



PHASE - INDUSTRIES
LIVE • WORK • THRIVE

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Businesses**

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and Employment
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Dear Stakeholder of PHASE-Industries,

This pages below contain the Outcome Performance Summary Report for the PHASE-Industries 2021-2023 Strategic Plan, along with the 2021-2023 Strategic Plan Summary (for reference). The Strategic Plan was revised & updated in spring, 2023. These document are available at www.phase-industries.org. Those interested can also email info@phase-industries.org, call 320-245-2246, or stop in to any of our program sites in Beroun, Cambridge, Sandstone or Mora for these documents, or to receive these documents in an alternative format.

Thank you,

Tim Schmutzer
Chief Executive Officer
PHASE-Industries

2021-23 STRATEGIC PLAN PERFORMANCE & REVIEW – HIGHLIGHTS for Stakeholders

A)	Strategic Plan reviewed and updated 2019, 2021 & 2023-->fluid & dynamic Plan.
B)	Strategic Plan reviews and updates incorporate performance measurements (metric) and robust stakeholder input, including solicited feedback from persons served, families, guardians, case management, governance, personnel, provider partners, funders, and the community. Feedback attained through surveys, questionnaires, coordinated meetings/input sessions, community listening session, and facilitated feedback (e.g., MTI technical advisors small group meetings).
C)	Strategic Plan includes 6 Goals, 17 Objectives and 27 associated action areas (email info@phase-industries.org for detailed action plan).
D)	<p>Scoring of performance includes:</p> <p>10=Met and Complete 10=On-Track & On-Going 7=Progress but not on-schedule 5=little to no progress 0=backwards progress N.A.= lost relevancy over time</p>
E)	<p>Mean Scores & Performance/Outcome Metrics:</p> <p>Goals: 8.4/10 (G1=10; G2=7; G3=9.3; G4=7; G5=8.6; G6=7) Objectives: 8.1/10 (10 = 41%; 7 = 53%; 5 = 6%) Actions: 7.9/10 (10 = 29%; 7=54%; 5=17%)</p>

Narrative Results Summary

Targeted results were either fully or significantly met in the following areas:

- 1) COVID-19 response in areas of service access, mitigation and attainment of funding;
- 2) pursuing and expanding new service types and associated grants/funding stream (e.g., SCRED contract, Pre-ETS, TTCW grant).
- 3) Rebranding outcomes (e.g., new logo, new "personas" through OrangeBall rebranding process, aligned name of "PHASE-Industries" instead of PHASE or Industries, Inc alone, etc.);
- 4) Transforming activities & maximizing performance in delivery of services, including initiating comprehensive service transformation process to promote increases in community inclusion & technical proficiency at point-of-service (this is a primary area carrying over into new Plan), increasing percentage of participants moving off of subminimum wage employment and into community & competitive employment, expanding customer base to school-age transition students, meeting service access targets, overhauling quality assurance/compliance-related structures, creating updated participant handbook focused on E1MN outcomes.
- 5) Meeting & exceeding financial targets to strengthen the organization's financial solvency.
 Recommendation: set target of no less than 90-days cash-on-hand in updated Plan.

Targeted results were partially met in the following areas:

1) Enhancing inputs in service design & delivery. For example, while targeted personnel were trained to deliver a comprehensive "Discovery" service to participants, we fell short of the goal of training enough staff in this to deliver the service to 100% of participants;

2) Placement targets (in competitive employment or service that would lead to this) were partially met, in large part due to COVID-19 restrictions, paired with significant service build-up in 2022 & staff recruitment challenges. This goal carries forward into updated Plan.

3) Overhauling key job descriptions to align with expected deliverables (in addition to "essential functions" of a position). Further, significant strides were made to improve training delivery (expanding into multi-module training--College of Direct Supports online, expert trainers at in-service, expanding technical training in New Hire Orientation).

Targeted results were not met, with no or little progress toward them, in the following areas:

1) Talent Management Metrics: Expanding point-of-service position training & competencies in the areas of "Discovery", LMEC (Large Mind/Effective Communication), technological proficiency, and adaptive leadership. Further, improving supervisory staff performance in identified HR metrics (e.g., structured formats to recognize stellar employee performance in real time did not occur (beyond the training model already in place). Lastly, a revised and improved model of delivering performance feedback to employees was not initiated or completed (e.g., EE performance based on participant outcome success). Note: the HR department remained staffed at 50% of capacity during the COVID-19 pandemic, until 1/2023--these were areas that, while important, were not acted upon in place of other priorities, such as sufficient staff recruitment, business build-up (2022), managing COVID-19 contact tracing, etc. These areas are addressed in updated Plan (available in summary form at www.phase-industries.org, or in full detail at any of the PHASE-Industries site locations)

Recommendation

Incorporate key areas recommended for inclusion from this scoring process in the the comprehensive & multi-year Plan The organization has been developing (through the TTCW Grant).



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

Strategic Plan 2021-2023

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

Note: the updated Strategic Plan was approved spring 2023, and is available at www.phase-industries, or at any of the PHASE-Industries program sites.

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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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