LIBERTY ARC'S

STRATEGIC PLAN

2023-2025

Liberty ARC New Dimensions in Health Care Choices for Community Living

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A ROADMAP FOR THE FUTURE

Liberty ARC's Strategic Plan envisions a future that builds on our strengths as a bestin-class service provider for individuals with disabilities and their families. We began this plan in 2022 with important conversations with people we support, family members, and employees. We asked: What was going well? What could go better? What would you like to see? Through focus groups and surveys, we identified the top issues to address in the workforce, community, customer, financial, and quality categories - our five pillars. We listened to stakeholders, building a plan with input from all levels of the organization. A plan that makes sure we are headed in the right direction over the next three years.

THIS STRATEGIC PLAN

Utilizes our expertise and resources to ensure high standards of excellence for the people we support, in specific and actionable ways.

Together, we support people with disabilities to achieve a quality of life each person values.

OUR MISSION

OUR CULTURE

Our culture is one of empowerment. It supports each employee's ability to build deep and person-centered relationships with the people with disabilities that we support, the colleagues we work with and the communities we reside in. Our colleagues are asked to respond and ensure timely resolution of issues brought to their attention. Our culture encourages everyone to bring new ideas, collaborate and continually innovate our services so those we support continually say, "I love my life."



OUR VALUES

Excellence in supports, products, and services, Quality

developed in partnership and provided by people with

commitment

A standard of conduct, which embodies courtesy, Respect

dignity, and regard for all persons

Integrity Honesty, fairness, and reliability in all relationships

Dedicated people collaborating for a common purpose **Teamwork**

with consideration of individual views

Responsible pursuit of opportunities, resulting in Resourcefulness

fiscally sound, flexible, and innovative services

Person-centered A focus on choice, empowerment, support, and self-

determination

WORKFORCE



Workforce Goals

Invest in the careers and success of our Direct Support Professionals

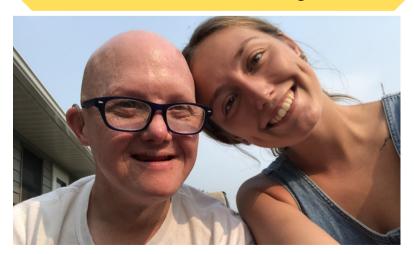
Focus on accountability to our values and commitments

A committed and engaged workforce is the backbone of Liberty ARC's success. In this next strategic plan we are investing in our direct support workforce through **training** and **credentialing**. This will keep Liberty on the leading edge of our field. When our DSPs are valued as professionals, the people we support receive the very best.

We always want to be 'walking the talk' and leading by example. This plan will focus on a culture of accountability to Liberty's policy, values, and commitments -getting back to basics and making sure these important cornerstones pass on to the new generation of our workforce.

WORKFORCE GOALS - DSP SUCCESS

- E-Badges Credentialing from the National Alliance for Direct Support Professionals (NADSP)
- Relias online training



COMMUNITY

Liberty ARC is tightly woven into the Montgomery County community. The people we support work, live, and volunteer throughout the county. During the last three years there were many health and safety reasons limiting community involvement. Now that things have changed, we want to ensure that people have access to the community at the level they desire. We will focus on the availability of transportation and ensuring we support everyone's personal goals for a life full of experiences and connections in their community.



Community Goal

Support people to be an active member of their community

COMMUNITY GOAL



- Emphasize personal community goals with people we support
- Coordinate transportation for community events (fairs and trips)





FINANCIAL

Liberty ARC's strong financial position is due to many years of sound management. By being good stewards of our resources, Liberty ARC can fund improvements to our homes and increased wages at a higher level than other providers.

We will continue our fiscal strength by maintaining our budgeted net margin. We will pursue growth opportunities in the State of Delaware, where Choices for Community Living (CCL) has done very well. We will also develop financial plans for our health center, New Dimensions in Health Care (NDHC), to meet our mission and continue to offer NDHC's important services to our community.





Financial Goals

Ensure our continued fiscal strength in a challenging environment

Focus on the fiscal health of New Dimensions in Health Care

Continue the success of CCL by expanding our programs in Delaware

FINANCIAL GOALS

- Maintain net margin
- Explore growth opportunities in Delaware
- Explore options for NDHC including community partners and additional funding

CUSTOMER



The people we support are the center of our work.

When a person gets the right supports and services, in the right environment, they can thrive.

This strategic plan will have a focus on decision-making, both at the personal level and the agency level. We will provide training on supportive decision making for our staff, family, and people we support. Our goal is that everyone we support understands and has resources available, when they need them, to help make decisions.

Customer Goals

Empower the people we support to take an active role in the decisions that affect their lives

Involve people we support in agency-wide decisions

We will also form an advisory group of people we support to be engaged in agency-wide decisions. This will ensure we are taking in the perspectives and desires of people we support when making large-scale decisions that affect people throughout the agency.

CUSTOMER GOALS

- Design and update Supportive Decision Making materials, training, and forms
- Create a training curriculum focused on rights & responsibilities
- Ensure people we support are represented on internal committees



QUALITY

Quality defines everything that we do. Liberty ARC is an organization dedicated to bringing our best to the people we support. Maintaining and building upon our high standards is a key strategic goal.

This plan's quality pillar will focus on using a \$5 million commitment from Liberty
Foundation to design and construct new, high-quality residences. These homes will replace certain older buildings, and will promote independence. For example, several of our homes were not originally designed for people with physical disabilities and required retrofitting. We will look at locations, layouts, and designs to ensure the new residences can serve people with disabilities for years to come.



Construct new facilities designed around independence, efficiency, and quality.

QUALITY GOAL

HOW WE WILL GET THERE

 Utilize the \$5 million-dollar commitment from the Liberty Foundation to improve our residences to promote independence, efficiently utilize available staffing and reinvest in quality



