

# DREAMWEAVERS UNLIMITED, INC.

## Strategic Plan 2023

### I. MISSION:

Dreamweavers Unlimited, Inc. is dedicated to serving individuals and families with respect and kindness and is committed to helping people achieve their dreams.

### II: VISION:

Dreamweavers Unlimited, Inc. will have a positive impact on the community of the clients it serves. We will provide professional, quality services in the natural environments of the client's choice. We will influence our community's regard for people with physical and developmental challenges by highlighting the talents and uniqueness of people with different abilities. We will lead our industry in demonstrating that our clients actively and naturally participate in their community. We will see our clients' dreams transformed into reality.

### III. STRATEGIC PLANNING PROCESS:

- A. It is the policy of Dreamweavers Unlimited to develop a Strategic Plan and review/update it, at minimum, on an annual basis. The Strategic Plan will address the organization's strengths and weaknesses, opportunities and threats to ensure resources are being appropriately allocated for the mission, goals, and objectives of the organization to be met.
- B. The Executive Director will lead the Strategic Planning process by gathering information from staff, persons served and stakeholders from a variety of sources. This information will include:
  - 1. Expectations of the people served
  - 2. Expectations of the employees
  - 3. Expectations of other stakeholders
  - 4. Consideration of competition
  - 5. Financial opportunities
  - 6. Financial threats
  - 7. Capabilities of the company
  - 8. Areas of service needs
  - 9. Demographics of service area
  - 10. Relationships with stakeholders
  - 11. Regulatory environment
  - 12. Legislative environment
  - 13. Technology to support efficient, effective, improved services
  - 14. Information from Performance Analysis.
- A. The Executive Director will present this information to the QA/ QI committee and gather additional information from the committee.
- B. The Strategic Plan will set goals and priorities for the coming year, as well as long-term goals for the future with an emphasis on financial stability.

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### IV. SWOT ANALYSIS:

- Strengths:
  - Client focused
  - Highly caring, qualified, and knowledgeable staff
  - Services, staff, and management are easily accessible to clients
  - Skilled at managing safety for staff and clients in the office and in the community
  - Financially sound
  - Forward thinking and flexible approach to services
  - Interdisciplinary collaboration for clients
  - Bilingual English/Spanish services provided
  - Able to serve clients of all ages
  - Provide services across 4 counties
  - Community outreach
  - Frequent communication with staff and clients
  - COVID policies in place and regularly updated per latest local and CDC guidance.
  - Virtual appointments for speech services
  - Connected to DHHS, Partners Behavioral Health, and the Children's Developmental Services Agency (CDSA) via bulletins and webinars
  
- Weaknesses/Challenges:
  - Succession plan discussed with attorney but not finalized. ED is working with key employees to teach ED's job responsibilities.
  - Parking space at office
  - Diversity within our staff and committees
  - Inclement weather affecting ability to provide services
  - Lack of benefits for employees
  - Company name does not clearly reflect services provided
  - Education of all staff on services offered
  - Effect of economic climate on hiring/retaining employees
  - Parent/Community education about services offered.
  - Reliant on fixed rates for services, set by the state. Cannot raise rates or charge for Medicaid recipients. This also effects salary rates.
  - Client attendance
  - Finding therapists, particularly bi-lingual
  
- Opportunities:
  - Strong marketing opportunities through social media
  - Growth opportunities at Lil' Dreamers Language & Learning Preschool by adding an additional day of classes
  - CARF accreditation
  - Update office interior/flooring
  - Address employee comments from satisfaction surveys
  - Update Disaster Policy
  - Ability to work from home
  - Stakeholder feedback
  - Fee for preschool
  - Explain benefits offered at hire

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- Marketing to Targeted Care Management Companies
- Google Reviews
- Expanding to private insurance
- Threats:
  - Continual changes regarding decisions made on the state-level regarding rates and service definitions
  - Attrition rate much higher
  - Bonus offered by other providers – job hopping
  - Health of staff/clients
  - Appendix K ending
  - Targeted Case Management
  - Tailored Plans
  - Extensive need for administrative support
  - ABA and competitive programming

### V. LONG-TERM STRATEGIC GOALS:

- A. Ensure company stability and improve financial performance.
- B. Allow for consistent business growth across all services.
- C. Maintain compliance with all state, federal, and nation accreditation rules.
- D. Improve quality through evidenced-based and person-centered practices and promoting them to the community.
- E. Cross train employees in key positions
- F. Continue preparations for Succession Plan

### VI. SHORT-TERM STRATEGIC GOALS & PRIORITIES FOR FISCAL YEAR 2023:

- A. Monthly review of financial statements
- B.
  - a. Expand use of social media to include original content, DWU promotion/marketing
  - b. Increase Google business reviews
  - c. Increase traffic to DWU website
  - d. Continually assess hiring needs for services
- C.
  - a. Continue to maintain and meet CARF national accreditation standards.
  - b. Identify areas for improvement and work towards alleviating deficits through working performance improvement plans.
- D. Train and assess evidenced-based and person-centered practices in monthly speech meetings, supervisions, and quarterly QA/QI meetings.
- E.
  - a. Executive Director – These positions should cross-train with the ED: Operations Director, Quality Services Director, and Innovations Director
  - b. Operations Director – These positions should cross-train with OD: Administrators supervised by Operations Director
  - c. Quality Services Director – Clinical Director should cross-train with QSD

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- d. Director of Innovations- Operations Director and Executive Director should cross train this position.
- e. Clinical Director – Quality Services Director will cross train this position.
- F. Identify and explore succession planning options