

# Western Michigan University

## CENTER FOR DISABILITY

## SERVICES STRATEGIC PLAN

Calendar Year 2019 – 2021

(Updated for Covid Impact, see below)



WESTERN MICHIGAN UNIVERSITY

College of Health and Human Services

### MISSION

Our mission is to **help people** who because of age, illness or disability need assistance to **live life fully**.

Through our community living, care coordination, skill building and aging services, our goal is to support a person's intellectual and physical functioning and independence by minimizing the negative impact of age or disability on their life, and assisting them to remain living at home and participating in their community.

### VISION

Our vision is to provide high quality supports and services and to help all people be active members of their community and achieve the highest quality of life possible.

**Western Michigan University (WMU)** is ranked among the top 100 national universities by *Washington Monthly*, a respected Washington, DC, magazine. The list is based on three factors the publication characterizes as college qualities that are good for the nation: producing cutting-edge research and new PhDs; **encouraging students to give back to the nation through service**; and promoting social mobility by recruiting and graduating low-income students.

**The College of Health and Human Services (CHHS)** has a mission to **educate professionals to provide exemplary health care, rehabilitation, and social services**; promote innovation in advancing knowledge; and build mutually enriching local and global partnerships – all **focused on enhancing human health and well-being**.

## LINKS TO WMU AND COLLEGE OF HEALTH & HUMAN SERVICES STRATEGIC PLANS

This strategic plan for the CDS and CHHS is built upon the WMU strategic plan, approved by the Board of Trustees, March 23, 2016. This plan focuses on the three pillars of the University; **Learner Centered**, **Discovery Driven**, and **Globally Engaged**.

### VALUES

All people are valued members of society.

All people have the right to make choices affecting their lives.

People who receive our services are unique individuals who should be cherished, treated with sincere understanding and respect, and provided with lifelong learning opportunities.

<http://wmich.edu/sites/default/files/attachments/u656/2016/The%20Gold%20Standard%202020.pdf>

The CHHS plan addresses the University goals with strategic actions and outcome measures specific to the College.

The CDS plan builds on the direction outlined by both plans.



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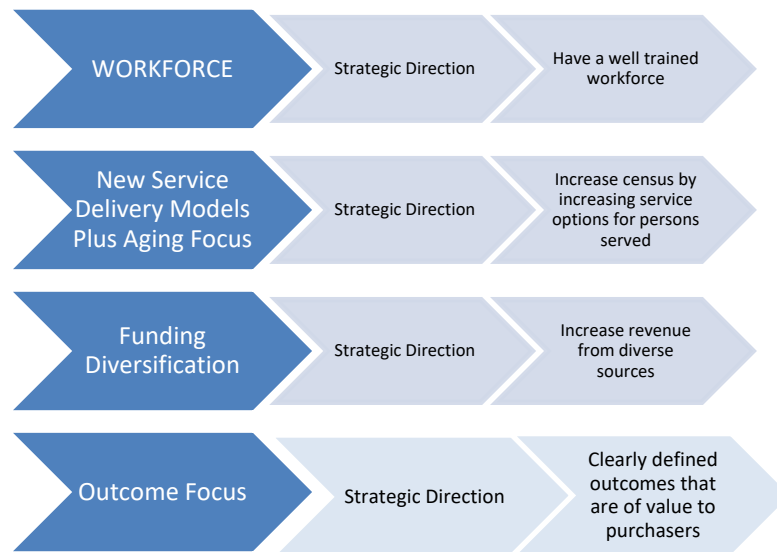
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# Strategic Plan Framework (2019–2021)

## STRATEGIC FOCUS AREAS



## NEXT AREAS OF FOCUS

### WORKFORCE COMPETENCY

Emphasis on Training, Recruitment, Elearning

- ★ Organize a Taskforce
  - Recruitment Incentive
  - Structured Approach – Consider OBM
  - Assistantship
- ★ Create Levels of Staff
  - Higher Pay for Different Levels of Staff
  - Must possess/pass competency expectations for higher level
- ★ Supervisory Training
  - Define role of supervisor

### OUTCOMES/CLINICAL COMPETENCE – BECOMING MORE DATA DRIVEN

HIRE DATA ANALYST  
New Professional Positions  
Adoption of Evidence Based Practices  
Value Based Purchasing  
Outcome Analysis

### Aging Services

Caregiver Support Services/Program – Social Work Position

- ★ Adult Wellness Programs

### New Service Delivery Models/Focus

Reimagine Day Activity EWB Services  
Health Focus  
What other domains to focus on? What is “valued” by funders?

- ★ Technology – Create Task Force
  - Consider home monitoring
  - Consider Smart Home Expertise
- Caregiver Services

### ★ Funding Diversification/Marketing

Healthplans  
Medicare Advantage Plans  
Grow Private Pay  
Families with Children Living at Home

## WHAT ARE THE PRIMARY GOALS OF CDS

1. Student learning
2. Community services for people with an intellectual disability and other developmental disabilities
3. Community services for elderly people with Alzheimer's and other dementias
4. Services to WMU community, Kalamazoo community
5. Research incubator for faculty

## WHAT MUST WE DO IN ORDER TO REMAIN VIABLE

1. Maintain financial solvency
2. Maintain student educational focus
3. Maintain IDD focus
4. Increase aging focus
5. Increase campus and community awareness
6. Diversify business to eliminate dependency on one payer source



# Center for Disability Services Strategic Plan Framework (2019-2021) Updated for COVID Impact

## Focus Areas

### RE-ENGAGE PERSONS SERVED - COVID IMPACT DETERMINATION

Goal	Description	Objectives	Strategy	Time Frame for Implementation	Status
Overarching	Re-engage persons served	(A) Survey consumers/participants currently enrolled (B) Identify Strategy to return current enrollees to services and timeline, with focus on health and safety compliance (C) Identify alternative service models to re-engage consumers (D) Identify alternative times/days of the week to provider services based on customer feedback	Contact consumers about interest in continuation of services Individually work with teams to find alternative strategies for consumers to participate so they are not excluded due to compliance with health and safety Identify if alternative service models such as individual CLS services, or telehealth, are possible alternatives to group services	Fall 2020	
	Recruit additional persons to be served	(E) Identify service capacity (F) Advertise, recruit to fill capacity	Market to families with IDD adult living at home	March 2021	
	Determine financial impact and new budget post COVID	(G) Determine new census expectations (H) Revise budget and staffing levels		March 2021	

### Workforce Competency

Goal	Description	Objectives	Strategy	Time Frame for Implementation	Status
1	Have a well trained workforce that meets demand for services.	(A) Recruit sufficient numbers of employees and diversify workforce	Organize a task force – charge is to create recruitment plan and monitor recruitment activities Consider hiring OBM in fall if deemed	Taskforce to begin in late March or early April 2019 to continue through 2020	Jill will take lead and organize task force, and invite representative from

## Workforce Competency

Goal	Description	Objectives	Strategy	Time Frame for Implementation	Status
			necessary Recruitment incentives to be determined by taskforce		Student Employment (Brenda Case Parrish) and Student Affairs.
		(B) Create career ladder, lead staff	Organize internal HR working group Take lead from National DSP website Review job descriptions for staff levels and competencies to meet Progressive pay scale	Workgroup to begin in late March or early April 2019 continue through 2020	Dawn will take the lead and organize task force.
		(C) Supervisory Training	Define supervisor competencies and select external training options	Begin Fall 2020	Consultant hired to articulate competencies
		(D) Staff Training	Define competencies & testing Identify monitoring system	Begin Fall 2020	Consultant hired to articulate competencies
	Senior management replacement	(A) Identify senior management skills needed and recruit one new senior manager	Define competencies of senior management and recruit one replacement	Fall 2020	Director and Advisory Board will hire senior manager in 2020
COVID	Increase number of lead workers/middle management	Identify/develop new lead workers at each program location	Define competencies of lead workers and promote, recruit, train individuals for these roles	January 2021	Coordinators will work with Director to hire additional individuals and train.
	Increase supervision at CLS sites based on customer feedback	Increase supervisory visits at CLS sites to at least once per month to reinforce training and provide feedback	Identify strategy to send a supervisor to each CLS site once per month with feedback provided	January 2021	
	Increase credentialed staff positions	(A) Create new professional positions if needed for reimbursement.	New senior management position to have licensure/certification that is billable	Fall 2020	Director and Advisory Board to hire senior manager

## Outcome Focus/Data Driven

Goal	Description	Objectives	Strategy	Time Frame for Implementation	Status
2	Adopt clearly defined outcomes that are of value to purchasers of service, families and persons served.	(B) Determine value based outcomes that will most likely drive reimbursement in next 5 years.	Hire data analyst Research Conferences Webinars	January 2021	
		(C) Create Dashboard			
		(D)			
	Create dashboard to report on	Select Health People 2030 Social	Collect data as an outcome in the	January 2021	



Goal	Description	Objectives	Strategy	Time Frame for Implementation	Status
	Healthy People 2030 Indicators	Determinants of Health Indicators to Report on in Performance Measurement	performance measurement report annually. Director and Marketing Specialist to incorporate information in reports and on website		

### Aging Services

Goal	Description	Objectives	Strategy	Time Frame for Implementation	Status
3	Add new services for older adults and diversify funding sources.	(A) Create new caregiver support services.	Purchase an EVP Hire a social worker or Kathie G.	Hold until permanently located in 110 Cork St.	COVID Impact
		(B) Create Adult Wellness Programs	Support Ishler Lab efforts	2020	Ishler wellness programs were created and suspended due to COVID
		(C) Respond to Senior Millage RFP		2019	Millage contract was awarded to CDS
		(D) Recruit Senior Millage participants	Continue advertisements, attendance at expos, etc.	2020	COVID Impact
	Increase staffing and student resources for program expansion	Increase staff availability	Designate person who is not a manager for staff recruitment, hiring, training		COVID Impact

### New Service Delivery Models

Goal	Description	Objectives	Strategy	Time Frame for Implementation	Status
4	Restructure existing services to increase options for persons served	(A) Reimagine day services to fit with healthplans/essential service model.	Consider stronger health focus	2021	
		(B) Develop expertise in technology solutions to community living	Taskforce for leadership Hire lead staff for technology solutions Develop options for a Smart Home Partner with other WMU departments	Hold	
		(C) Determine if alternative days/times are preferable options for consumer services			

## Funding Diversification

<b>Goal</b>	<b>Description</b>	<b>Objectives</b>	<b>Strategy</b>	<b>Time Frame for Implementation</b>	<b>Status</b>
5	Diversify funding sources	(I) Increase partnerships with healthplans	Medicare Advantage Plans	2021	One contract submitted
		(J) Increase Private Pay	Market to families with IDD adult living at home		
		(K) Improve the patient experience for billing and paper along with process improvements in billing.	Hire billing assistant Provide more payment options such as electronic payment Consider a patient portal for private pay	2019	Completed, then suspended due to COVID
		(L) Review rates	Workgroup to convene to review rate structures and set new payment rates		