



# BLUE WATER DEVELOPMENTAL HOUSING, INC.

JANUARY 2019 – DECEMBER 2021

## FOCUS ON OUR FUTURE: **ORGANIZATIONAL STRATEGIC PLAN**



Blue Water Developmental Housing, Inc.  
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# COMMUNICATION FROM THE EXECUTIVE DIRECTOR

January 2019

Dear Board Members and Friends,

Our Strategic Plan covers the three-year period from January 2019 through December 2021. I would invite you to read it and accept it as a blueprint for our organizational focus and energies.

I also emphasize that this is a planning document and may be modified as we go forward. Despite our best efforts to plan for our future, there is no way to anticipate every challenge or opportunity that will head our way. Therefore, it continues to be important the organization remain responsive and able to make midcourse adjustments when it is necessary to do so.

I am excited about the direction that this plan provides to the organization. We have the responsibility and privilege of touching many lives. What we do and how we do it makes a difference. That is why we regularly promote our mission, vision, and organizational values throughout the workplace.

If you have comments, observations, or suggestions regarding this plan, please feel free to contact me. As always, thank you for providing the support, oversight, and encouragement so important to our success.

Sincerely,

Kathleen M. Swantek  
Executive Director  
Blue Water Developmental Housing, Inc.

## **MISSION STATEMENT**

To provide housing and support services focusing on the desires and needs of the person served, support individual dignity, and promote community inclusion.

## **VISION STATEMENT**

In fulfilling its Mission, Blue Water Developmental Housing, Inc. will:

be the provider of choice for housing and support services known for a culture of continuous quality improvement, innovative services and programs, a highly trained and competent workforce, and meaningful community engagement.

## **ORGANIZATIONAL VALUES AND GUIDING PRINCIPLES**

Blue Water Developmental Housing, Inc. organizes the development and delivery of services around core values. These values are designed to establish and maintain the highest degree of professionalism. These values support and strengthen the mission and vision of the organization.

### **RESPECT FOR THE INDIVIDUAL**

Blue Water Developmental Housing, Inc. believes in the idea that treating people well – with dignity, respect and with expectations of growth and development – is fundamental to the achievement of a satisfying work experience and essential to assuring those we serve are treated with respect.

### **THE IMPORTANCE OF INNOVATION**

Blue Water Developmental Housing, Inc. believes that it can demonstrate new, creative, and innovative ways of supporting, serving, and assisting people. Innovation, creativity, and inherent risks involved in doing things differently, but responsibly, are the hallmark values of Blue Water Developmental Housing, Inc.

### **THE IMPORTANCE OF TEAMWORK AND EFFECTIVE COMMUNICATION**

Blue Water Developmental Housing, Inc. believes that everyone affiliated with the organization can offer perspective, insight, and input into improving what we do, how we serve and support people, and the quality of our efforts. To that end, important and creative ideas will originate at any level within the organization.

### **CONTINUOUS QUALITY IMPROVEMENT**

The aspiration of excellence is also an important value. Excellence is grounded in the quality of our efforts to serve, support, encourage, and recognize one another as important contributors to the overall success of Blue Water Developmental Housing, Inc. Improvement requires continual work in monitoring and, as necessary, modifying our policies, procedures and practices.

### **COMMUNITY ENGAGEMENT**

Blue Water Developmental Housing, Inc. believes that it is important to be involved meaningfully with the community and seeks ways to provide human services in response to under-met or unmet community needs. Accountability to and responsibility for the local community is essential.

<b>DIVISION:</b>	<b>Organization Wide</b>			
<b>GOAL AREA:</b>	<b>1. Financial Sustainability</b>			
<b>BRIEF DESCRIPTION:</b>	The organization relies primarily upon traditional funding sources to support services. It is apparent that these funding sources may be unable to provide the financial support necessary to deliver the desired level and quality of services. We seek to develop a broader, more deliberate funding strategy which may include, but is not limited to, investments, fund development and legacy planning.			
<b>STRATEGIES</b>	<b>ACTION ITEMS</b>	<b>WHO WILL DO</b>	<b>TARGET DATE</b>	<b>COMMENTS</b>
<p>1. Legacy Planning: Engage the community in supporting the organization by including it in asset distribution in their will or trust.</p> <p>The organization will receive five commitments to name BWDH as a recipient of asset distribution.</p>	a) Bring in a speaker at the Board level to discuss the importance of fund development.	Executive Director	4/15/19	
	b) Commit to legacy planning.	Board	6/15/19	
	c) Decide whether legacy activities will be the responsibility of staff or a hired consultant.	Board	8/15/19	
	d) Develop a case statement.	TBD	9/19	
	e) Identify potential donors.	Board	12/19	
	f) Cultivate potential donors.	Board and Executive Director	Feb – Dec 2020	

	g) Solicit potential donors.	Board and Executive Director	Jan - Sept 2021	
2. Fund Development: Engage the community in supporting the organization by giving a gift of time, money, and/or property.	a) Commit to fund development strategy.	Board	6/15/19	
	b) Decide if fund development will be the responsibility of staff or a hired consultant.	Board	8/15/19	
	c) Develop a case statement.	TBD	9/19	
	d) Identify potential donors.	Board and Executive Director	11/19	
	e) Cultivate potential donors.	Board and Executive Director	Jan -April 2020	
	f) Solicit potential donors.	Board and Executive Director	May - Sept 2020	
3. Investment Strategy: Use the organization's policy on investing to maintain an account with a qualified investment manager.  An annual return of 5% of the investment portfolio.	a) Review investment policy annually.	Executive Director and Board of Directors	12/15/19	
	b) Provide reports every 6 months on portfolio status.	Executive Director	6/15/19	
	c) Annually review and assess the organization's investment strategy.	Board and Executive Director	12/15/19	

<b>DIVISION:</b>	<b>Organization Wide</b>			
<b>GOAL AREA:</b>	<b>2. Workforce Excellence</b>			
<b>BRIEF DESCRIPTION:</b>	We know that an effective, productive and professional workforce is key to providing excellent services. These workforce qualities are built and sustained through recruitment, training, development and retention programs that reflect best practices. The organization is committed to fostering a collaborative, inter-disciplinary environment that promotes individual accountability and excellence.			
<b>STRATEGIES</b>	<b>ACTION ITEMS</b>	<b>WHO WILL DO</b>	<b>TARGET DATE</b>	<b>COMMENTS</b>
<p>1. Recruitment: A process that attracts and selects the right person for the position.</p> <p>The organization will fill 100% of direct service positions as identified in the contract with funders.</p>	a) Define the needs of the organization and identify what skill, education and experience is needed for the position(s).	Division Directors	6/15/19	
	b) Develop and promote our employer brand (why do people choose to work for our organization instead of others).	Division Directors	8/15/19	Assess feasibility of using program supervisors who, with additional training, act as corporate recruiters.
	c) Reduce the amount of time from application to hire date.	Human Resource and Quality Assurance Specialist (HRQA Specialist)	8/15/19	Implement applicant tracking system software.
	d) Improve the on boarding process.	HRQA Specialist	8/31/19	Implement onboarding system software.
<p>2. Retention: The ability to keep employees who are productive team members.</p> <p>The organization will have an overall retention rate of 95 % and a minimum retention rate of 80 % in each residential home and supported living arrangement.</p>	a) Access and identify effective and best practice strategies that improve the retention rate including and not limited to:	Division Directors	9/30/19	
	<ul style="list-style-type: none"> <li>Ensure the organization compensation plan is the best it can afford.</li> </ul>	HRQA Specialist	4/15/19	

	<ul style="list-style-type: none"> <li>Invest in professional development</li> </ul>	HRQA Specialist	1/15/20	
	<ul style="list-style-type: none"> <li>Offer a benefits package that is beneficial to the employee.</li> </ul>	HRQA Specialist	10/1/19	
	<ul style="list-style-type: none"> <li>Implement “stay interviews” concept at residential programs to engage and motivate employees to remain with and grow in the organization’s culture.</li> </ul>	Program Supervisors	Initiated in 2018	
	<ul style="list-style-type: none"> <li>Collect data on results of stay interviews from each residential program.</li> </ul>	HRQA Specialist	4/31/19	

DIVISION:	Organization Wide				
GOAL AREA:	2. Workforce Excellence (continued)				
STRATEGIES	ACTION ITEMS	WHO WILL DO	TARGET DATE	COMMENTS	
3. Performance Assessment: Determination of an employee's job-related actions and their outcomes in a position and setting. 100% of managers are trained in evaluation "best practices".	a) Provide training to evaluators on assessing the employee, giving feedback and encouraging feedback from the employee.	Division Directors	8/ 2019		
	b) Review the disciplinary process and assess for best practice and if feasible make improvements.	Division Directors	11/2019		
4. Compensation Plan: The monetary benefit given to employees in exchange for services and includes salary, wages and bonuses.	a) Regularly review the plan to ensure that the organization is within market.	Executive Director	4/2020		
5. Succession Planning: The process for identifying and developing new leaders so that when a key employee leaves, that person can potentially move into the position.  Insure that one individual is identified for succession planning in each key position including the following;  <ul style="list-style-type: none"> <li>• Assistant supervisor</li> <li>• Program supervisor</li> <li>• Division director</li> <li>• Executive director</li> </ul>	a) Assess the succession planning policy and process established by the organization.	Division Directors	6/2019		
	b) At least one employee is involved in succession planning for each of the positions identified	Succession Planning Workgroup	9/2019		

<b>DIVISION:</b>	<b>Organization Wide</b>				
<b>GOAL AREA:</b>	<b>3. Program Development and Expansion</b>				
<b>BRIEF DESCRIPTION:</b>	<p>The residential system represents a significant amount of the organization. Although the residential system state-wide is not experiencing much growth, there may be opportunities to absorb existing contracts with Macomb and St. Clair County funders and to broaden services to other counties.</p> <p>Additionally, the state of Michigan continues to fund services to individuals choosing to live in unlicensed settings and there continues to be demand for community-based services.</p> <p>The organization will be attentive to opportunities to expand into other counties and develop new programs that meet the intent of the mission.</p>				
<b>STRATEGIES</b>	<b>ACTION ITEMS</b>	<b>WHO WILL DO</b>	<b>TARGET DATE</b>	<b>COMMENTS</b>	
1. Expand residential services in Macomb County.	a) Increase by one the number of licensed homes under contract with MORC or MCCMH operated by the organization.	Residential Services Division Director	1/2020		
2. Expand residential services in St. Clair County.	a) Increase by one the number of licensed homes under contract with SCCCMH operated by the organization.	Residential Services Division Director	1/2020		
3. Expand community services in Macomb County.	a) Develop a program expansion work plan that increases authorized supported living service hours by 10%.	Community Services Division Director	1/2020		
4. Expand community services in St Clair County.	a) Develop a program expansion work plan that increases authorized supported living service hours by 10%.	Community Services Division Director	1/2020		

<b>DIVISION:</b>	<b>Organization Wide</b>				
<b>GOAL AREA:</b>	<b>4. Continuous Quality Improvement</b>				
<b>BRIEF DESCRIPTION:</b>	We commit to a quality management process that encourages BWDH team members to regularly ask, "How are we doing?" and "Can we do it better?" The organization promotes an environment where management and workers strive to create constantly improving quality. It is a management philosophy used to reduce waste, increase efficiency, and increase internal and external satisfaction with services.				
<b>STRATEGIES</b>	<b>ACTION ITEMS</b>	<b>WHO WILL DO</b>	<b>TARGET DATE</b>	<b>COMMENTS</b>	
1. CARF: Continue using the standards to ensure quality service provision and prepare for re-certification in 2020. The organization will receive a three-year certification.	Meet monthly to review and discuss CARF citations from last certification and to ensure new standards are met	CARF Committee	9/2020		
2. Performance Indicators: Ensure that indicators identified by and with the funders are met at the percentage identified.	Implement performance indicators as identified for each program and collect and provide information as needed and at least quarterly.	Program Supervisors	9/2019		
	Compile information and submit to funder quarterly.	HRQA Specialist	9/2019		
3. Home and Community Based Services: Ensure that Medicaid rules promoting the independence, choice and community inclusion of those we serve are addressed and all residential programs comply 100%.	Understand the Medicaid rules guiding the philosophy of home and community-based services.	Program Supervisors	8/2019		
	Provide services that meet the intent of the Medicaid home and community-based services	Program Supervisors	8/2019		
4. Outcomes: Ensure that goals which support the mission are identified, monitored, and reported to stake holders.	Identify a minimum of 3 annual quality improvement goals	CARF Committee	6/2019		
	Track, monitor and assess data that moves towards meeting the goals quarterly.	CARF Committee	9/2019		
	Report on status of goals	CARF Committee	9/2019		

5. Facility Maintenance: Ensure that repairs and maintenance are completed to meet licensing, contract and code standards.	Provide information to program supervisor and others in charge of maintenance that identifies licensing, contract and code standards.	Division Directors	6/2019	The organization oversees and manages, either directly or through contract, an extensive system of rental properties. Monitoring maintenance is important to ensure an environment that supports quality services.
	Insure that the facility meets the standards identified in a) above.	Program supervisors	9/2019	
6. Facility Capital Improvements: Ensure that renovations and updates are completed that meet or exceed health, safety and energy efficiency standards or codes.		Division Directors	9/2019	Using a schedule for capital improvements helps the organization avoid major expenses by regular and early detection of problems with the facility.

<b>DIVISION:</b>	<b>Organization Wide</b>			
<b>GOAL AREA:</b>	<b>4. Continuous Quality Improvement (continued)</b>			
<b>STRATEGIES</b>	<b>ACTION ITEMS</b>	<b>WHO WILL DO</b>	<b>TARGET DATE</b>	<b>COMMENTS</b>
7. Replacement Schedules: Ensure that appliances are repaired as needed and replacement occurs as needed or as indicated by average life expectancy.		Division Directors	9/2019	Using a schedule for replacement of appliances helps the organization avoid major expenses by regular and early detection of problems with equipment.

<b>DIVISION:</b>	<b>Organization Wide</b>				
<b>GOAL AREA:</b>	<b>5. Community Engagement</b>				
<b>BRIEF DESCRIPTION:</b>	We commit to developing and sustaining relationships between the organization and the community which results in greater engagement from members of the community and that provides information that enhances services and promotes the organization and benefits the community at large.				
<b>STRATEGIES</b>	<b>ACTION ITEMS</b>	<b>WHO WILL DO</b>	<b>TARGET DATE</b>	<b>COMMENTS</b>	
1. Public Relations: Manage the spread of information to the public. Gain exposure using topics of public interest and news that does not require direct payment. Inform the public, customers, partners, employees and other stakeholders about the positive impacts of the organization in the community.	a) Develop a plan to educate the community, funders and persons served.	Executive Team	1/2021		
2. Marketing: Increase activity and process for creating, communicating and delivering offerings that have value for our customers, partners and community at large.	a) Develop a plan to outreach to the community, funders and persons served.	Executive Team	1/2021		
3. Branding: Create a brand (a name, term, design, symbol or other feature that identifies one seller's service as distinct from others) and share/distribute to the community.	a) Identify why people should use our services instead of our competitors.	Executive Team	1/2021	Definition: Endowing products or services with the power of a brand. The process of giving meaning to specific products or services by creating and shaping a brand in consumer's minds.	
	b) Create an image or idea that compels people to consider using our services rather than another provider.	Executive Director with assistance of consultant	1/2021		
	c) Attract and retain customers by delivering a product aligned with what the brand promises.	Program supervisors	5/2021		
	d) Review and assess whether the current organization name is relevant to and identifies the organization purpose, mission and vision.	Executive Director	1/2021	Blue Water Housing and Supports Blue Water Supportive Housing	

<b>DIVISION:</b>	<b>Organization Wide</b>			
<b>GOAL AREA:</b>	<b>6. Entrepreneurship</b>			
<b>BRIEF DESCRIPTION:</b>	We commit to empowering our organization to become a bustling hub of innovation, where new ideas can be developed into new ventures. Our exchange of ideas and collaborations, both in the organization and in our community, can lead to new and exciting ways of providing services and meeting the needs of our community.			
<b>STRATEGIES</b>	<b>ACTION ITEMS</b>	<b>WHO WILL DO</b>	<b>TARGET DATE</b>	<b>COMMENTS</b>
1. Explore new services in Macomb County and, if feasible, contract for these services with Macomb County Community Mental Health.		Division Directors	12/2021	
2. Explore new services in St Clair County and, if feasible, contract for these services with St Clair County Community Mental Health.		Division Directors	12/2021	
3. Explore new service opportunities in surrounding counties and, if feasible, contract for these services.		Division Directors	12/2021	

<b>DIVISION:</b>	<b>Organization Wide</b>				
<b>GOAL AREA:</b>	<b>7. Environmental Stewardship</b>				
<b>BRIEF DESCRIPTION:</b>	We recognize that protecting and preserving the environment is important to the health, well-being and prosperity of people, businesses and communities we serve. We are committed to incorporating environmental stewardship considerations into the ways we do business and provide services.				
<b>STRATEGIES</b>	<b>ACTION ITEMS</b>	<b>WHO WILL DO</b>	<b>TARGET DATE</b>	<b>COMMENTS</b>	
<p>1. Educate employees on the importance of environmentally – friendly and energy efficient activities and purchasing.</p> <p>Train 100% of employees on practices that contribute to energy efficiency in the facilities operated by and that house the administration staff.</p> <p>Increase energy efficiency by 10%.</p>	a) Develop and disseminate an energy savings checklist that identifies actions that employees can implement at the work site to have a positive impact on the environment.	Division Directors	9/2019		
	b) Identify systems and options to replace paper-based processes with electronic systems	HRQA Specialist	9/2019		
	c) Bring in an energy consultant to assess areas where the organization can make changes or improve efficiencies.	Division Directors	1/2020		
<p>2. 100% of products purchased are reusable, recyclable and/or biodegradable.</p>	a) Whenever possible, purchase products and items that are reusable, recyclable and/or biodegradable.	BWDH Employees	9/2019		
	b) Whenever possible, purchase appliances that are energy star rated.	BWDH employees	9/2019		
<p>3. Increase programs of awareness related to transportation options that encourage purchase of energy efficient vehicles, reduced vehicle usage and increased use of public transportation.</p>	a) Purchase energy efficient vehicles when feasible.	Executive Director	8/2019		
	b) Provide training to employees on tips to reduce vehicle trips and mileage.	Division Director	3/2020		
	c) Identify opportunities to use public transportation whenever possible.	Program Supervisors	12/2020		

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