

**Friendly People That Care**Group Homes & Provider Services



**STRATEGIC PLAN**

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# Executive Summary

The Friendly People That Care Team was able to implement changes and successfully adhere to our strategic plan. We aim to carry out FPTC vision and strategic goals set, for the next 3 years and to take another step forward in our agency’s commitment to meeting accreditation standards.

This plan builds on the knowledge, expertise and experience that the agency has accumulated over the last 16 years. It supports our commitment to consumer care by reaffirming principles and values inherent in our provision of residential care services for individuals with mental and physical handicaps and other developmental disabilities.

Our strategic plan will shine light on all the areas of improvement and goals/ objectives put in place to enhance our service delivery while embarking on a strategic and sustainable growth plan. We are moving forward in a new direction and I am confident that FPTC will achieve continued success.

Sincerely,

Angela Curry  
Owner/Director

# Organizational Description

Friendly People That Care was founded as an organization that provides quality support and service to consumers diagnosed with mental and/or physical handicaps in 2006. The goal of its founders was that FPTC become a vehicle for the development and implementation of residential and vocational programs for persons with mental and physical handicaps.

Within FPTC, there is extensive experience and understanding of the needs of people with physical and mental handicaps and other developmental disabilities. The Executive FPTC Staff and staff have comprehensive knowledge of research and resources in the area of physical and mental handicaps. They also have extensive experience working long term with families of the people that we support. Our experience allows us to: understand potential causes of behavior difficulties, including diet, allergies, sensory and communication deficits; understand the needs of persons with physical and mental handicaps; and successfully implement programs for change.

Our organization has also acted as an information resource to parents, persons with physical and mental handicaps, and other agencies. We have sponsored and presented community workshops for parents, educators and front-line staff, dealing with such topics as skills training, recreation, education, transition, supported employment, behavior management and community integration. We have also provided training for job coaches and co-workers to assist people with physical and mental handicaps at work.

Although the main focus of the organization’s programs has been on physical and mental handicaps services, our expertise has grown to include support structures for people with other developmental disabilities and mental health issues.

FPTC currently operates seven licensed group homes and a Day program to individuals with physical and mental handicaps and other developmental disabilities. Three different service delivery models which are based on the needs of the consumers have been used in the establishment of these programs. Our licensed facilities are based on the typical group home model of care.

FPTC also provides in-home residential support for a number of consumers throughout the Triad area.

FPTC’s programs and services have permitted consumers to follow patterns and experience conditions of everyday life that are as similar as possible to those experienced by the mainstream of society.

## Our Mission/ Vision

*At Friendly People That Care, our vision is to improve the quality of life for individuals less fortunate physically and emotionally needing assistance, love, and care that can only be installed through actions and concerns from Friendly People That Care.*

**Strengths of the organization:**

* Demonstrated history of individual and family-centered service
* Demonstrated success in reducing risks and improving quality of life to individuals with significant life challenges
* Experience, knowledge and creativity of employees who have a diversity of backgrounds
* Employees demonstrate caring, dedication and desire to support
* Ability and flexibility to set up different models of service delivery
* Ongoing need for our services
* FPTC moving to a more decentralized model of authority
* Good labor relations
* Being CARF accredited
* Consistent forum for collaboration, presentation and considering of new ideas developed at the grass roots of the organization
* Clearly defined responsibilities, lines of authority and lines of communication
* Improved opportunities for upgrading of skills and knowledge of employees

**Weaknesses of the organization:**

* Staffing structures limit ability to assign people with particular abilities to particular jobs
* A significant number of casual staff consistently demonstrate very limited availability
* Having a fairly small consumer base

**Where We Are Now….**

**Agency Awareness**

* Friendly People That Care enhanced our image by selecting a Logo and color scheme so that when individuals in the community see our symbol and colors they are aware of who we are and what services we provide in our community.

**Agency Location**

* Friendly People That Care relocated to a more centralized area where our day program and administrative offices have been combined. This relocation was cost effective and easier to bring awareness to the agency.

**Agency Growth & Development**

* Friendly People That Care have opened our 7th group home location. With relocating day program, we now have more open seats available to serve more clients.

**Listing of Strategic Issues**

FPTC’s’ response to these emerging trends in its operating environment will be affected by our ability to address a number of key internal strategic issues.

1. **Recruitment, Retention and Succession** of skilled employees for all segments of our operation are challenged by:

* the existing disparity in compensation for similar work between different employers within the sector;
* severe shortage of skilled care workers and the resultant sector-wide competition;
* decreasing enrollment in education/training institutions
* the need for succession planning and investment in management and leadership training.

1. **Operational and Fiscal Challenges:** will continue to demand careful planning and priority setting. FPTC has a finite budget and, while consumer care is the number one priority, resources must also be dedicated to capital and other improvements that will help ensure a healthy, efficient work place that supports staff recruitment and retention. FPTC needs to grow and expand its services in order to include services for persons with other developmental disabilities.
2. **Accreditation:** FPTC must maintain accreditation standards with Carf International.
3. **Visibility and awareness in the community:** Although we have a small consumer base, FPTC is continually growing, and plan to open new group homes and an adult day center in the coming years. We are gaining great recognition in the community and have been acknowledged by a number of outlets including the Kernersville mayor and newspaper.
4. **Efficiency of existing programs:** FPTC must strive to find efficiencies within existing programs in order to remain fiscally responsible and competitive in these difficult economic times.
5. **Technology:** In order to take advantage of the edge provided by new technologies for improved efficiencies, an infrastructure that supports the new technologies is an ongoing requirement.
6. **Board development:** Increased governance capacity is an ongoing need for growth and expansion of our services.

# Goals, Objectives, Initiatives and Results

FPTC has six goals for the provision of residential care services and related programs to individuals with physical and mental handicaps and other developmental disabilities:

1. High Quality Residential Care Services
2. Strategic Growth and Expansion of Services
3. Efficient Use of Resources
4. Effective Information Management
5. Healthy and Supportive Workplace
6. Effective Governance and Leadership

These goals and initiatives FPTC will undertake to achieve are discussed in further detail below. They apply across all core program areas.

## Goal 1: High Quality Consumer Care

All consumers will receive the highest possible quality of care, through:

* Effective application of CARF accreditation standards
* Consumer centered approach to program planning
* Service delivery models that are flexible in order to meet individual consumer needs
* Timely and appropriate training for support staff
* Adherence to health and safety standards

**Objective 1.1: FPTC will develop appropriate policies and operational procedures to ensure consumer care that is based on best practice and accreditation standards.**

**Objective 1.2: FPTC will continue to utilize the consumer centered approach to program planning to set performance goals and measure outcomes on a regular basis.**

**Objective 1.3: FPTC will proactively take measures to address consumers’ quality of life issues.**

**Objective 1.4: FPTC will seek regular feedback from consumers, staff and other stakeholders and utilize this feedback to develop measured improvement action plans.**

## Goal 2: Strategic Growth and Expansion of Services

FPTC will increase the visibility and awareness of its programs in the community by:

* Exploring opportunities for increasing our consumer population and number of facilities in the community
* Partnering with individuals and/or agencies that share our mission, vision and values
* Using flexible and creative ways to meet a wider range of needs within the community
* Using the local media and internet to establish a bigger footprint in the community

**Objective 2.1: FPTC will bid for and acquire more contracts for providing care services for people with Physical and mental handicaps Spectrum disorders and other developmental disabilities.**

**Objective 2.2: FPTC will provide physical and mental handicaps training services for staff employed in family care models to support persons with physical and mental handicaps.**

**Objective 2.3: FPTC will conduct public awareness campaigns aimed at disseminating information about the services we provide in the community.***Goal 3: Efficient Use of Resources*

FPTC will manage the financial and operations resources required for the delivery of services within an approved budget by:

* Matching resources to needs
* Optimizing value for money
* Using resources in flexible and creative ways

**Objective 3.1: FPTC will on an ongoing basis evaluate its programs and services for efficiency, effectiveness and satisfaction*.***

## Goal 3: Effective Information Management

FPTC will invest in appropriate technological systems that support performance improvement and accountability through:

* Accurate reporting and sorting of data automated to the highest practical level
* A common outcomes management system that reflects the complex residential care services
* Timely and accurate information reporting for evidence based decision making

**Objective 4.1: FPTC will develop a technology plan that reflects best practices within the social service sector.**

**Objective 4.2: FPTC will employ technology and resources that provide information to facilitate timely and effective decision-making.***Goal 4: Healthy and Supportive Workplace*

FPTC will provide its employees with a safe and healthy worksite in an environment that supports employee initiatives and teamwork. FPTC will foster a culture of:

* Open communication, information sharing and teamwork
* Employee recognition, training and performance development
* Support for health and wellness initiatives

**Objective 5.1: FPTC will proactively involve all staff in consumer care initiatives and organizational planning through a comprehensive communications plan.**

**Objective 5.2: FPTC will foster a culture of individual and corporate performance and accountability.**

## 4.5 Goal 5: Effective Governance and Leadership

FPTC will enhance and develop its governance and leadership capacity through:

* Board development and training initiatives
* Recruitment of capable directors
* The retention of strong internal leadership talent

**Objective 6.1: FPTC will develop a framework for attracting and retaining suitable members for the executive staff and FPTC employee database.**

**Objective 6.2: FPTC will have a strong pool of human resource skill sets from which the leadership needs of its core program areas will be harnessed.**

# Appendices

## Appendix A - Communicating the Plan

This plan will be widely communicated using the following approaches:

* 1. Copies of the plan will be distributed to all management staff.
  2. A copy of the plan will be distributed to each program site.
  3. The plan will be discussed at management team and staff meetings
  4. Regular progress reports about success in executing the plan will be published in board reports, newsletters and on the FPTC website