



SOUTH CAROLINA HUMAN
SERVICE PROVIDERS ASSOCIATION

STRATEGIC PLAN

2020 – 2022

Developed in partnership with:



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CORE IDEOLOGY

VISION

A unified network of providers that maintains and protects a high-quality, state-wide delivery system for people with lifelong disabilities.

MISSION

To provide training, resources, and support that strengthen the capacity of network providers.

VALUES

- Quality and stable supports and services
- Professionalism
- Responsiveness
- Ethical leadership
- Compassion
- Collaboration
- Inclusion

ENVIRONMENTAL ANALYSIS

The Weathers Group conducted a strategic planning internal **pre-session Survey** to gather insight, input, and perspectives from the planning participants. Below are some key takeaways from the survey.

Does our mission accurately represent our scope of work?

12% of respondents said the mission statement accurately represents the organization's scope of work.

88% of respondents said the mission statement somewhat represents the organization's scope of work.

Challenge or changes that need to be on our radar screen:

"How to survive in a fee for service system."

"Implementation of Final Rule."

"Workforce issues related to recruitment and retention of Direct Support professionals."

What is the organization doing well?

Training opportunities

Advocacy

Networking

What are some critical issues the organizations is facing?

Legislation & Policy Changes

Financial Stability / Funding Models

Succession

Restructuring of DDSN

Strength

"What's your opinion of each factor below as it pertains to this organization?"

Weakness

- Governing Board commitment
- Financial management

- Community awareness
- Technology

Neutral

- The majority of respondents chose "I don't know" regarding fundraising and resource development.

The planning participants completed a **SWOT assessment** to explore the organization's strengths and weaknesses, and identify the organization's opportunities or threats. The analysis helps to maximize strengths, minimize threats, and take advantage of potential opportunities.

STRENGTHS



1. Large membership
2. Large reserve
3. Networking with experienced leaders
4. Training
5. Our consultant
6. Collective knowledge
7. Financial health

WEAKNESSES



1. Lack of policies and procedures
2. Lack of legislative involvement
3. Lack of using technology
4. Lack of planning and follow-up
5. People not knowing what we do
6. Lack of strong relationship with DHHS
7. Competing priorities

OPPORTUNITIES



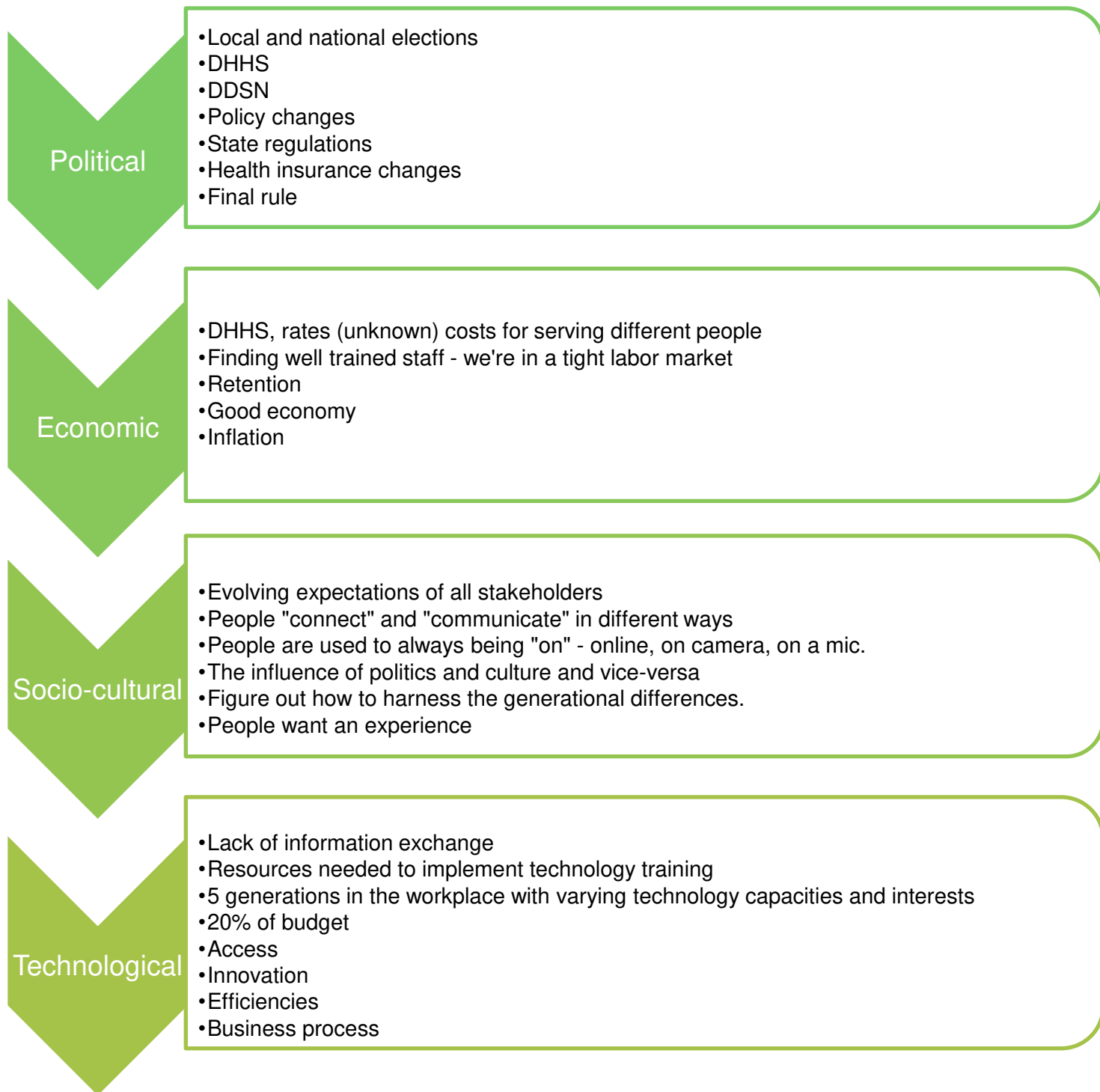
1. Improve committee structures
2. Increase training at all levels
3. Advocating for providers at all levels to include position papers
4. Reach out to new providences
5. Full time consultant/lobbyist
6. Policy influence with DHHS
7. Pursue more grants

THREATS



1. DDSN/DHHS: restructuring, trust, lack of collaboration
2. Different agendas due to lack of focus or missions
3. In-fighting
4. Funding – priorities and rates
5. Possible loss of knowledge with Executive Directors.
6. Changes in workforce norms and expectations
7. Fed policies

The strategic planning team completed a **PEST analysis** to determine, assess, organize, and monitor macro-economic factors. This includes any anticipated changes to the political climate or new regulations, economic advantages or disadvantages, the socio-cultural impact, and technological advances that could impact the functioning of the network.



STRATEGIC FRAMEWORK

The strategic framework identifies the **FY20 – FY22** priorities of the strategic planning team and the rationale for each. Each priority transpires into a strategic goal with indicators of success.

***PRIORITY 1: Membership Engagement:** We must create experiences and opportunities that help each member address their needs and serve their interests, while simultaneously remaining true to the overall mission of the network.*

GOAL 1: Develop and retain active members.

Success Indicators:

- The voice of the network is amplified
- Increased membership participation
- Increased revenue
- Increased diversity and inclusion of membership

***PRIORITY 2: Organizational Effectiveness and Efficiencies:** The internal processes, procedures, and practices of the network provide the backbone for outward facing activities and initiatives. Sustained external impact is built on internal excellence.*

GOAL 2: Improve organizational capacity.

Success Indicators:

- Clearly defined staffing model.
- High-functioning committees and workgroups.
- Updated bylaws, policies, procedures, and processes.
- Effective and efficient meetings.

***PRIORITY 3: Marketing:** We cannot assume that the community knows who we are, or the difference we make. We will control our narrative so our voice is heard and our impact is realized.*

GOAL 3: Expand marketing of training opportunities

Success Indicators:

- Expansion of the training curriculum and trainers.
- Increase in the number of trainings.
- Technology is leveraged to strengthen our trainings.
- Members, and beyond, promote and value our trainings

***PRIORITY 4: Advocacy:** Cultivating relationships with legislators and decision-makers, at all levels, creates opportunities for us to provide information, insight, and perspectives that can lead to better crafted legislation, policies, and funding.*

GOAL 4: Strengthen relationships with local, state, and federal policy-makers.

Success Indicators:

- Well-crafted position papers and/or legislative priorities.
- The network is positioned as subject matter experts.
- Network members are engaged in shaping policy.
- Cultivated, meaningful relationships with key policy-makers.

GOALS AND OBJECTIVES

Each strategic goal is achieved through tangible objectives with clear outputs and outcomes. Objectives are completed with respect to the responsible staff member by the identified due date.

Output refers to the quantitative achievement that is a direct result of the objective. Such as, the number of participants, the number of visits, tangible deliverables, etc.

Outcome refers to the qualitative changes over time that are a direct result of the output of the objectives. Such as changes in behavior conditions, attitude, increase in skills/knowledge, etc.

GOAL 1: Develop and retain active members.					
	OBJECTIVES	OUTPUTS	OUTCOMES	RESPONSIBLE PARTY	DUE BY
1.1					
1.2					
1.3					
1.4					
1.5					
1.6					
1.7					
1.8					

GOAL 2: Improve organizational capacity.

	OBJECTIVES	OUTPUTS	OUTCOMES	RESPONSIBLE PARTY	DUE BY
2.1					
2.2					
2.3					
2.4					
2.5					
2.6					
2.7					
2.8					

GOAL 3: Expand marketing of training opportunities.

	OBJECTIVES	OUTPUTS	OUTCOMES	RESPONSIBLE PARTY	DUE BY
3.1					
3.2					
3.3					
3.4					
3.5					
3.6					
3.7					
3.8					

GOAL 4: Strengthen relationships with local, state, and federal policy makers

	OBJECTIVES	OUTPUTS	OUTCOMES	RESPONSIBLE PARTY	DUE BY
4.1					
4.2					
4.3					
4.4					
4.5					
4.6					
4.7					
4.8					

CRITICAL SUCCESS FACTORS

The strategic plan requires more than priorities, goals, success indicators, and objectives. There are other elements that contribute to the success of the plan, which the achievement of the goals is dependent on. These are the critical success factors:

1. We commit to the plan's success and use it as a roadmap to set and implement activities that directly achieve the stated goals. Assign each goal to work group so they can operationalize the goal using the Goals/Objective Grid (See pages 8-11).
2. Ensure we have the capacity – financial, staffing, volunteers, time, resources, reach - to deliver what was promised.
3. Board, staff, and volunteers will make values-based decisions and avoid mission drift.
4. Do not overpromise and underperform.
5. Show the members that they are valued for more than their membership dues.
6. Build consensus and remain on one accord. This requires everyone to compromise, at some point or another.
7. Cultivate authentic and mutually-beneficial relationships with people.



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