

# FY 2022-2024 Strategic Plan Executive Summary

- **Community Access & Connection**
- **Financial Sustainability**
- **Organizational Integration**
- **Transforming Through Diversity**
- **Workforce Development**



# STRATEGIC PLAN FY 2022-2024

## *EXECUTIVE SUMMARY*

### **PURPOSE**

Oak Hill, Gilead Community Services, and Easterseals of Oak Hill are three affiliated organizations that provide services and supports to people with disabilities, including developmental disabilities, mental health conditions, and substance use disorders and their families within the State of Connecticut. The three organizations came together for the purpose of developing an integrated strategic plan which outlines their collective strategic priorities over the next three years.

### **PROCESS**

The organizations established a cross-functional Strategic Planning Team (SPT) and engaged external consultant, KJR Consulting (KJR), to help guide the strategic planning process. Input was gathered from a variety of internal and external stakeholder groups including the Board of Directors, Senior Leadership, Program Leaders, Staff, Donors & Partners, Program Participants, and Families through a series of planning retreats, focus groups, and electronic surveys.

KJR and the SPT convened on numerous occasions between April and December 2021 to process stakeholder input, define strategic priorities, and draft and revise strategic plan content. KJR and the SPT also worked independently to complete strategic planning tasks, as needed. A heavy emphasis was placed on collaboration, inclusivity, and input throughout the planning process.

## RESULTS

The cumulative result of this process is a three-year plan which identifies five Strategic Issues (presented in alphabetical order):

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### 1. COMMUNITY ACCESS & CONNECTION

To serve people who could benefit from our services, we need to cultivate a close connection to community resources and develop strategies to improve access to the services they need. We need to ensure availability and accessibility of services, advocate for full support of those services, and promote community integration and education.

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### 2. FINANCIAL SUSTAINABILITY

To create long-term financial stability and sustainability, the organizations need to manage funding streams, diversify funding streams, and ensure adequate rates for existing and new programs.

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### 3. ORGANIZATIONAL INTEGRATION

Oak Hill, Gilead Community Services, and Easterseals operate as three separate organizations. Integrating our programs, services, and administrative processes, while maintaining our individual identities where appropriate, will enable us to grow through collaboration and leverage our existing skills and resources to further benefit the people we serve, our staff, and our communities.

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### 4. TRANSFORMING THROUGH DIVERSITY

The organizations employ and provide services to demographic groups that are systematically marginalized, including people with disabilities. Intentionally and explicitly considering diversity, equity, and inclusion (DEI) as part of every major decision and prioritizing the funding of DEI initiatives is critical to the achievement of our collective mission of access and empowerment.

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## 5. WORKFORCE DEVELOPMENT

The organizations, consistent with industry trends, experience staffing shortages related to compensation (impacted by funding), turnover and the need for specialized skills. Attracting, recruiting, developing, and retaining a passionate and capable workforce is necessary to deliver high quality programs and services.

The full plan is further broken down into the subcategories defined below. Each subcategory addresses the strategic issue with increasing specificity.

1. Strategic Issues: What organizational challenge do we need to be address?
2. Goals: What do we want to achieve in order to address the organizational challenge?
3. Objectives: How will we address the identified organizational challenge?
4. Interventions: What steps should we take in order to achieve our objectives?

A total of 376 individual interventions were developed to address the five Strategic Issues. Interventions are subsequently linked to a series of operational plans which will guide their implementation. Target completion dates are also identified for each intervention.