



Renew, Integrate, Cultivate, Connect, Expand

STRATEGIC PLAN, FY22-24
July 1, 2021 – June 30, 2024



521 Virginia Road • Concord, MA 01742
(781) 893-6000 • www.guildhumanservices.org



MISSION

The Guild’s mission is to educate, encourage and empower individuals with intellectual and developmental disabilities (I/DD) so they may achieve their full potential to lead high-quality lives and participate meaningfully in society.

VISION

The Guild’s vision is to create conditions for people with I/DD to experience quality of life, including material and emotional well-being; deep interpersonal relationships and social inclusion; personal development and fulfillment; as well as self-determination, empowerment, and protected rights.

ORGANIZING STRATEGIES

The Guild creates supportive communities through a caring workforce, robust educational opportunities, nurturing residential environments, and meaningful partnerships.

Home

Nurture 21 distinct homes in Massachusetts to reflect the needs, interests, and capabilities of the individuals with I/DD who reside there.



Education

Provide comprehensive educational experiences that inspire individuals to grow personally, academically, vocationally, and as citizens.

Innovation

Leverage the strengths of individuals, families, staff, partners, research, and best practices to enhance programming continuously.



OUTCOME

Over the next three years, The Guild will work to achieve the following:

1. **Renew** and strengthen systems for the COVID-era and beyond.
2. **Integrate** new residents, families, homes, and staff into The Guild’s programming.
3. **Cultivate** quality of life through consistent engagement and collaborative leadership.
4. **Connect** The Guild’s work to larger social networks.
5. **Expand** service models geared toward a long-term vision of inclusive communities.

Renew • Integrate • Cultivate

Connect • Expand

BACKGROUND

The Guild for Human Services (The Guild) is committed to strategic implementation of our mission to educate, encourage, and empower individuals with intellectual disabilities so they may achieve their full potential to lead high-quality lives and participate meaningfully in society. In pursuit of that mission, The Guild develops a strategic plan every three years to ensure that the organization's goals are relevant to current needs and stakeholders' vision.

In the FY19-22 Strategic Plan, The Guild sought to strengthen operational and service infrastructures after a prolonged period of growth. Within the first two years of the plan, The Guild experienced substantial progress, making marked gains in leadership development, accessibility, and infrastructure. In Year 3 of the plan, The Guild was impacted tremendously by the COVID-19 Pandemic.

As a result of the pandemic, The Guild's 564 staff members worked night and day to ensure the health and safety of those in our care, putting aside many plans, activities, and expectations for the year. Despite the challenges, The Guild emerged from FY21 having achieved CARF Accreditation, purchased two new residences, vaccinated 652 people against COVID-19, and rounded out the three-year strategic plan having achieved nearly all intended goals.

Moving into the next three years, The Guild's FY22-24 Strategic Plan will re-engage with systems and priorities that existed before COVID-19 but with attention to the learnings that have come from this tumultuous time. Moreover, The Guild will forge ahead by building upon the successes of our prior strategic plan through the expansion of services and infrastructure. Finally, The Guild will look to the future by setting the groundwork for our long-term vision of service diversification to support individuals with I/DD and complex mental health needs.



Thus, the following FY22-24 Strategic Plan outlines the means by which The Guild will achieve the following five outcomes:

1. **Renew** and strengthen systems for the COVID-era and beyond.
2. **Integrate** new residents, families, homes, and staff into The Guild's programming.
3. **Cultivate** quality of life through consistent engagement and collaborative leadership.
4. **Connect** The Guild's work to larger social networks.
5. **Expand** service models geared toward a long-term vision of inclusive communities.

RENEW



Strategic Outcome

The Guild will renew and strengthen systems that existed before COVID-19 with attention to the learnings that have come from this tumultuous time.

Prior Work

During the height of the COVID Pandemic, The Guild took immediate actions focused on keeping people safe and essential business functions operating. Through those efforts, The Guild learned to develop processes and conduct workflows in new ways.

RENEW Goals

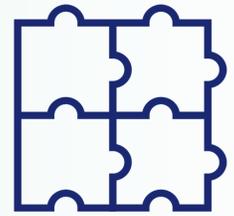
1. Workforce Development.
Ensure the wellbeing of employees through sickness and stress, close contact working conditions, and competing work/home priorities.

2. Digital Systems.
Embrace and capitalize on the accelerated adoption of technology to empower Guild residents, students, and workforce.

3. Enhanced Facilities.
Expedite capital improvement plans for group homes that have been overused through the COVID Pandemic.

4. Financial Stability
Assess and adjust for the value of The Guild's assets in light of changing market circumstances.

INTEGRATE



Strategic Outcome

Invite and integrate new residents, families, homes, and staff into The Guild's programming.

Prior Work

As the result of a sister-school closure, The Guild purchased new group homes to support displaced students. The Guild opted to open one new youth home; relocate existing students to another new youth home; and convert an existing youth residence into an adult home. Simultaneously, The Guild School moved supervision of the youth residential program to the Chief Education Officer.

INTEGRATE Goals

- 1. One Guild School.**
Create a consistent and cohesive model of care for residential students by integrating Youth Residential and Educational Departments into a single Division.
- 2. New Youth Residences.**
Align residential, clinical, and educational frameworks for existing students and projected enrollments as The Guild School opens two homes in Bedford, MA.
- 3. New Adult Residence.**
Integrate the Waltham home into the Metro Region Cluster of the Adult Residential Program, neighborhood, and greater Waltham community.
- 4. Empowered Decision-Making.**
Diversify opportunities for the voices, vision, and priorities of stakeholders (students, residents, families, and staff) to drive planning and decision-making.
- 5. Embedded Professional Development.**
Embed professional development, training, and research within all programs to deepen quality of life outcomes.

CULTIVATE



Strategic Outcome

Cultivate quality of life through consistent engagement and collaborative leadership.

Prior Work

The Guild demonstrated conformance to baseline measures of quality programming through multiple program licensing renewals and CARF Accreditation of all programs. Additionally, The Guild expanded voice and decision-making across a broader community of people through leadership trainings, professional learning communities and specialty groups, as well as self-advocacy training and goal setting with residents.

CULTIVATE Goals

1.

Person-Centered-Planning.

Work with all students and residents to establish personal and programmatic quality of life outcomes, including indicators of achievement and outcome measures to strengthen quality improvement practices.

2.

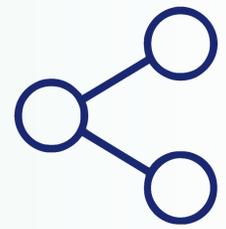
Shared Family Experiences.

Develop and evaluate supports for families to allow more shared experiences for families and staff to work together to improve the quality of life and self-determination of residents and students.

3.

Staff Recognition and Advancement.

Cultivate a work environment that recognizes the gifts and contributions of all staff, providing opportunities for growth and development within the organization and the field of human services.



Strategic Outcome

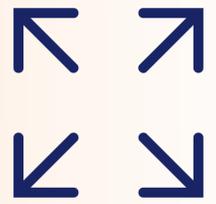
Connect The Guild's work to larger social networks.

Prior Work

The Guild has formed a relationship with the International Institute of New England to develop numerous training and storytelling opportunities for The Guild's vast immigrant communities. Additionally, The Guild has been expanding partnerships with other organizations, including the Chan School of Public Health, private foundations, and vocational placements.

CONNECT Goals

- 1. Community Engagement.**
Increase the opportunities by which The Guild's residents and students interact meaningfully with communities outside of The Guild.
- 2. Thought Leadership.**
Establish The Guild's position as a "thought leader" within the field of I/DD services through increased promotion of work in popular, industry, and scholarly publications.
- 3. Cross Cultural Connections.**
Expand conversation, training, partnership, and alliance opportunities to support cross-cultural connections among Guild stakeholders.
- 4. Disability Rights Activism.**
Reinvigorate partnerships and memberships within the Disability Rights Movement to reinforce The Guild's role in the movement.
- 5. New Partnerships.**
Explore new and burgeoning partnerships with organizations that may help to alleviate service gaps within I/DD and mental health systems.



Strategic Outcome

Expand service models geared toward a long-term vision of inclusive communities for people with I/DD.

Prior Work

The Guild conducted focus groups with 308 stakeholders to develop a long-term vision for the organization, which yielded four themes: enhance current programs; develop an acute psychiatric care model for people with I/DD; build research acumen for publication prominence; and expand work and external engagement opportunities for individuals served.

EXPAND Goals

- 1. Research.**
Build research affiliations across a spectrum of disciplines represented by The Guild's work and areas of interest.
- 2. Community Engagement.**
Expand opportunities for residents and students to be active, engaged, and valued members of their local communities.
- 3. Specialty Medical Services.**
Enhance the availability of medical and psychiatric services to The Guild's students and residents, including specialty medical providers.
- 4. Psychiatric Stabilization.**
Work with public and private partners to identify opportunities to expand the array of services for individuals with I/DD who require short-term, psychiatric stabilization.