



**Pine
Habilitation
And
Supported
Employment, Inc.**

Strategic Plan 2021-2023

Last Reviewed, Revised & Approved on: March 29, 2021

Live... Work... Thrive

CARF has accredited PHASE for its Community Employment, Employee Development and Employment Planning Services.



Vision

PHASE is...a community where compassion, expertise, and opportunity merge to create a world of discovery and success.

Mission

PHASE empowers program participants to live, work and thrive through the discovery and development of their individual abilities.

Values

- **Program Participant First** – Considering openly how all processes, actions and decisions will affect program participants. Every decision must benefit program participants.
- **Ethical Integrity** - Acting at all times with only the highest of ethical integrity and scruples.
- **Large Minded**– Choosing an empowered state, seeing possibilities, creating solutions.
- **Empowerment** – Committing in action to individual and team development, recognizing competence, and reinforcing excellence.
- **Innovation** – Committing to new ideas and creative solutions.
- **Excellence** – Promoting best practices, accountability and efficiency.
- **Service for Social Good** – Committing to improve society through service.
- **Fun at Work** – Promoting an enjoyable and fun workplace in the course of serving others.

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Strategic Planning Process

The PHASE-Industries Strategic Plan is designed to be a dynamic, fluid document that regularly captures what is important to the Organization and the communities it serves. Different from many Strategic Plans, which are only reviewed and newly written every few years, PHASE-Industries strives to maintain the relevance of the goals & objectives contained within the Plan. In doing so, the actions required to progress toward strategic goals & initiatives become part of the everyday work and focus on the Organization.

PHASE-Industries continued its Strategic Plan work in October 2020, when it consulted with OrangeBall to facilitate a Discovery process, resulting in targeted feedback from stakeholders, an organizational analysis of strengths, weakness, opportunities and threats, and an in-depth process to understand and modernize the Organization's brand. Further, feedback derived from the following sources of input helped guide the substance of the Strategic Plan:

- Program participant surveys
- Stakeholder Surveys
- Employee engagement surveys
- Community and employment contract surveys
- Performance measurement metrics
- Board facilitation
- SWOT analysis
- Demographic analysis
- Committee input
- Financial reports
- Audit and accreditation surveys

These data points informed the assessment (and re-affirmation) of the organization's vision, mission and values, and shape the all-encompassing goals and objectives contained within the final strategic plan. It is important to note the effect of the COVID-19 pandemic on the Organization and its Strategic Plan. Beginning in March 2020, all but essential services were suspended due to MN Governor's Executive Orders. This not only delayed the Organization's existing Strategic Plan work, but also put into motion many months of work on a singular strategic focus of supporting the physical, psychological and socioeconomic health of individuals supported, and working to secure the financial health and resilience of the Organization throughout the pandemic. The current Plan revision does add a goal around successfully navigating through the COVID-19 pandemic.

The main objective of the strategic planning process is to review performance and continued relevance of existing goals & objectives, modify/add to these based on feedback and input, and produce a clear vision, Mission and values. The resulting plan contains goals and objectives that guide the organization into the future (3-5 years), while establishing targets, against which progress is measured.

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Organizational Description

Pine Habilitation and Supported Employment, Inc. (PHASE-Industries) is a private, non-profit corporation, incorporated in 1970 as a 501(c)3 in the state of Minnesota. PHASE-Industries primarily serves individuals experiencing a developmental disability, brain injury and/or severe and persistent mental illness. Its services focus on person-centered employment development, community integration, skill-building, and social, recreational and personally enriching activities. PHASE-Industries is a CARF Accredited organization, licensed under MS245D by the Minnesota Department of Human Services. In a given year, PHASE serves between four-hundred and five-hundred program participants in east-central Minnesota, and employs approximately one-hundred staff members.

PHASE-Industries is a Home and Community Based Service, meaning that its primary mandate is to ensure access to the community as the alternative to institutionalization of individuals served. PHASE-Industries works to promote the legal and human rights of individuals with disabilities through its services, and in compliance with the 1999 Supreme Court Decision, referred to as the *Olmstead Decision*. The *Olmstead Decision* provides the legal authority to eliminate unnecessary segregation of persons with disabilities, and to ensure that persons with disabilities receive services in the most integrated setting appropriate to their needs

PHASE-Industries serves individuals living and working in the counties of Pine, Isanti, Kanabec and Chisago. Supports are provided within the community (e.g., businesses, schools, etc.), MN DHS 245D licensed sites (Cambridge, Mora, Pine City and Sandstone), and PHASE-Industries social enterprises (e.g., Heritage Thrift Store).

The Minnesota Legislature codified Minnesota's Employment First Policy into law/state statute in 2020. Further, MN DHS took another step in finalizing the "unbundling" of Day Training & Habilitation Services through its implementation of Waiver Reimagine in January 2021. Waiver Reimagine seeks to streamline Minnesota's multiple Medicaid/MA Waivers, as well as "unbundle" Day Training & Habilitation Services into six distinct support services (Prevocational, Employment Support, Employment Exploration, Employment Development, Day Support, and Waiver Transportation Services). This Plan includes continuing action, and new action in order to successfully transition to these revised service types, as well as influence the application of new service types to best meet the needs and desires of individuals served, stakeholders, and communities in a truly person-centered, person-first manner.

PHASE-Industries encourages input and feedback on our performance and our plans. If you have feedback, recommendations, or ideas on how we can improve supports or this Strategic Plan, please call 320-245-2246.

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GOAL 1 (Note: time-limited goal during COVID-19 Pandemic):
Successfully Navigate through COVID-19 Pandemic

Objective 1a: Maintain COVID-19 Preparedness & Response Plan to ensure health & safety of program participants, team members and communities served, as well as support program participants in existing or new services to promote occupational, physical, psychological and relational well-being.

Objective 1b: Secure sufficient emergency funding & grants to maintain financial viability of organization throughout COVID-19 pandemic.

GOAL 2: Transform & Maximize Performance

Objective A: Modernize & Transform services to align with evolving market conditions, stakeholder expectations and regulatory requirements.

-Increase community-integrated employment options.

-Improve access to community in all supports.

-Broaden yet simplify support options.

-Better promote full community inclusion at all types of support.

-Improve recipient experience through an integrated model of service options & supports.

Objective B: Cultivate, prepare and recognize Team Members.

Objective C: Set specific performance standards for each position, dept. & team.

Objective D: Identify & increase position-specific technical/technological skills.

Objective E: Comprehensively assess organizational brand and modernize brand to align with assessment results and market changes.

GOAL 3: Diversify & Expand Services, including expansion into new services under Waiver Reimagine and E1MN (MN-DHR/MN Vocational Rehabilitation)

-New Customers/Participants

-Comp. Discovery Process Service

-New Programs (tracks)

-More job opportunities

Objective F: Successfully implement new & on-going DTH unbundling, Employment First, Waiver Reimagine, HCBS Final rule, E1MN (DHS/VRS) & regulatory mandates.

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Objective G: Identify service & market trends and develop new service accordingly.

Objective H: Identify strategic collaborations, and develop at least one beneficial new business partnership.

GOAL 4: Enhance Input & Satisfaction

Objective I: Creative an effective & meaningful process of input from stakeholders to increase engagement.

Objective J: Every Program Participant undergoes a comprehensive, evidence-based "Discovery" process as standard part of service.

GOAL 5: Strengthen Solvency

Objective K: Build cash reserves.

Objective L: Establish Service Efficiency Targets for each type (or distinct category) of service.

Objective M: Create an organizational mechanism to capture diversified funding, grants, donations & contributions.

GOAL 6: Strengthen organizational (corporate), programmatic and administrative systems & structures.

- Sustainability & flexibility
- Work & make decisions (large & small)
- Maintain sights on Vision & Mission
- Support quality services
- Competitive edge

Objective N: Define, build & maintain high performance teams across organization, led by effective, adaptive leaders.

Objective O: Maximize use of technology in branding, product advertising, training, service supports & data management.

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