

Strategic Visioning Committee Meeting

November 17, 2021

Attending: Strategic Visioning Committee Members, Strategic Initiative Workgroup Members, Dr. John Kowalczyk, John Huber (Chairperson of the SVC), Erik Geizer, Kirk Lewis, Bruce Parsons (Mahoney Performance Institute)

The meeting was called to order at 12:00 pm on November 17, 2021.

Introductions

Mr. John Huber welcomed all to this quarterly meeting and appreciated the time everyone has given to the process and for the participation in today's meeting. Mr. Huber noted that we are now changing our report out process to include more discussion and interaction within this group.

Ms. Kate Jerian briefly shared a slide presentation that described the process going forward and encouraged all to give feedback on how these quarterly sessions are going and an opportunity for all to express what tools may be needed to be successful in each of the initiatives.

Mr. Bruce Parsons also shared his thoughts on while we plan to report out on how we all did over the last 90 days we need to realize that we may need to adjust our timeline on our success for the work we may have not yet completed as noted.

Report out on Bright Spots/Challenges:

Diversity Equity and Inclusion – Mr. Stanford Perry shared the DEI Initiative bright spots noting the following: enthusiasm for this initiative; developed a DEI survey and toolkit which will be sent to all employees of The Arc; over 700 staff participated in the test survey; a very committed and hard-working committee; a process is in place to onboard a professional consultant.

Noted challenges was the availability of a consultant starting in a timely manner (hot topic for many organizations).

Supports and Services Initiative – Mr. Josh Christiana indicated bright spots included a lot of learning about the experience/skill of Chapters through the process (supports and services not known).

Challenges noted: The workgroup felt that the DSP workforce crisis became all encompassing and tried to incorporate some of their work into other initiatives.

What would we do differently? Mr. Christiana stated that the workgroup plans to rely more on the initial initiative planning tool which helped them from the beginning in their work to stay on task throughout the process.

Governance Initiative –Governance Workgroup bright spots included the opportunity to understand a diverse group of stakeholders perspective that will help with buy-in; demonstrating that we are incorporating people’s feedback as we move forward has helped; use of “baby steps” (added credibility); added open ended questions to our webinar sessions that served to engage those that participated in ways we have not done before; approach and putting concrete information in front of stakeholders sparks the opportunity for engagement. Overall, Ms. Feldman stated that the Governance Workgroup saw a lot of enthusiasm thus far along with expectations and challenges ahead that are being recommended on how they work today.

Mr. Parsons offered his thoughts on sharing information amongst stakeholders noting that it serves stakeholders better to have a smaller group develop topics of interest for engagement/discussion that will facilitate and begin discussion at the larger stakeholder level to get the momentum going. Mr. John McHugh also agreed with those “baby steps” to get the progress we would like to bring forth for the future state.

Staffing – Mr. Don Mullin stated that the staffing workgroup developed 5 subgroups to work collaboratively over the last 6 months to accomplish a tremendous amount of work and meet numerous 90-day deliverable goals; however, it was determined during this process it can be challenging to keep multiple subgroups working cohesively towards just a few of the goals; Moving forward, Mr. Mullin noted that the workgroup will be looking towards initiatives that focus on longer term recruitment/retention plans.

Advocacy Initiative Workgroup – Mr. Philip Aydinian shared the Advocacy Workgroup’s bright spots including funding approval for consultant support for the Advocacy Committee and State Office; participating with staffing with workforce advocacy subgroup and involvement and collaboration with data group; and the circulation of a survey was also circulated to Chapters to better understand their advocacy capabilities and needs.

Things to do differently? The deliverables should not be driving the vision.

Key insights – were noted that states that the 90-day deliverables should not drive the strategic vision and how through the discovery process, previous deliverables gave way to more relevant goals. Also, the Workgroup felt that working across strategic planning committees was vital to connecting similar objectives and spurred conversations. The Workgroup explored how a consultant could maximize what has already occurred with strategic planning who is more granular in what we are doing next; the work of the workgroup in its present form may shift to another group operationalizing the three main initiatives.

Financial Sustainability Initiative – Mr. Howie Ganter shared that the Financial Sustainability workgroup bright spots included a great response and participation to their survey toolkits are being established in the varying services to demonstrate best practices and provide a guide; some mild resistance regarding movement to the same platform and chart of accounts. Also, the

variability in the Chapters in this area is causing concern; regional rates may impact some of the decisions in site-based services.

Challenges – trying to bring some of the subgroups together; realize that the IT Platform will take a bit longer due to knowing the data points together.

Report out on Previous 90-day Progress

The strategic initiative workgroups then reported out on their previous 90-day progress as follows:

Diversity Equity and Inclusion – Mr. Perry shared the DEI workgroup's previous 90-day progress, success and challenges where they prepared the DEI survey for distribution to all Arc NY employees (100% completed); prepared the DEI toolkit to assist Chapters to achieve maximum results (100% completed); distributed the survey and toolkit (planned for 12/21 and 1/22); started the process to onboard a DEI consultant (interviews will take place in 2022).

Ms. Feldman asked that if the regions could also get a view of how diverse we are across a region. Mr. Perry noted that they will be able to share the data in this capacity.

Supports and Services – Ms. Amy Howard reminded all that this workgroup has two priority areas including the development of new innovative day and residential habilitation integrated supports and the other is the development some exploration, examination of a blueprint in self-directed programs. The first area of distributing surveys, and analyzing results is at (identified 6 Chapters in innovative day supports and 1 Chapter offering integrated residential supports)(80% complete); scheduling and holding Chapter interviews to gather additional detail for priority 1 initiative – due to workload and other pressing priorities (20% complete); and Mr. Kemmer noted that our strategic visioning initiatives are coinciding with NYS OPWDD 5.07 planning process and FMAP priority process by presenting opportunities for development and funding of retirement options that are less regulated is at (100% complete) - This looks at ways to utilize respite funding to provide a more retirement option for people we support as an alternative to day hab.

Mr. Josh Christiana spoke to the supports and services next priority area developing a blueprint to assist Chapters in self-directed programs. This area he noted distributed a survey that was designed to capture baseline information on the Chapter experience with self-direction and fiscal intermediary services (100% complete); created a forum for meeting with survey respondents identified as having experience with self-determination programs (75% complete); and analyzed results and developed simple report to Chapters (25% complete); going through the process they realized there was a need for a shared platform on self-direction (50% complete); create a routine meeting for Chapter staff involved/interested in self-direction and Fiscal Intermediary services (0% complete).

Governance – Ms. Jerian shared the one item on their list that was not 100% complete was regarding driving integration across all strategic initiatives. This may be the one area that would never have full completion due to it being the change management component of their task.

Staffing – Mr. Don Mullin noted that they did complete some items but it was all tied to moving the needle on the staffing crisis; regulatory relief package is completed; keeping to best practices and learning across all Chapters; DSP profile survey is 80% complete that will be used in conjunction with the DEI group; prepared and distributed survey that coordinated with NYDA; prepared economic impact fact sheets for visits; identified turnover costs for use in our advocacy efforts; coordinated statewide rallies regarding the need for additional funding for DSPs.

Advocacy – Mr. Aydinian referred to the Advocacy Workgroup 90 day progress noting that 75% is completed on their evaluation and recommendation to BOG on any changes to the advocacy structure (advancing the ideas of the larger and more cohesive advocacy group to the board of governors for approval) (75% complete); complete the toolkits (65% complete); conducting focus groups on partnering with external stakeholders and work on 1 or 2 white papers in the next 12 months were not completed – great activity for the future – it is not the time to begin this work or is it the work of the future advocacy committee or part of the roadmap or blueprint for the standing committee.

Ms. Jerian noted that the last comments made are good questions for us to answer in terms of who takes the next phase on --the new joint advocacy committee for the organization or a strategic initiative to continue.

Financial Sustainability - This group is 20% completed with identifying an IT platform and consultant options; developed a draft of best practices, metrics or toolkit (50% complete); Identified an accounting software option at 100% complete (6 proposals were sent in response to the RFP); and then are 90 % complete on exploring a common chart of accounts, standardize report and identified a timeline for chapter engagement.

Members of the Strategic Visioning Committee and workgroup members went into breakout sessions to reflect on what learning and feedback based on what was covered already (deliverables for next 90 days) and see if there are any adjustments that may need to be made. Ms. Jerian shared the worksheet that was provided by MPI to look at the 90-day deliverables for this meeting and discuss any changes start, stop and continue doing.

Each initiative workgroup then shared their next 90-day deliverables, which are detailed in a communication prepared to the Board.

Next Steps

Mr. Parsons indicated that groups should be aware of trying not do too much – and hope that in the next report out we have a higher percentage of completion. Also, groups should make sure

deliverable definitions are as tangible as possible so that the outcomes are easily understood. Lastly, consider using a planning tool that captures deliverables in planning and executing.

Ms. Kate Jerian gave closing remarks noting that each initiative should regroup to discuss any recommended changes to the proposed 90-day deliverables; initiative leads should attend a change management learning session on November 30 which will further refine offering tools and tips for each group; and based on this session and the session on the 30th to send those to Kate by December 15th.

The Strategic Visioning Committee meeting adjourned at 4:02 pm.