethnicity, religion, age, geographic location, sexual orientation, gender and type of disability).

The steps that will be taken once the Board approves the plan are as follows and are necessary for the success of the goals of this plan:

- Sharing and communicating the plan with staff, participants, families, and the Board.
- Ownership of the strategic priorities by leadership,
- Development of measurable strategies to meet the outcomes identified,
- Accountability of leadership staff to ensure that the outcomes are met; and
- Reporting process for each strategic priority both to staff and the Board.

Steps Taken to Prepare for the Strategic Plan:

November 2021:
• The Leadership Team Retreat was held, input that was gathered and tentative focus "buckets" were formulated. Overall objectives were prepared for the Board retreat in March 2022.
February / March 2022:
• Consultant spent a week on-site meeting with community/stakeholders, staff, those served and the Leadership Team to obtain input for the strategic plan.
• Board Retreat held to share the information collected and to obtain Board input.
April 2022:
• The Leadership Team met to craft the goals for the strategic plan discussing overall outcomes and 3-year expectations.
• Executive Director uses input from all meetings, data collected and discussion with leadership to create the Strategic Plan that is measurable, attainable and has benchmarks to identify progress throughout the 3-year plan.
May 2022 / March 2023:
• The Board was presented with the Plan for review and approval.

The Enrichment Center's (TEC) budget was cut by 50% due to COVID in March 2020. In 2022, TEC was 60% of the pre-COVID budget. There were 89 staff employed at TEC prior to COVID and the agency shrank to less than 40 staff in April of 2020. At the time of this plan, there is a total of 60 staff employed with TEC.

Data

Below is a summary of the provision of services since 2019. In addition, you will find financial information to compare since 2018.

Service Delivery

Persons Supported 2019	2019	2020	2021	2022
Day Services	106	31	47	58
Community	3	23	15	7
Supported Employment	39	21	25	13
Vocational Rehabilitation	98	45	45	63

Financial Information

Year	Budget	Actual	Difference	Total Budget
2018	(165,071)	14,758	179,829	3.1 Mil
2019	(141,124)	(61,186)	79,938	3.4 Mil
2020	(316,995)	(295,777)	21,218	2.7 Mil
2021	2,932	732,496	729,564	2.9 Mil

Overview of the Strategic Priorities:

Throughout the Strategic Planning process, the strategic areas have been brought forward and categorized in eight (8) strategic priority areas.

- Art is the focus and the founding basis of our programming. It is the area that differentiates TEC from other day programs.
- Diversity / Equity / Inclusion program is an essential aspect of building engaged and happy employees. Organizations with strong diversity climates are more likely to have those supported, employees and families and stakeholders with increased satisfaction, higher levels of trust, and are more engaged.
- Staff development is essential to the future success of TEC. The desire and need for a culture change, wanting to retain staff and helping staff finding career paths in the IDD field were areas of focus for the new leadership team.
- Engagement and development We have also changed how we provide services and need to market our services delivery. It is necessary to reach out and communicate more with our stakeholders and increase donations to TEC.
- Best Practice focus will help TEC to stand out from all other IDD providers and employers in Forsyth County. This impacts those in services and their satisfaction with life will be increased and the intent is they will be able to live their best lives.
- Accessibility is a need in our community for those with IDD. It is necessary to start internally to ensure we are an accessible organization and then work with the community to be more accessible.
- Advocacy is not only our obligation as a chapter of The Arc, but is a priority for TEC. We want to do our part in helping those in Forsyth and surrounding counties receive the services they need and to live their best life.
- Organizational management is the ability to lead through change, survive and thrive in a new reality as an organization.

Goals, Strategies and Actions Identified:

Art

1. Partner with local non-profits, universities and artists to increase TEC's art program's visibility, creditability and notoriety of the art and artist in Forsyth County. This will be accomplished by:
    a. bringing in the community and artists to provide input,
    b. changes and updates to the gallery, and
    c. displaying in the community and in other galleries.

Responsible Party: Development Director
Expected Completion Date: 12-2025

2. To focus on art being utilized for the purpose of advocating for those with intellectual and developmental disabilities across all venues and formats. Advocacy artistic mediums and exhibits will be created to display both within TEC and in outside venues.

Responsible Party: Development and IDD Director
Expected Completion Date: 5-2026

3. Revitalize the Gallery Opening experience by expanding the forms of art that are showcased to legitimize the event experience. Move beyond the traditional openings and pilot various ways to engage various types of attendees. (on-line purchasing, RSVP, tickets, partner with a winery, hire bar tender, and include musicians from UNC School of the Arts and other vendors).

Responsible Party: Development Director and Art/Music POD Leaders
Expected Completion Date: 6-2024

Diversity / Equity / Inclusion

1. TEC will build an inclusive community by creating an environment for all involved with TEC to feel included and accepted. This includes stakeholders, community groups, local non-profits, and in surrounding neighborhood. Areas of opportunity will include:
    A. Invite those identified to share more about their cultures
    B. Identify and create ways to show caring and recognition
    C. Use input to create welcoming meetings
    D. Teach the team to be inclusive
    E. Hire a diversity consultant to assist
    F. Develop and implement a clear plan

Responsible Party: Quality Assurance and Executive Director
Expected Completion Date: 6-2025

2. Improve awareness of diversity and inclusion issues in the workplace. To be done by focusing on bringing employees together to understand issues of inclusion and diversity at TEC. This may be accomplished through lunch and learns, on-going seminar series, organizational briefs, surveys or on the individual level between managers and their teams.

Responsible Party: Quality Assurance Director
Expected Completion Date: 7-2024

3. Promote diversity and inclusion in the workplace. This includes identifying bias, prejudice, lack of confidence, a sense of isolation, and awkward cultural expectations. Developing a plan and implementing to address those items identified and ways to promote a more positive work culture. This will be accomplished with the input and support of a DEI consultant.

Responsible Party: IDD Director and VR Director
Expected Completion Date: 7-2025

4. Develop a path to develop an inclusive culture and support employee development. The format will bring together employees who share an affinity for TEC and a desire for a positive work culture. A base-line will be completed and data collected to ensure progress in this area. TEC will work to include in the input:
    A. Diverse cultures
    B. Neurodiverse employees
    C. Employees with disabilities
    D. Veterans
    E. Women Focused
    F. LGBTQ+ employees
    G. Families, single parents, or caregivers
    H. Various ages

Responsible Party: Quality Assurance Director and Human Resource Specialist
Expected Completion Date: 7-2024

5. Strategies will be developed and implemented to recruit experienced talent from diverse backgrounds. This will be done by:
    A. Diversify where we source applicants.
    B. Rewrite job descriptions to have gender-neutral language.
    C. Take steps to remove unconscious biases during the interview process.
    D. Provided mentors to all new employees through onboarding and continued development.
    E. Work to have a diverse talent in leadership.

Responsible Party: Human Resource Specialist
Expected Completion Date: 7-2024

6. TEC will develop culturally sensitive promotional materials (handbooks) and website that are essential for employees and for those served to feel comfortable at TEC. It is important that all experiencing TEC have a sense of belonging and are respected.

Responsible Party: Development Director
Expected Completion Date: 7-2024

7. Assess stakeholders, staff and the community's understanding of TEC's goals and whether the organization's DEI initiatives are working towards more diversity and inclusivity. It is expected that there is a 30% improvement from baseline data collected and survey results over 3 years.

Responsible Party: Quality Assurance Director
Expected Completion Date: 12-2025

Staff Development

1. For the purpose of retention of staff and increased competency of new hires, the orientation training program with be strengthened to include:
   A. More interactive learning
   B. Hands on experiences
   C. Competency based education
   D. Mentorship opportunities
   E. System to manage training and mentors
   F. Cross training of all new hires
   G. Cultural competency focus (DEI)

Responsible Party: Quality Assurance Director
Expected Completion Date: 10-2024

2. Create career paths to provide opportunities to promote staff from within, for staff development and overall, improve the quality of the provider network in Forsyth County. This will be accomplished by identifying funds for staff training beyond orientation and annual certifications. Tracking will occur for staff involved, funding, and outcomes of the training. The career paths are:
   A. Trainer / Train the Trainer – CPR/First Aid; NCI
   B. Quality Assurance / Data Collection
   C. Clinical / Medical Record
   D. Management
   E. Leadership
   F. Nursing/Medical
   G. Advocacy
   H. Investigations
   I. Supported Employment
   J. Autism – RBT/BCBA
   K. Succession Planning

Responsible Party: Executive Director
Expected Completion Date: 12-2025

3. Develop and publish marketing material that promote TEC's benefit package for potential employees and current employees.

Responsible Party: Human Resource Specialist
Expected Completion Date: 7-2024

4. Cross train staff at all levels of the organization to ensure that TEC has continuity of supports available to limit risk to the organization. This will ensure that back-up staff will be available for those we serve, management and leadership, if needed. Areas of cross training will occur for:
   A. New Hire Orientation
   B. Participants Served
   C. Supported/ Customized Employment
   D. Medication Administration
   E. Therap
   F. Network For Good
   G. Paycor
   H. Maintenance
   I. Security
   J. Accounting
   K. Administration
   L. Operations

Responsible Party: Quality Assurance Director (collaboration with Directors)
Expected Completion Date: 10-2025

5. Develop/ implement a Succession Plan for the organization for the following positions:
   A. Executive Director
   B. Finance Director
   C. IDD Director
   D. VR Director
   E. QIDP's
   F. QA Director
   G. Management Staff

Responsible Party: Executive Director
Expected Completion Date: 7-2024

Engagement and Development

1. Honoring the history of TEC and all those who were part of creating the 40 year history with a 40th anniversary year celebration. This will be done by coordinating forty events in a year beginning 7-2023 through 6-2024.

Responsible Party: Development Director and Executive Director
Expected Completion Date: 7-2024

2. Establish a Development Committee to promote engagement from the Board, community, and stakeholders and have a platform to obtain input and involvement from outside the organization. The Committee will meet as needed and help to manage the development events for TEC based on the plan developed.

Responsible Party: Development Director
Expected Completion Date: 7-2024

3. Develop and implement a volunteer program to promote engagement with the community both individually and with corporations. This will result in a fully developed volunteer program of over 100 volunteers.

Responsible Party: Development Director and Human Resources Specialist
Expected Completion Date: 6-2025

4. Redevelop the website to be ADA compliant, helpful resources and information hub with an art and advocacy focus.

Responsible Party: Development Director
Expected Completion Date: 10-2023

Best Practice

1. TEC will ensure that those staff that are recruited and retained with the organization will participate in a drug free workplace program. This will include testing upon hire, randomly and when there is a workplace incident or injury.

Responsible Party: Human Resource Specialist
Expected Completion Date: 8-2023

2. Focus will be on engagement and growth in the following areas:
    a. Supported Employment will double in size in the Winston-Salem area and will be offered to those in Yadkin County, based on need.
    b. Vocational Rehabilitation will be provided in High Point, will have staff assigned and the program will double in size (Equal to the Winston-Salem program).
    c. Day services will be hybrid and 40% based in the community and full-capacity in the building (max of 80).
    d. Day Program services will be offered as a mobile unit in Yadkin County.
    e. Community Living Supports will be offered to those requesting and will serve 30 or more.
    f. Transitioning aged (16-22) will be offered services through VR, Day Program and/or community-based services.

Responsible Party: IDD Director and VR Director
Expected Completion Date: 6-2026

3. For TEC to be identified as a leader in the IDD field, a plan will be developed for accreditation as a Person-Centered Excellence Accreditation agency with The Council on Quality and Leadership. An implementation plan to become Person-Centered Accredited will be in place.

Responsible Party: Quality Assurance Director
Expected Completion Date: 5-2025

4. Increase the clinical competences of TEC and provide opportunities for clinicians in surrounding counties to improve and enrich the quality of services and the lives of those with IDD. Areas of increased competency will be in:
    a. Assistive technology
    b. Personal Outcome Measures
    c. OT / PT
    d. Autism
    e. Guardianship
    f. Clinical Supervision
    g. Supported Decision Making
    h. SSI Benefits Counseling
    i. Investigations
    j. Supported Employment/ Customized Employment
    k. Value Based Payments
    l. Sexuality
    m. DEI

Responsible Party: Executive Director
Expected Completion Date: 6-2026

Accessibility:

1. Work to ensure a safe environment and improve the accessibility of TEC for safe entrance and exit. This will be done by modifying the front entrance and adding an additional back exit to the facility. Grants and donors will be solicited to assist in funding the necessary accessibility work.

Responsible Party: Finance Director
Expected Completion Date: 12-2024

2. Partner with Winston-Salem State and surrounding Universities to provide PT/OT/Nurse supports to improve the quality of care and incorporate a whole person approach to care at TEC. This is intended to have established, reliable and consistent on-site supports for those receiving services.

Responsible Party: IDD Director and Nurse
Expected Completion Date: 7-2024

3. To enhance indoor and outdoor spaces to have a better sensory experiences at TEC. This will provide opportunities for participants and staff to engage in sensory engaging activities. Funds will be obtained through donors and grants to fund the improvements.

Responsible Party: Development Director and Executive Director
Expected Completion Date: 6-2025

4. Increase the accessibility and training on technology for those attending TEC to allow for more independence. This would include access to computers, Wi-Fi, resources and assistance to support their personal technology needs that will lead to more independence.

Responsible Party: IDD Director and Finance Director
Expected Completion Date: 1-2025

Advocacy:

1. To manage and follow-up with those that contact TEC for advocacy support. This would include those in services and in the community. A system will be created to record, track, and manage contacts and the overall impact TEC has on those in the IDD community.

Responsible Party: Quality Assurance Director
Expected Completion Date: 7-2024

2. Families and the Forsyth County clinical community to increase understanding of options of guardianship and alternatives to guardianship that results in more reviews of guardianship, increased levels of independence and decision making by those with intellectual and developmental disabilities. This may be done by partnering with already existing organizations, using developed curriculum, connecting with groups, and State Departments to assist. Potential partners – IDD Advisory Group, WSFCS, local QIDPs, Enrichment +, Vocational Rehabilitation, other Arc chapters, CQL, and DSS.

Responsible Party: IDD Director
Expected Completion Date: 7-2024

3. Work with the school system and the transitional age families to provide easily accessible informational package, presentations and resources on transition age and adult services available and how to access. A system will be created to track and monitor activities and service delivery to support in the future will be based on need.

Responsible Party: Development Director and IDD Director
Expected Completion Date: 6-2026

Organizational:

1. Create a system(s) for Managed Care financial processes (from point of care through billing and tracking for multiple funding streams) - This is to ensure full utilizations of all authorized units and to limit the risk to the organization. The development of these processes are crucial to the survival of the organization and to be able to provide continuity of care to those we support.

Responsible Party: Finance Director
Expected Completion Date: 1-2024

2. Stay abreast and navigating the continually changing Managed Care dynamics in NC by positioning TEC to thrive in the new environment and be successful into the future. (This positioning may be accomplished by constant participation/involvement in MCO, State and Managed Care trainings, certifications, licensure, or conference and may include consultants, contractors or other means.) This will prepare TEC for potential acquisition, merger or partnership opportunity in the future.

Responsible Party: IDD, Quality Assurance and Executive Director
Expected Completion Date: 6-2026

3. Actively explore organizations that have similar values and mission to evaluate new partnership possibilities. The purpose is to increase connections, identify expertise and build strength with other similar organizations in the areas of administration, clinical services, and advocacy. This will better align TEC to survive and thrive in the Managed Care setting into the future and continue to meet the Mission by supporting those IDD community.

Responsible Party: Executive Director
Expected Completion Date: 6-2026

Monitoring and Reporting

This plan will be tracked and monitored throughout the 3-year implementation period. The Executive Director will provide leadership and supervision for the overall success of the Strategic Plan. The Quality Assurance (QA) Director will be responsible for assisting with implementation, facilitation of the goals, identifying barriers and monitoring of the plan. The designation of responsibility are as follows:

- Reporting: The Executive Director will provide the overall oversight and reporting to the Board of Directors and is responsible for the success of the plan. The QA Director will provide reports to the Leadership Team and communication on the progress for the organization.
- Tracking / Monitoring: The Quality Assurance Director is responsible for tracking each of the goals and collecting data for the responsible parties. This includes a monthly overview and a quarterly summary of progress on goals.
- Annual Report: An annual report will be developed and shared with identified stakeholders. The QA Director will compile the report and the Executive Director and Leadership Team will review and approve for distribution based on an agreed upon communication strategy.

The Leadership Team will meet on no less than a monthly basis to discuss and review progress, barriers and updates that are needed to the plan to meet the goals identified. A solution focused approach will be in place to ensure that barriers are addressed and overcome.

On no less than a quarterly basis, a report will be developed and shared with management, leadership, and Board of Directors that reports the quarterly success, barriers, and updates to the plan.