



**STRATEGIC OPERATING PLAN, FY19-21**  
***Lead, Support, Connect, Serve, Include***

**The Guild for Human Services, Inc.**

521 Virginia Road

Concord, MA 01742

(781) 893-6000

[www.guildhumanservices.org](http://www.guildhumanservices.org)

# Lead, Support, Connect, Serve, Include

## The Guild for Human Services, Inc.

### Strategic Operating Plan, FY19-21

Founded in 1953, The Guild for Human Services, Inc. (The Guild) is a private, nonprofit organization with the mission to assist individuals with intellectual disabilities to achieve their full potential to lead high quality lives and participate meaningfully in society. In addition to intellectual disability, individuals served by The Guild's residential and special education programs experience concomitant diagnoses of visual impairments, emotional and behavioral disorders, hearing impairments, communication disorders, pervasive mental health needs, Autism Spectrum Disorder, seizure disorders, traumatic brain injury, genetic syndromes, and varied neurological impairments.

In the last decade, The Guild has undergone tremendous growth, including a 28 percent increase in student enrollment at The Guild School as well as the reestablishment of adult residential programming. The result has been a surge in new staffing, purchase of new facilities, and significant alterations to work flow across the agency. The increasingly diverse and complex needs presented by The Guild's service population and the expansion of services require personnel to adapt continuously while remaining committed to providing engaging, data-informed, innovative services that enhance the quality of life among all individuals. These changes also resulted in a higher level of staff turnover than previously experienced and a silo effect among divisions of the organization.

In addition, The Guild has experienced a leadership transition across the executive team, including the retirement of the former Chief Executive Officer (CEO) and introduction of a new CEO. Not only has the leadership personnel changed; but, the leadership approach has been altered from transactional leadership to a collective leadership style. These changes have placed stress on supervisors, middle managers, and senior leadership to provide coherent policies, practices, and models that support and honor all staff during a time of rapid growth as well as to continue the high quality service delivery for which The Guild is known. Amid all of these changes, The Guild remains under pressure to develop coherent public messages that resonate with educational placement seekers, Guild community members, professional associations, and broader audiences who may be inclined to make charitable contributions.

Thus, the following three-year Strategic Operating Plan is designed to address The Guild's challenges and opportunities through the following goal areas:

1. *Lead*: Engage stakeholders in the transition to collective leadership.
2. *Support*: Improve operational infrastructure to support efficiency.
3. *Connect*: Communicate The Guild's mission and services beyond our community.
4. *Serve*: Reinvigorate services for our increased scope of individuals.
5. *Include*: Elevate the voice, choice, and access of individuals served by The Guild.

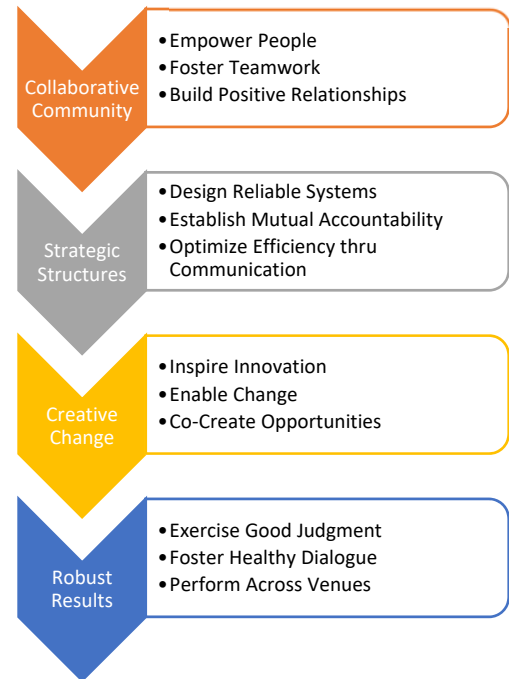
# LEAD

Collective leadership is a relational approach to organizational management in which multiple individuals assume leadership roles within a group. In turn, groups provide interdisciplinary leadership to the wider community. It is a transformational approach rooted in a commitment to inclusion and social justice.

**LEAD GOAL 1:** Develop a collective leadership environment to sustain community commitment to The Guild’s mission.

- 1.1 Lead Strategic Objective: Increase organizational capacity and creativity through interdisciplinary professional learning communities (PLCs) that serve as issue area leaders, i.e. Sexual Assault Prevention Leadership Group; Challenging Eating Behaviors; Supervision Change Leadership Group).
- 1.2 Lead Strategic Objective: Implement applicable elements of the Yale Strengthening Supervision Training, including staff training and development, changes to agency policies and practices that will help create a “culture of supervision” within the organization.
- 1.3 Lead Strategic Objective: Revise Supervision tools including Employee Handbook, documentation of supervision sessions, and performance evaluations.

## ELEMENTS OF COLLECTIVE LEADERSHIP



**LEAD GOAL 2:** Establish the Board as a governing body to support the next era of The Guild.

- 2.1 Lead Strategic Objective: Continue to search for prospective Board members who possess needed expertise, particularly in the following areas: attorney, marketing and public relations, people with diverse perspectives, individuals who are “networked” or “connected” to the centers of knowledge in the community; individuals with experience in the human resources field, individuals with knowledge of special education.
- 2.2 Lead Strategic Objective: Commit to Board member job descriptions and communal sense of obligation to The Guild’s mission, including the three primary duties of Board members: Duties of Care, Loyalty, and Obedience.
- 2.3 Lead Strategic Objective: Develop a succession plan for Board Members who are due to rotate off of the Board, i.e. President Eric Rosenberger, October 2018; Member David Lagasse, 2018; and Vice President/Treasurer, October 2019.
- 2.4 Lead Strategic Objective: Establish active committee structure beyond the Finance and Executive Committees.
- 2.5 Lead Strategic Objective: Evaluate the CEO in writing annually.

# SUPPORT

After a period of rapid growth, The Guild now must prioritize the advancement of robust, operational support structures that improve efficiency, enhance impact, and sustain the workforce.

**SUPPORT GOAL 1:** Begin to construct an Enterprise Resource Planning process to integrate and manage dispersed processes and transactions.

- 1.1 Support Strategic Objective: Prepare to transition from ETO to an integrated electronic records system.
- 1.2 Support Strategic Objective: Update Security Governance Framework to promote the effective, efficient, and secure storage and transfer of protected client information in compliance with HIPAA and FERPA.
- 1.3 Support Strategic Objective: Expand the “Simplified 10-Year Facilities Plan” to a full Capital Master Plan within an electronic inventory, preventative maintenance, and work order system.

**SUPPORT GOAL 2:** Reconstruct rate for The Guild School to increase support for student/staff success.

- 2.1 Support Strategic Objective: Cover vacation and time off in rate setting.
- 2.2 Support Strategic Objective: Cover meal times in rate setting.
- 2.3 Support Strategic Objective: Cover overlap of shifts for communication.
- 2.4 Support Strategic Objective: Cover support teams for each shift and for each cluster to respond to increased need for staffing, i.e. medical emergency, behavioral crisis, short staffing, etc.
- 2.5 Support Strategic Objective: Cover appropriate benefits packages that include retirement matching.



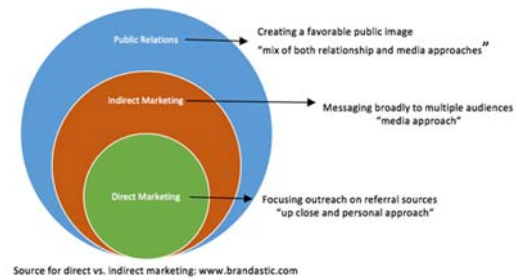
**SUPPORT GOAL 3:** Increase individual and staff safety.

- 3.1 Support Strategic Objective: Select and implement a model to analyze and manage disruption risks, including those caused by nature, technology, human intervention or others, for the Concord-based Emergency Preparedness Committee.
- 3.2 Support Strategic Objective: Expand the vision of the Emergency Preparedness Committee to include Residential Division, parents, and individuals served by The Guild.
- 3.3 Support Strategic Objective: Develop and implement a risk control plan with broker to reduce the frequency and severity of Workers' Compensation claims.
- 3.4 Support Strategic Objective: Develop and implement a workplace violence policy and support structures.

# CONNECT

In addition to maintaining the successful direct marketing strategy for the school program, which has placed The Guild School in the desirable position of receiving a higher number of student referrals than there are vacancies, The Guild for Human Services will launch an indirect marketing strategy and a public relations campaign that will reach multiple audiences, including the broader community.

**CONNECT GOAL 1:** Build and launch a new website that will anchor The Guild’s indirect marketing strategy and complement the public relations campaign.



1.1 Connect Strategic Objective: Ensure that the new website is accessible to individuals with visual impairments by making it ADA compliant with the most up-to-date Web Content Accessibility Guidelines (WCAG), which is expected to be WCAG AA when the website launches.

1.2 Connect Strategic Objective: Make the website aesthetically pleasing for all users, with special attention to messaging and attractiveness for these priority audiences – prospective employees, placement seekers, potential donors, The Guild community of staff, the students and adults served and their families.

1.3 Connect Strategic Objective: Enhance interest in the new website by populating it with interactive features such as videos and blogs. Engage The Guild community in creating these interactive features as a way to strengthen community bonds.

2.1

**CONNECT GOAL 2:** Increase brand awareness.

2.1 Connect Strategic Objective: Create consistency across all communication channels, including the online presence, The Guild’s literature, stationery and promotional giveaways. As Venveo Founder, Zach Williams explained, “The difference between good branding and great branding is consistency.”

2.2 Connect Strategic Objective: Use the new website as the standard-bearer for the design and tone that will be used in all communication channels.

2.3 Connect Strategic Objective: Align all messaging to reflect the models and frameworks identified during completion of SERVE GOAL 1, found on page 5 of this document.

**CONNECT GOAL 3:** Increase revenue and resources secured from donations and grants.

3.1 Connect Strategic Goal: Create capacity for fundraising by hiring a Director of Communications and Advancement who, along with other tasks, will allocate the CEO’s time and his or her own time for the essential friend-raising that creates a foundation for fundraising.

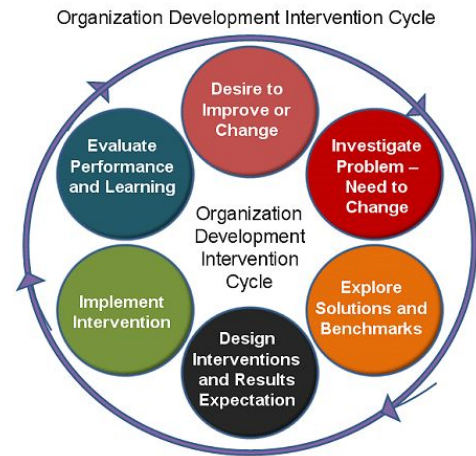
3.2 Connect Strategic Objective: Host special events (e.g., community fun runs) that simultaneously raise funds and promote positive public relations.

# SERVE

With more than 425 individuals employed, The Guild benefits from a broad spectrum of staff with incredible diversity in skill, experience, and perspective. At this critical juncture, The Guild is poised to develop an effective knowledge management system to track in-house innovation, share best practices, and evolve our approaches across the organization.

**SERVE GOAL 1:** Reestablish, document, and share the frameworks and models from which we work.

- 1.1. Serve Strategic Objective: Reinvent pre-service training through Positive Behavior Supports (PBS) frameworks rather than compliance frameworks.
- 1.2. Serve Strategic Objective: Build curricula that go beyond minimum standard; rather, training should represent Guild standards of care.
- 1.3. Serve Strategic Objective: Differentiate frameworks based on population needs.
- 1.4. Serve Strategic Objective: Institute quarterly trainings to enhance advanced skill acquisition, specialty knowledge, and shared experience.
- 1.5. Serve Strategic Objective: Reflect cumulative skill growth in training enhancements as well as new staff development.
- 1.6. Serve Strategic Objective: Research and document frameworks, service models, and techniques according to evidence based practice standards.
- 1.7. Serve Strategic Objective: Add to the literature by promoting The Guild's practice based evidence.



**SERVE GOAL 2:** Deepen content and practice expertise in leading practice programs.

- 2.1. Serve Strategic Objective: Intensify trauma programming and incorporate elements into all staff frameworks and milieu based programming.
- 2.2. Serve Strategic Objective: Develop, document, and support our service model for low IQ/high MH needs.
- 2.3. Serve Strategic Objective: Integrate specialists and related services across all milieu areas.

**SERVE GOAL 3:** Conduct full scale lifespan plan for The Guild Adult Residential Program.

- 3.1. Serve Strategic Objective: Assess current housing stock for age-related accessibility needs.
- 3.2. Serve Strategic Objective: Assess current policy and economic climate for adult disability housing through multiple age ranges.
- 3.3. Serve Strategic Objective: Assess The Guild's current adult population and associated health needs as that population ages.
- 3.4. Serve Strategic Objective: Create a financial projection of expenses as the current population ages in 20 year increments through lifespan.
- 3.5. Serve Strategic Objective: Develop rubric, with economy of scale, to estimate optimum size of Priority 1 DDS adult residential program that serves a diverse population of adults with varying needs in a manner that will sustain them for their lifespan.

# INCLUDE

A key component of The Guild’s mission is to identify opportunities for individuals to develop personal relationships, participate in their community, increase control over their own lives, and develop the skills and abilities needed to achieve these goals. The Guild seeks to expand the opportunities for individuals and families to shape how The Guild operates on their behalf.

**INCLUDE GOAL 1:** Advance individual autonomy of individuals served at The Guild.

- 1.1 Include Strategic Objective: Provide every individual served at The Guild with self-advocacy training, at developmentally appropriate level, to advocate for and communicate issues that are important to them.
- 1.2 Include Strategic Objective: Improve education about sexual health for all individuals, emphasizing three elements identified as priority need areas on the Sexual Assault Prevention Self Evaluation results:
  - a) Every employee at our The Guild will know what to do if an individual asked them a question about puberty, sex, sexuality or intimacy.
  - b) The Guild will have designated staff people who educate teens and adults about puberty, sex and sexuality. Every employee knows who these people are and how to refer an individual to them.
  - c) Every individual will have access to education about healthy relationships.
- 1.3 Include Strategic Objective: Represent individuals served at The Guild on all professional learning committees, leadership hiring committees, planning groups, and orientation trainings.
- 1.4 Include Strategic Objective: Increase individual coping skills for antecedent management to at least three strategies (consistent with PBIS frameworks in SERVE Objective 1.1) to reduce physical management.
- 1.5 Include Strategic Objective: Revise all behavior plans to ensure that every negative behavior to be extinguished has a positive replacement behavior target.

**INCLUDE GOAL 2:** Increase access to The Guild for people with visual impairments.

- 2.1 Include Strategic Objective: Construct an accessible, inclusive playground that is fully compliant with the Americans with Disabilities Act (ADA), which includes support for individuals with visual disabilities.
- 2.2 Include Strategic Objective: Design an artistic wayfinding system for The Guild School Building at 521 Virginia Road, Concord, Massachusetts. The Guild will partner with Artists for Humanity (or similar organization) to use lighting, color contrast, and the reduction of glare to improve navigation in school and administrative spaces.
- 2.3 Include Strategic Objective: Develop a fully ADA-compliant and inclusive website for the Guild, including support for visually impaired individuals.
- 2.4 Include Strategic Objective: Acquire assistive technology associated with academic programming and activities of daily living for individuals with low vision.

**INCLUDE GOAL 3:** Build family counseling and advocacy supports into the Reconstruction Budget to promote understanding and collaboration among family members.

- 3.1 Include Strategic Objective: Re-establish family service plans for Guild families.
- 3.3 Include Strategic Objective: Design and implement a forum for Day Student families (guardians and siblings) to connect and participate in social and community events for The Guild School.
- 3.4 Include Strategic Objective: Expand the involvement of the Parent/Family Advisory Groups to contribute to goals for programming improvement.
- 3.5 Include Strategic Objective: Add consistent transition support for families of students who are ages 20+.