

# Strategic Operating Plan Progress Report

August 2019

**The Guild**  
FOR HUMAN SERVICES



**FY2019-2021**

**Year  
1**

**Year  
2**

**Year  
3**

# LEAD

## Goal

Develop a collective leadership environment and establish the Board of Trustees as a governing body to support the next era of The Guild

6

Staff members promoted to management positions

81

Staff members engaged in professional learning opportunities

15

Different committees, work groups and leadership teams

- Adult PBS
- Adult Resident Risk Assessment
- Artistic Wayfinding • Assistive Technology
- Emergency Preparedness
- Incident/Accident Investigation
- Per Diem Management • Playground Safety
- Sexual Health Awareness and Reproduction Education
- Spring Dance • Student Awards Day
- Website • Yale Supervision Leadership
- Youth PBIS

3

New members elected to the Board of Trustees: Claudia de Piante Vicin, Michelle Peters and Cliff Meijer

With the addition of these members, the board now has expertise in a wide variety of fields — accounting, budgeting, design, fundraising, investing and mortgage banking — and is better positioned to help The Guild achieve its long-term goals.



90

Supervisors participated in the newly implemented Yale Supervision Model for a total of 85 hours each with the goals of improving quality of care for individuals served, empowering management and improving communications with supervisees.



To replace its hierarchical leadership model, The Guild created an environment where many individuals within the organization exercise leadership to collaboratively advance goals. For instituting the collective leadership model and other accomplishments, CEO Amy C. Sousa was named a finalist for the Massachusetts Nonprofit Network's 2019 Nonprofit Excellence Leadership

# SUPPORT

## Goal

Improve operational infrastructures to enhance impact, increase safety, boost efficiency and sustain the workforce

Developed comprehensive capital-needs assessment to support long-term maintenance of The Guild's 20 facilities



Implemented a new facility management system, School Dude, to track work orders and repairs efficiently

Submitted proposal to DESE to strengthen services and supports by adding additional direct-care staff and a psychologist while enhancing employee benefits



Boosted protections for private information communicated via encrypted email and migrated productivity applications to a cloud-based business environment

Hired a benefits coordinator to support increased staffing and bolster responsiveness for employees



Enhanced and revised safety procedures, including emergency preparedness drills and ALICE training

## 96%

Staff members who feel that they contribute to The Guild's culture of excellence

## 83%

Youth parents/guardians who feel welcomed by staff when they visit The Guild

## 29%

Decrease in use of physical restraints from FY18

# CONNECT

## Goal

Increase awareness of The Guild's work and amplify The Guild's presence to a broader community



103%↑  
Website  
Page Views



129%↑  
Newsletter  
Subscribers



86%↑  
Facebook  
Posts

66%↑  
Daily  
Sessions

56%↑  
Returning  
Visitors

+55  
Blog  
Entries

49%↑  
New  
Users

10%↑  
Facebook  
Followers

32%↑  
Average  
Readership

22%↑  
Pages/  
Session

To boost our profile and support fundraising, The Guild launched a new website that meets the highest American with Disabilities Act standards (Web Content Accessibility Guidelines AAA).



Our unique community gives the people we serve a place to call home



The Guild increased revenues and resources secured from donations and grants.

383%↑

Increase in number of donors giving to The Guild



192%↑

Increase in total funds raised from FY18

“There is no way we could ever give back enough for what The Guild has given us, but we saw an opportunity to pay it back a little bit.”

— Dan Carroll, Guild donor and father of Guild School graduate Samantha Carroll



# INCLUDE

## Goal

Elevate the voice, choice and access of individuals served

### **The Guild improved access for individuals with visual impairments by:**

- Adding assistive technology in the classrooms
- Constructing an accessible, inclusive playground (financed, in part, by a \$50,000 grant from the Belmont Savings Bank Foundation)
- Creating a new website that meets the highest standards of web accessibility and features high-contrast and large-type options



### **The Guild provided opportunities for individuals served to develop leadership and self-advocacy skills:**

- Three students completed the Massachusetts Developmental Disabilities Council's Self-Advocacy Leadership Series.
- Fifteen adult residents and two students completed the Action and Awareness program to learn to recognize, report and respond to abuse.
- Twelve adult residents attended the Massachusetts Advocates Standing Strong self-advocacy conference.

### **Individuals and their parents/guardians had opportunities to impact Guild decision-making:**

- Students and adults served on the PBIS and Human Rights committees.
- The youth and adult Parent/Family Advisory Committees each met six times and provided feedback to Guild senior leadership.
- Students and adults participated in the hiring process for director of facilities and other jobs.



19

Youth and adult  
Parent/Family Advisory  
Committee members

22

Adult parents/guardians who  
participated in sexual health  
awareness and  
reproduction training

5

Interactive whiteboards in  
use as part of classroom  
assistive-technology  
enhancements

# SERVE

## Goal

Enhance services to meet increased scope of needs of individuals served while deepening content and practice expertise

### Seven new professional development specialty training opportunities

- Trauma Informed Care
- Supporting Sexuality
- Characteristics of Students Served
- Personal Boundaries
- Exploring Diversity
- Positive Engagement
- Parent Communications and Engagement

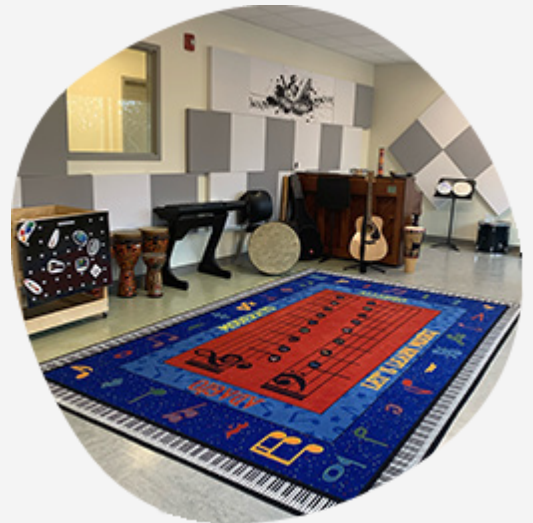
### Created additional vocational opportunities for students

- Established student-run Coffee Shop, which is open daily
- Added Revival Café as new community work partner, joining Gaining Ground and Waverley Oaks Athletic Club



## Enhanced supports and curriculum to meet student needs

- Widely implemented Positive Behavioral Interventions and Supports (PBIS) for all individuals to maximize development of academic, social, emotional and behavioral competence for all students
- Doubled the size of the PBIS leadership team to 24 members
- Added behavioral clinical supports in residential settings
- Adopted First Author curriculum to provide students with the ability to see themselves as authors who have ability to share and communicate with each other
- Created cohort-based framework to focus on student strengths and needs



## 95%

Adherence rate on Positive Behavior Support in adult residences achieved in 10 different months

## 20+

Hours a week worked by students at community-based work partners

## 94%

Adult parents/guardians who believe their family member is happy where s/he is living