

Northern Hills Training Center Strategic Plan 2011

- I. **Mission, Values, & Vision**
- II. **Goals (Current Plans & Systems)**
- III. **Maintenance Goals (Ongoing Plans & Systems)**

I. **Mission, Values & Vision**

Northern Hills Training Center Mission Statement:

Mission

To enhance lives and achieve dreams.

Values

We will make a positive difference in the quality of each life we support.

Vision

To be the agency of choice.

Northern Hills Training Center (NHTC) is committed to building social capital and integrating personal outcomes with community inclusion, innovative management practices and basic assurances of health, safety and well being for all people. NHTC demonstrates that commitment through responsive services that focus on people, the community, strategic planning and accountability.

People Focus: NHTC has a continuous system of learning about, listening to and responding to people. The learning process provides information for individual, organizational and system-wide planning. This includes recognizing the diverse cultures, ideas and input of people supported, employees and the community. NHTC recruits, hires and trains a competent paid and volunteer workforce. NHTC assists and supports direct support professionals through feedback, recognition and assistance in developing their own social networks, which enables them to build social capital for people receiving supports and services.

Community Focus: NHTC is a bridging organization that fosters community inclusion and interaction with people, networks and resources beyond its organizational boundaries. NHTC supports people to connect to resources within the community and perform leadership roles. NHTC and the community contribute to and benefit from a reciprocal relationship.

Strategic Focus: NHTC collects data and information about people's outcomes and supports. NHTC also assesses community resources, opportunities and potential supports for people supported. With this information, NHTC utilizes knowledge sharing, data analysis and information synthesis for strategic planning which includes connecting people with their community.

Accountability Focus: NHTC meets all local, state and federal requirements for licensing, accreditation, certification and operation as a Community Support Provider (CSP). NHTC's governance and management practices are ethical, accountable and open and are periodically reviewed by outside entities to ensure continued accountability and compliance.

II. Goals (Current Plans & Systems)

Community Life

- NHTC will utilize the web page to provide information on topics that impact the agency and the community as part of the Community Life Initiative.
- NHTC will continue to work toward an expansion of services for people supported in the Belle Fourche Community.
- NHTC will identify existing community partnerships with community organizations as a result of relationships with staff, board members, friends, family and people supported. As a result of this mapping, NHTC will identify and explore avenues for partnerships and relationships (traditional and non-traditional for people supported and organizational members).

Data Analysis

- NHTC's management team, functioning as the Incident Management Committee, will review at least annually (March):
 - Allegations and confirmed cases of abuse/neglect/exploitation;
 - Injuries of known and unknown origins;
 - Morbidity and mortality;
 - Fire drills;
 - Incidents;
 - Illnesses;
 - Medication errors;
 - Environmental audits;
 - Complaints and grievances;
 - Quality Improvement Plans;
 - Staff Statistics;
 - Workman's compensation claims; and
 - Personal Outcome data.
- NHTC's Quarterly Incident Review Committee will review at least quarterly:
 - Allegations and confirmed cases of abuse/neglect/exploitation;
 - Environmental audits;
 - Critical Incident Reports;
 - Incidents;
 - Illnesses;
 - Injuries of known and unknown origins;
 - Medication errors;
 - Fire drills; and
 - Deaths.

Human Resources

- NHTC will develop and implement a career advancement program for Direct Support Professionals.
- NHTC will evaluate and revise the current performance feedback evaluation and process.

Policies & Standard Operating Procedures

- All NHTC Policies and Standard Operating Procedures will be open for review and comment by any organizational or community member as requested.
- All NHTC Policies and Standard Operating Procedures will be reviewed on an annual basis to ensure they remain relevant and current.

Quality Management System

- NHTC will evaluate current data analysis systems and develop a comprehensive as part of an inclusive Quality Management System.

Technology

- NHTC will provide equipment and training necessary to continue toward a paperless system and to utilize the most current systems available for data collection, tracking and documentation.
- NHTC will continue to utilize THERAP.
- NHTC's nursing department will continue to transition to utilizing THERAP for health care tracking.

III. Maintenance Goals (Ongoing Plans & Systems)

Basic Assurances System & Monitoring

- NHTC will provide a safe, clean and healthy environment for all its members.
 - All buildings will comply with all applicable fire and sanitation codes.
 - People will be supported to access and maintain safe, clean and healthy living, working and recreating environments.
 - Basic Assurances© will be monitored on an ongoing basis. This will include, but not be limited to:
 - The biennial review of the Administrative Rules of South Dakota performed by the Department of Human Services - Division of Developmental Disabilities; and
 - Aggregate data obtained from Personal Outcome Interviews/Personal Outcome Measures.
 - Quarterly environmental audits will be completed to monitor safety and sanitation. Audits will be completed by Direct Support Supervisors, the COO, Service Coordinators, nursing, Program Managers and maintenance staff.
- People supported will receive initial and annual training on their rights and responsibilities in an understandable format as determined by their Interdisciplinary Team (IDT).
- People supported will receive initial and annual training on Abuse, Neglect and Exploitation, including reporting, in an understandable format.

Human Resources

- NHTC will continue to collect and analyze employee recruitment, hiring, turnover and termination data.
- NHTC will continue to identify the skills needed by employees and utilize them in recruitment and hiring practices.
- NHTC will continue to utilize a training and career development program which facilitates personal outcomes and organizational goals.
- NHTC will continue to provide formal feedback to employees through 3 month, 6 month and annual performance evaluations.

Person Centered Thinking

- NHTC will continue to utilize Person Centered Thinking and PCT tools to support Person Directed Planning for people supported. This will include ongoing training of all NHTC staff in PCT.

Personal Outcomes Measures-Personal Outcomes Interviews

- NHTC will conduct Personal Outcome Interviews for all people supported. Data gathered through the interviews will be aggregated and utilized to:
 - Monitor the presence of Basic Assurances;
 - Plan with people and the organization;
 - Measure natural and community supports; and
 - Direct resource allocation.

Quality Management System

- NHTC will have governance, human resource, financial and legal policies, procedures and practices. This includes, but is not limited to:
 - The organization will be managed in accordance with sound business practices.
 - The organization will practice employment screening procedures that minimize unnecessary or unreasonable risk.
 - The organization's personnel practices will meet all governmental fair labor regulations.
 - The organization will have appropriate insurances as required by ARSD.
 - The organization will utilize sound legal advice.
 - The Board of Directors will follow acceptable standards of practice and meet all legal requirements.
- NHTC will meet all relevant licensing and certification requirements.
- NHTC will have sound financial systems (budgeting, accounting and reporting) that provide meaningful data and analysis. This includes, but is not limited to:
 - A budgeting and accounting system.
 - An annual independent audit.
 - Accountability for the money of people supported or a secure system for helping people account for their own money.
 - Maintaining an individual budgeting and cost accounting system.

Quarterly Strategic Plan Review Dates

January 5, 2011

April 6, 2011

July 6, 2011