

# Wildwood Four-Year Strategic Plan

January 1<sup>st</sup>, 2025 – December 31<sup>st</sup>, 2028

## Vision Statement

To enhance the quality of life for the children and adults that we support, and their families, while fostering a supportive, inclusive, and rewarding workplace for employees. To be a highly regarded employer and disabilities services provider to all communities within the Capital Region.

## Background

Since navigating a world-wide pandemic, ensuing staffing crisis, and the merger of The Alternative Living Group and Wildwood, this is an important time for Wildwood, with a number of challenges and opportunities. This Plan reflects the priorities and goals identified by stakeholders throughout the Wildwood Community, and will serve as our roadmap to assist us to meet those challenges as well as take advantage of our strengths and opportunities.

## Our Plan

### People that We Support and Families

People living with intellectual and developmental disabilities, along with their families, are the very heart of Wildwood's mission and purpose. They deserve an organization that solicits and listens to their input, fosters true partnerships, and strives to offer the highest quality supports while continuously addressing growing community needs.

### Measurable Goals:

#### *Optimize Service Delivery and Quality*

- **Objective 1.1:** Increase service opportunities by the end of Year 4 to respond to community need, through a combination of current program expansions and new service development, including a focus on non-traditional supports
  - **Measure:** Track the number of individuals on waitlists on a quarterly basis
  - **Measure:** Track the number of individuals served on a quarterly basis
- **Objective 1.2:** Increase satisfaction with services and level of support for individuals served and families through annual feedback surveys focused on service effectiveness and quality of care
  - **Measure:** Conduct annual family and service user feedback surveys
- **Objective 1.3:** Reduce number of substantiated incidences of abuse and mistreatment.
  - **Measure:** Track the number of these specific incidents on a quarterly basis

### Other efforts that we want to accomplish related to the people that we support and families:

- Expand Wildwood's capacity to successfully support people with complex medical and behavioral needs, as well as an aging population
  - Establish collaborations with community organizations
  - Enhance training efforts specific to these areas
  - Assess and evolve current physical facilities as needed
- Strengthen Wildwood's commitment to true partnership with individuals and families
  - Increase opportunities for input
  - Create and implement a robust communication plan that educates and informs

- Create new efforts dedicated specifically to reach minority/underrepresented populations

### **Workforce**

Wildwood cannot accomplish its mission without a stable, satisfied, professional workforce. Our staff deserve to be a part of an organization that truly cares about their wellbeing, supports their needs, solicits and listens to their feedback, and involves staff in determining the agency’s direction and priorities.

#### **Measurable Goals:**

##### ***Improve Employee Recruitment, Retention, and Satisfaction***

- **Objective 2.1:** Improve employee retention rates by the end of Year 4 through competitive compensation and benefits adjustments
  - **Measure:** Track quarterly retention rates separately and vs. regional rates
  - **Measure:** Compile exit survey data to determine common reasons for departures. Utilize this data to identify trends and action steps
- **Objective 2.2:** Increase satisfaction ratings among staff in annual surveys regarding job satisfaction and support provided
  - **Measure:** Conduct semi-annual employee satisfaction surveys and focus groups
- **Objective 2.3:** Create and implement comprehensive mentorship and leadership programs
  - **Measure:** Track completion rates of mentorship programs and feedback from participants to enhance the program
- **Objective 2.4:** Decrease number of significant staff injuries (those resulting in lost work time)
  - **Measure:** Track staff injuries by program and type on a quarterly basis

#### **Additional efforts that we want to accomplish related to the workforce:**

- Increase opportunities for staff to be involved in agency committees and planning
- Expand staff benefits outside of traditional offerings in order to focus on a holistic model of support— examples could include wellness-related offerings, focus on trauma-informed care, expansion of the current Wildwood Cupboard, Staff Emergency Funds, and Scholarships
- Increase support from supervisors through consistent 1:1 meetings, and structured feedback
- Continue to increase salaries and offer competitive benefits that are meaningful and allow staff to support themselves and their loved ones based on OPWDD and State Ed COLA’s

### **Culture**

Culture is what makes an organization unique and special. Culture is its identity and a healthy, inclusive culture is critical to an organization’s success. It will be important to develop new “traditions” within Wildwood while preserving our proud histories.

#### **Measurable Goals:**

##### ***Strengthen Organizational Culture and Communication***

- **Objective 3.1:** Develop an inclusive culture by implementing additional DEI-B initiatives, aiming for a 100% participation rate in DEI-B training for all staff by Year 3
  - **Measure:** Track participation rates and conduct follow-up assessments on the impact of DEI training

- **Objective 3.2:** Implement an internal communication strategy by the end of Year 2 with clear updates at all levels, increasing the number of staff reporting feeling informed about organizational changes and decisions
  - **Measure:** Conduct semi-annual employee surveys regarding communication effectiveness
- **Objective 3.3:** Conduct quarterly town hall meetings to promote transparency and engagement starting in Year 1
  - **Measure:** Monitor attendance during town hall meetings
- **Objective 3.4:** Increase opportunities for staff to interact with other programs through organizational events, celebrations, theme weeks, etc.
  - **Measure:** Track number of agency-wide opportunities
  - **Measure:** Conduct semi-annual staff surveys gauging level of connectedness

**Additional efforts that we want to accomplish related to the culture:**

- Increase leadership presence at programs/sites
- Increase opportunities for direct interaction between Board and Committee volunteers and Wildwood's workforce and mission

**General Organization/Agency Goals**

**Measurable Goals:**

- **Objective 4.1:** Develop and maintain a strong community partnership program to educate and engage the local community about services, with a focus on minority and underserved communities
  - **Measure:** Record on a quarterly basis the number of new partnerships and level of participation in community events
- **Objective 4.2:** Improve fiscal stability to ensure continued success and progress
  - **Measure:** Programs will operate within their budget parameters. Expense/Revenue reports will be reviewed regularly
  - **Measure:** Increase organizational reserves to protect the agency from unforeseen events, review on a quarterly basis
  - **Measure:** Increase fundraising efforts, including grant revenues, to successfully support the agency's goal to meet an increased community need

**Additional efforts that we want to work towards organizationally:**

- Decrease overall dependence on OPWDD Medicaid/SED revenue by developing new programs and funding streams
- Increase the number of new Board and Committee members, within existing regulatory allowances
- Develop the next generation of donors/volunteers to support Wildwood for years to come
- Develop a formal succession planning framework to ensure that there is a well-developed internal talent pool to step into critical roles as they are vacated
- Implement a succinct, organizational Data Dashboard to assist in decision-making and direction of the agency

## **Implementation Framework**

***Quarterly Reviews:*** Establish a quarterly review process to ensure the plan is on track. This will include progress reports on each objective and adjustments based on feedback and outcomes.

***Stakeholder Involvement:*** Engage employees, families, and community partners in the evaluation and collaboration processes to ensure that all perspectives are considered.

## **Conclusion**

This strategic plan is designed to be flexible and adaptive to the changing needs and challenges faced by Wildwood. Through organized efforts focused on employee engagement, service delivery, and organizational culture, Wildwood can position itself to be a leader in care for the individuals it supports, foster a rewarding environment for its staff, and help to provide solutions to the growing community need for services for those with disabilities.