

Strategic Plan

Boundless Miracles, LLC.

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**EXECUTIVE SUMMARY**

Boundless Miracles, LLC is dedicated to providing compassionate, innovative, individualized, quality services to persons with developmental disabilities and their families. Our professional employees work with consumers and families within our community, Cleveland County and the surrounding areas, to access natural supports and create opportunities to meet the needs of persons with developmental disabilities. Natural supports for consumers include people in their lives who are not paid to provide support to them, such as family members, members of the clergy, friends of the family and/or consumer, co-workers, neighbors, and any other persons that are important to the consumer.

Boundless Miracles, LLC will always make consumers our top priority. It is our duty to assist them in finding and creating natural resources within our community to meet the needs of each consumer and their families.

It is the goal of Boundless Miracles, LLC to assist consumers and their families in realizing their dreams and to participate as active members of treatment teams in order to facilitate true person-centered planning. Person-Centered Planning is utilizing a team approach, including professional staff and natural supports, to develop goals that are based on the individual’s wishes, desires, goals and aspirations in order to assist them with developing a greater level of independence and maintaining their placement in their community.

Issues faced by the organization

Any organization will have issues to face at various points in their journey of reaching their mission and unfortunately, Boundless Miracles, LLC is no exception to this phenomenon. Issues faced by our organization include the ever present concern regarding a Medicaid rate reduction, limited types of service provision, and changes due to the implementation of the NC Innovations waiver.

The concern regarding a reduction in Medicaid rates is founded upon historical evidence. Prior to the downfall in the economy, the rates for CAP-MR/DD services typically increased with each budget renewal. However, recently the rates have been taking a hit and have decreased dramatically, thus making it difficult to profit by providing these services. With this in mind, Boundless Miracles, LLC is cautious regarding the change to NC Innovations with the MCO which gives them the authority to set rates for services. We are hopeful that they understand that providers have taken a huge decrease within the past few years and will maintain the current rates for the NC Innovations waiver services to ensure quality care to our consumers.

In response to this issue, Boundless Miracles, LLC has focused over the past few years to increase the types of services provided. To this end, we are currently providing services for one unlicensed AFL through Residential Support Services and we hope to expand to more consumers. We also have access to Boundless Transportation, Inc. which is under contract with our local Department of Social Services to provide transportation to persons with Medicaid.

A final issue that Boundless Miracles, LLC is facing, concerns the enrollment with Partners Behavioral Health Management to provide NC Innovations Waiver services. We initially received a contract effective February 1, 2013 through June 30, 2015 and then received a one year extension through June, 2016. We will have to re-credential with Partners through Smoky Mountain in the next few months in order to receive another 3 year contract. We participated in our first Monitoring Review with Partners BHM in 2014 and we met all expectations at 100% with the exception of one item which was met at 95%. This was a very good review and we are proud of our organization. We have also participated in desk audits and regular reviews by Care Coordinators.

Boundless Miracles has slowly grown over the course of six years that we have been in business and we feel that we have been successful in meeting consumer outcomes and providing quality services. The administrative staff at Boundless Miracles, LLC is highly qualified and each hold outstanding reputations in this community for their superior integrity, exceptional ethical conduct, and admirable moral fiber.

Organizational Goals

1. Boundless Miracles, LLC will engage in a variety of marketing techniques in order to make the company name better known.
2. Boundless Miracles, LLC will renew national accreditation through the Commission on Accreditation of Rehabilitation Facilities (CARF) in May, 2016.
3. Boundless Miracles, LLC will continue our enrollment with Partners Behavioral Health Management.
4. Boundless Miracles, LLC will maintain a fiscally responsible position.

Strategy for achieving those goals

Boundless Miracles, LLC will continue to utilize a variety of marketing techniques, including television, newspapers and public ceremonies in order to market ourselves and make our community aware that we are present to serve the needs of IDD consumers. Boundless Miracles, LLC will work to renew our three year national accreditation and continue our contract with Partners BHM, in order to increase the types of services offered. In addition to these strategies, Boundless Miracles, LLC will work to operate as a revenue producing entity and keep costs to a minimum. Strategies for achieving this include being energy efficient, reduced overtime hours, participating in provider fairs and ensuring that the most effective means possible for completing tasks are used.

**STRATEGIC PLAN MANAGEMENT AUTHORIZATION**

The signatures below indicates that each member of the management team at Boundless Miracles, LLC has reviewed this plan, approves the contents of, and supports the implementation of the plan.

Rhonda W. Cooper Date

Executive Director

Kimberly Mitchell Date

Clinical Director

Jill Miller Date

Health Information Specialist

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Heather Gailey, QDDP Date

**ORGANIZATIONAL DESCRIPTION**

Boundless Miracles, LLC was created in order to provide quality services to individuals with intellectual and developmental disabilities. Many of the founding members of Boundless Miracles, LLC have personal experience with caring for individuals with intellectual and developmental disabilities that goes far beyond just being part of their job, permeating their own natural families. Understanding first-hand how difficult it can be to find qualified staff and providers whose top priority is supporting individuals with intellectual and developmental disabilities with integrity and compassion, and providing quality habilitative services, Boundless Miracles, LLC was formed in an attempt to seek out and employ the most qualified Professionals and Para-professionals in the field to support those consumers we serve.

Boundless Miracles became a limited liability company in 2009 with one owner and began providing quality services to recipients of the CAP-MR/DD Medicaid Waiver in September 2009. In August, 2014, the ownership was changed to two owners at 50% each. Since then, the management team of Boundless Miracles, LLC has been working to strengthen and improve the services provided to those with developmental disabilities. Part of strengthening and improving services is continually participating in the process of strategic planning.

Boundless Miracles, LLC provides services under the NC Innovations Waiver (effective February 1, 2013). Those services include In-Home Skill Building, In-Home Intensive Supports, Personal Care Services, Respite Services, Community Networking and Residential Supports for unlicensed AFLs.

Boundless Miracles, LLC is proud to employ the most qualified management staff available, with a management team amassing a combined total of 58 years in the field of Mental Health/Intellectual and Developmental Disabilities, including personal and professional experience. Other strengths and capabilities include having a Qualified Developmental Disabilities Professional with many years of experience serving as our Clinical Director, maintaining strong relationships with professional individuals who can support the organization, including other Mental Health/Intellectual and Developmental Disabilities/Substance Abuse agencies, lawyers, politicians, and doctors, and upholding a reputation of integrity and outstanding moral fiber.

**MISSION, VISION & GOAL STATEMENTS**

**Our Mission**

Boundless Miracles, LLC is dedicated to providing compassionate, innovative, individualized, quality services to persons with intellectual and developmental disabilities and their families. Our professional employees work with consumers and families within our community to access natural supports and create opportunities to meet the needs of persons with intellectual and developmental disabilities.

**Our Vision**

Our consumers will always be our top priority. It is our duty to assist them in finding and creating natural resources within our community to meet the needs of their families.

**Our Goal**

It is the goal of Boundless Miracles, LLC to assist consumers and their families in realizing their dreams and to participate as active members of treatment teams in order to facilitate true person centered planning.

**DEMOGRAPHICS OF THE SERVICE AREA**

Cleveland County is a rural area with approximately 97,076 people and 37,760 households according to the 2014 census. The following table identifies more of the demographics of Cleveland County:

|  |  |
| --- | --- |
| **General Demographics** | |
| **Population 2013** | 97,076 |
| **Median income for family** | $38,989 |
| **Population below poverty line** | 19.3% |

|  |  |
| --- | --- |
| **Racial Makeup of Cleveland County** | |
| **White** | 76.5% |
| **Black or African-American** | 20.7% |
| **Native American** | 0.3% |
| **Asian** | 0.9% |
| **Pacific Islander** | 0.01% |
| **Biracial or Multiracial** | 1.5 % |
| **Hispanic or Latino** | 3.1% |

Service Area Needs

Boundless Miracles, LLC understands that there is a continued need for providers of NC Innovation waiver services. Many other needs exists within the service area, some of which Boundless Miracles, LLC is working toward obtaining and some of which we are not considering at this time, however that is not to say that they will not be considered in the future.

This list is a comprehensive list of the needs of the service area, not necessarily a list of services that will be provided by Boundless Miracles, LLC:

* Overnight Respite Facility
* Additional Transportation Services

**GOALS & STRATEGIES**

It is understood that without goals for improvement, people and organizations tend to stagnate. Stagnation does not allow for progress and innovation in the areas of services, structural site, activities, technology, and staffing. Boundless Miracles, LLC never wants to be considered apathetic or archaic. Keeping that in mind, it is important to Boundless Miracles, LLC to continually review and update the secondary goals of the organization that will best assist in the achievement of its primary mission, vision and goal.

Boundless Miracles, LLC was able to achieve all of our 2014 goals identified as part of our Strategic Plan.

The following goals and strategies have been identified as part of the 2015 Strategic Plan.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **#** | **Goal** | | **Prioritization #** | **Year** |
| 1 | Boundless Miracles will continue to engage in a variety of marketing techniques to make the company name better known. | Continue membership with Chamber of Commerce and engage in activities provided to market our company and link with agencies that are relative to our service delivery. |  | 2015 |
| Utilize the Shelby Star and Shelby Shopper to advertise. |  |
| Continue to recruit experienced and diverse staff to meet the needs of our consumers through job fairs, etc. |  |
| 2 | Boundless Miracles will increase the number of consumers we provide services for to increase the viability of the company. | Acquire referrals for NC Innovations services and Boundless Miracles. |  | 2015 |
| Continue contract Partners BHM. |  |
| 3 | Boundless Miracles will renew our National Accreditation with CARF International | Review changes to CARF standards and ensure that policies and procedures reflect the standards. |  | 2016 |
| Participate in survey prior to May, 2016 |  |
| 4 | Boundless Miracles will maintain a fiscally responsible position. | Revenue and expenses will be continuously monitored to ensure that Boundless Miracles is profitable. |  | 2015 |
| Planning for expenses will occur on a regular basis in order to anticipate operational costs and expenses that may arise. |
| Boundless Miracles will continue to use a CPA to do our monthly accounting procedures to ensure that we maintain a fiscally sound financial status. |
| Staff will be aware of utility usage and execute tasks that are designed to save energy and water. |
| 5 | Boundless Miracles will obtain insurance benefits for all full time staff who work a minimum of 30 hours per week. | Boundless Miracles will assist staff with obtaining health insurance through the Affordable Healthcare Act. |  | 2015 |
| All employees will be offered the option for supplemental insurance. |  |
| 6 | All employees of Boundless Miracles will work to uphold the moral fiber and reputation of our company, maintaining a person-centered focus at all times. | All staff will be trained on legal and ethical behaviors, best practices and corporate compliance. |  | 2015 |
| All staff will be monitored by supervisors and peers to ensure that all staff behaviors are appropriate at all times. |  |
| Compliance issues will be reported, investigated, documented and reviewed by the Corporate Compliance officer and committee as well as the Quality Management Committee. |  |
| 7 | All consumer rights will be upheld at all times. | Each employee will be trained on Consumer Rights. |  | 2015 |
| Each employee will be observed by administration and co-workers to ensure compliance. |  |
| Compliance issues will be reported, investigated, documented and reviewed by the Client Rights Committee as well at the Quality Management Committee. |  |
| 8 | Services that are habilitative in nature will be provided in a manner that allows consumers to show progress on individualized goals and an increase in independence. | Each employee will receive training on best practices and Core Competencies upon hire and annually thereafter to support the employee in assisting the consumer in goal achievement. |  | 2015 |
| Consumer progress will be documented and reviewed on a monthly basis to ensure progress is being made on goals. |  |
| Consumer goals will be reviewed every 90 days and revised as needed as part of the Person-Centered plan that is developed and reviewed by the Treatment Team of each consumer. |  |
| 9 | All legal and ethical standards, including best practices, will be observed during service provision by staff. | Each employee will be trained on Corporate Compliance and the Code of Ethics which includes all aspects of the legal and ethical standards expected of all staff. |  | 2015 |
| Each employee will be observed by administration and co-workers to ensure compliance. |  |
| Compliance issues will be reported, investigated, documented and reviewed by the Corporate Compliance officer and committee as well as the Quality Management Committee. |  |
| 10 | Boundless Miracles will maintain a contract with Partners Behavioral Health Management (MCO) to provide services to our consumers and to strengthen our organization’s commitment to providing the best quality of services to our consumers and their families. | Complete Performance Outcomes goals and monitor progress monthly. |  | 2015 |
| Attend monthly provider forums and trainings offered by MCO to ensure compliance with all requirements outlined in our contract |
| Review policies and procedures to ensure that they align with the requirements of the MCO. |
| Look at our service delivery to ensure that positive outcomes are being achieved for our consumers and for our organization as a whole. |
| Ensure compliance with Provider Roles and Responsibilities outlined in the NC Innovations Waiver. |
| 11 | Attend meetings of Provider Association Board to stay informed of changes that are taking place with the MCO. | |  | 2015 |
| 12 | Continue supporting our consumer advocacy group, the “Miracles Makers” with community projects and meetings that allow them to have a voice in the delivery of their services. | |  | 2015 |

The following goals and strategies for achievement have been established as Boundless Miracles, LLC benchmarks, as described in the 2015 Performance Analysis:

* At least 70% of all consumers served by Boundless Miracles will make progress on 25% of their individualized goals.
* At least 98% of consumers/guardians will report that they receive services in an environment that is free from abuse, neglect and exploitation.
* At least 100% of consumers/guardians will report that they receive service delivery according to their wishes and preferences.
* At least 88% of all authorized service units will be utilized to ensure that consumers receive services approved according to their medical necessity.
* At least 100% of all consumers who request admission to Boundless Miracles will be admitted.
* At least 99% of consumers/guardians requesting respite services will with 100% efficiency/effectiveness that respite services provided the required break for consumer/caregiver.
* 100% of consumers who are authorized for Respite services will have access to them.
* Services will be provided for consumers with less than three (3) reportable incidents per quarter.
* At least 95% of consumers and family members report that they participate in the development of their person-centered plan.
* At least 90% of all guardians will agree that quality services are important to Boundless Miracles and that we strive to meet their consumer’s needs at all times.
* At least 95% of all consumers and guardians will be satisfied with the services provided by Boundless Miracles staff.
* At least 90% of consumers and guardians will agree that Boundless Miracles understands the right of their consumers and respects them.
* Consumers having a budgeting goal will utilize the computer to access websites with budgeting games at least once per month.

**EXPECTATIONS**

Expectations of Consumers & Guardians

Boundless Miracles, LLC strives to provide quality services to consumers and their families. We work to determine what the expectations of each consumer and guardian for the employees at Boundless Miracles, LLC. This determination is made using several methods, including satisfaction surveys, random quality satisfaction telephone contacts and following up with members of the various committees within Boundless Miracles, LLC that have consumers and/or guardians serving on them.

It is the belief of Boundless Miracles, LLC that the basic expectations of consumers and guardians include the following:

* Receive service delivery according to their wishes and preferences;
* Have qualified and appropriately trained individuals providing services;
* Receive services in an environment that is free from abuse, neglect, and exploitation;
* Have their opinions, views, beliefs and differences respected;
* Have trustworthy and reliable staff; and
* Have each and every one of their consumer rights respected.

***Consumer Rights as Provided to Boundless Miracles, LLC Consumers:***

* Live as normally as possible while receiving treatment
* Make wishes about future treatment known;
* The right to confidentiality and privacy as described in policy;
* Be informed of the qualifications of the professionals rendering the services;
* Exercise all civil rights, unless a court decision has been made to revoke these rights;
* A copy of the treatment plan will be provided to you upon your request. Your treatment plan will be based on your needs and your personal situation; anticipated goals and services provided in order to achieve these goals will be discussed and developed with you, your family, and other appropriate individuals. You will be involved in any decision regarding your course of treatment.
* Be free from physical punishment and unnecessary or excessive medication. Medications shall be administered in accordance with accepted medical standards and only upon order of a physician as documented in the record;
* Refuse medications;
* Be informed of experimental and nonstandard forms of service;
* Expect reasonable continuity of care, i.e. to know in advance, what appointment times and clinicians are available and where;
* Be free from influences in my decision of services and providers and have access to information pertinent to your services in sufficient time to facilitate making a decision;
* Be informed of the cost of service. The cost of your service should be discussed at your first visit or when you schedule your first appointment, including any questions concerning your insurance;
* Be considered legally competent unless otherwise determined by a court of law. You have the right to make all decisions about your care and agree or refuse any treatment or service offered;
* Refuse service or institute due process to terminate relations with Boundless Miracles, LLC;
* Be free from searches of personal belongings except under critical circumstances;
* Be free from abuse, neglect, humiliation, retaliation, financial or other exploitation;
* Be free from restrictive interventions, seclusion and/or restraints employed as punishment;
* Expect special instructions and other requests to be honored when possible;
* The right to access consumer records for the purpose of review or amendment;
* Contact Disability Rights North Carolina at 1-877-235-4210 (toll free). This is the agency designated under federal and state law to protect and advocate the rights of persons with disabilities; and
* Each consumer will be free from unwarranted invasion of privacy.

Expectations of Other Stakeholders

“Stakeholder” can be defined as “one who is involved in or affected by a course of action. Boundless Miracles, LLC considers “other stakeholders” to be the professionals and individuals within the community who are involved in the treatment of the consumers served in a professional manner or are affected by the service provision. The term “other stakeholders” includes, but is not limited to, Care Coordinators from MCO representatives, therapists, social workers, or places of employment for individuals with intellectual and developmental disabilities.

Boundless Miracles, LLC works hard to maintain professional and courteous relationships with other stakeholders. The employees of Boundless Miracles, LLC work closely with Care Coordinators from Partners, social workers from the Department of Social Services, Administration and Faculty of North Shelby School, Vocational Rehabilitation Counselors, and therapists, among others.

Just as with the consumers and guardians, Boundless Miracles, LLC sends satisfaction surveys to agencies and providers who have worked with Boundless Miracles, LLC over the past twelve months. Members of the Boundless Miracles, LLC management team also attend treatment team meetings at which time other stakeholders may freely express their expectations of Boundless Miracles, LLC employees.

It is the belief of Boundless Miracles, LLC that the basic expectations of other stakeholders include:

* Quality service provision to consumers;
* Legible and accurate documentation of service provision;
* Attendance and participation in treatment planning;
* Providing an environment for consumers that is free from abuse, neglect, and exploitation;
* Being respectful of consumers’ family situations (including but not limited to cultural, religious, sexual preference, socioeconomic status, etc.); and
* Provide consumers the opportunity to be part of their communities through integrative activities.

According to the surveys completed by other stakeholders in 2014 the following expectations were acknowledged and communicated:

Boundless Miracles employees will:

* Be a helpful resource in the person-centered planning process;
* Be helpful and therapeutic to the persons served by their agencies;
* Be reachable by other stakeholders when necessary;
* Continue to provide assistance to other stakeholders as needed.

**ENVIRONMENTAL SCAN**

The Competitive Environment

It is understood that in Cleveland County alone there are approximately ten to fifteen private providers that offer NC Innovations services to waiver recipients. Some of these providers have been operating and providing services for much longer than Boundless Miracles, LLC. In order to create and maintain a competitive environment, Boundless Miracles, LLC focuses on resources and capabilities that will provide a competitive edge in order to allow us to continue providing quality services for our current consumers and increase the number of consumers we serve. The resources and capabilities of Boundless Miracles, LLC together form its distinctive competencies. These competencies enable innovation, efficiency, quality, and consumer responsiveness, all of which can be leveraged to create a differentiation advantage.

***Resources***

According to the resource-based view, in order to develop a competitive advantage Boundless Miracles, LLC must have resources and capabilities that are superior to those of its competitors. Without this superiority, the competitors simply could replicate what Boundless Miracles, LLC does and any advantage quickly would disappear.

Resources are specific assets useful for creating a differentiation advantage that few competitors can acquire easily. Boundless Miracles, LLC retains the following resources that may be lacked by competitors that we believe gives us a competitive edge over other providers in the area:

* an outstanding reputation of staff and management;
* proprietary know-how of service delivery and management;
* the facility is owned and operated by the owners therefore Boundless Miracles, LLC has a lower debt ratio;
* a low overhead that allows us to provide higher wages therefore ensuring qualified staff;
* offer job shadowing for staff to ensure compatibility for consumers and their families.

Boundless Miracles, LLC offers a variety of activities for consumers and families that many of our competitors do not offer. Because community integration is an important part of our mission we offer activities, including but not limited to:

* large field trips, such as going to local attractions (theme parks, sporting events, museums, historical locations, etc.);
* quarterly birthday parties for consumers and staff who celebrate their birthdays in that quarter;
* holiday activities, such as Easter Egg Hunts, Valentine’s Day Dances, Christmas Parties, Thanksgiving Dinner, Independence Day Cookouts, etc.; and
* a variety of social and peer interactions, that focus on increasing socialization skills as well as incorporating other goals, such as decision making or physical exercise (Game Day, bowling, etc.).
* Opportunities to volunteer in the community such as Hospice, Senior Center and Nursing homes.

Boundless Miracles, LLC also works with consumers and families in an attempt to assist them in identification of resources and natural supports within our community. Consumers and families have access to a resource manual that will assist them in identifying the various agencies and resources in the community and how they can be assisted by these agencies.

Boundless Miracles, LLC also gives the opportunity for any staff member that will be working with a consumer to engage in job shadowing, which is the new staff “shadowing” the experienced staff member while working with the consumer in hopes that the new staff member will be able to see first-hand how to deal with the consumer in a variety of settings, under a variety of circumstances to better prepare them for individual service provision with that consumer. This also allows the consumer and their family to see if the staff is a good fit for their family.

***Capabilities***

Capabilities refer to Boundless Miracles, LLC’s ability to utilize its resources effectively. Such capabilities are embedded in the routines of Boundless Miracles, LLC and thus are difficult for competitors to replicate. It is the belief of Boundless Miracles, LLC that the following capabilities are unique to Boundless Miracles, LLC:

* Access to a consultant agency (Carolina Health Information Consultants) to assist with improvements in policies and procedures to make them more effective;
* Strong relationships with Care Coordinators, lawyers, faculty of North Shelby School, Partners Behavioral Health Management, and individuals at the state agencies that can assist with further understanding of regulations that affect our field.
* Clinical Consultant who can provide consultation and assistance to employees and consumers who may be struggling with life stress or other concerns.

***Plans to Increase the Competitive Edge***

Boundless Miracles, LLC understands that in an ever changing environment, we too must make changes. Boundless Miracles, LLC hopes to be able to institute these changes over the next one to five years of operation. Changes include those that will give Boundless Miracles, LLC a greater competitive edge over the other private providers in the surrounding area.

* Offering a mileage reimbursement or stipend for staff since transportation is a large factor in getting consumers out into the community;
* Employing more strategic cost cutting plans to reduce overhead and increase revenue in order to pay the highest possible wages to the most qualified staff members, such as
  + - becoming more energy efficient;
    - abiding by the principle “Reduce, Reuse and Recycle”;
    - avoiding duplication of activities in order to save time and money; and
    - having back-up staff members for each consumer to avoid unnecessary overtime rates.

***Differentiation Advantage***

Understanding that competitive advantage is created by using resources and capabilities to achieve either a lower cost structure or a differentiated product, Boundless Miracles, LLC has decided to focus more on the differentiation advantage than a cost advantage. Since the nature of Boundless Miracles, LLC is providing services for consumers and not a “product,” differentiation was selected for its ability to extend beyond the physical characteristics of the service to encompass everything about the service that influences the value that consumers derive from it. This means that differentiation includes every aspect of the way in which Boundless Miracles relates to its consumers.

With that in mind, Boundless Miracles, LLC utilizes the capabilities and resources discussed above in order to produce a differentiation advantage in services and management of which other providers in the area cannot boast. It is the hope of Boundless Miracles, LLC that with this differentiation advantage the company will grow and therefore be capable of touching more lives and impacting the community to a much superior magnitude.

**The Regulatory Environment**

Boundless Miracles, LLC adheres to all laws and regulations enforced on the Federal, State and Local levels.

**The Legislative Environment**

Boundless Miracles, LLC monitors the state website regularly for Implementation Updates and Communication Bulletins. In addition, Partners BHM, our MCO, provides weekly newsletters, “The Monday Coffee Break,” Provider Alerts and Bulletins that keeps us abreast of any changes that are affecting the state and local services. When information is noted that pertains to NC Innovations waiver services provided by Boundless Miracles, LLC, such as trainings, committee meetings, or community forums, the administrative team will add a goal to this Strategic Plan at that time. The result is that Boundless Miracles, LLC provides services using the most accurate and up to date regulations and legislative requirements at all times.

**STRATEGIC PLAN REVIEW & UPDATE (2010 § 10.50)**

Understanding that the information held within a Strategic Plan changes often, it is the policy of Boundless Miracles, LLC that this plan will be reviewed at a minimum of annually by the management team.

Revisions and/or updates will be made as required by changes in the environment or within Boundless Miracles, LLC. These revisions/updates will require a full Strategic Plan Management Authorization upon completion.

The revisions/updates will be made available to employees, committee members, consumers, guardians, and other stakeholders per the Strategic Plan Distribution Guidelines.

**Action Planning**

It is the goal of Boundless Miracles, LLC to assist consumers and their families in realizing their dreams and to participate as active members of treatment teams in order to facilitate true person centered planning.

Boundless Miracles, LLC is dedicated to providing compassionate, innovative, individualized, quality services to persons with intellectual and developmental disabilities and their families. Our professional employees work with clients and families within our community to access natural supports and create opportunities to meet the needs of persons with intellectual and developmental disabilities.

***Marketing Objectives***

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Strategic Goal** | **Contribution to Organization’s Mission & Goal** | **Strategy for Realization of Goal** | **Responsibility for Completion** | **Timeline for Realization** | **Completion Date** |
| 1. Boundless Miracles, LLC will continue to engage in a variety of marketing techniques to make the company name better known. | Boundless Miracles, LLC can grow and expand its impact on the community and consumers with intellectual and developmental disabilities by providing quality services and maintaining an excellent reputation. | A. Continue membership with the Chamber of Commerce and engage in activities to market our company and link with other agencies.  B. Utilize the Shelby Shopper to advertise.  C. Continue to recruit experienced and diverse staff to meet the needs of our consumers through job fairs, etc. | Executive Director  Executive Director  HR Coordinator | Each component of the strategy will be completed by December 1, 2015 | March, 2015  December, 2015  December, 2015 |

***Development Objectives***

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Strategic Goal** | **Contribution to Organization’s Mission & Goal** | **Strategy for Realization of Goal** | **Responsibility for Completion** | **Timeline for Realization** | **Completion Date** |
| 1. Boundless Miracles, LLC will increase the number of consumers we provide services for to increase the viability of the company. | Expanding the array of services will increase the viability of the company, improving the chance of continued operation and allowing longevity to assist consumers and their families positively. | A. Acquire referrals for NC Innovations waiver services for Boundless Miracles. | Executive Director | December, 2015 | December. 2015 |
| 2. Boundless Miracles, LLC will renew our national accreditation CARF International. | Without national accreditation, Boundless Miracles, LLC will be unable to operate and serve the community. | A. Review changes to CARF standards and ensure that policies and procedures reflect the standards.  B. Prepare for the survey and site visit in March-April, 2016. | All Administrative Staff  All Administrative Staff | June, 2015  April, 2016 | May, 2016 |

***Finance Objectives***

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Strategic Goal** | **Contribution to Organization’s Mission & Goal** | **Strategy for Realization of Goal** | **Responsibility for Completion** | **Timeline for Realization** | **Completion Date** |
| 1. Boundless Miracles, LLC will maintain a fiscally responsible position. | Boundless Miracles, LLC will be unable to grow and exist if the overhead expenses of operation exceed the revenue generated by service delivery. If Boundless Miracles, LLC does not maintain a fiscally responsible position, the risk of closure is increased, therefore not allowing us to impact the lives of consumers and our community positively. | A. Revenue and expenses will be continuously monitored to ensure that Boundless Miracles is profitable.  B. Planning for expenses will occur on a regular basis in order to anticipate operational costs and expenses that may arise.  C. Boundless Miracles will continue to use a CPA to do our monthly accounting procedures to ensure that we maintain a fiscally sound financial status.  D. Staff will be aware of utility usage and execute tasks that are designed to save energy and water. | Executive Director & CPA  Executive Director & CPA  Executive Director & CPA  All Staff | This goal will be ongoing. It will be evaluated quarterly and yearly and strategies will be revised as needed to ensure realization.  Ongoing  Ongoing | Ongoing  Ongoing  Ongoing  Ongoing |

***Personnel Objectives***

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Strategic Goal** | **Contribution to Organization’s Mission & Goal** | **Strategy for Realization of Goal** | **Responsibility for Completion** | **Timeline for Realization** | **Completion Date** |
| 1. All employees of Boundless Miracles, LLC will work to uphold moral fiber, and reputation of our company, maintaining a person-centered focus at all times. | Without adhering to all legal and ethical stipulations, best practices and a person-centered approach, Boundless Miracles, LLC will have failed to accomplish the vision and goal upon which the company was founded. Employees of Boundless Miracles, LLC understand that without a reputation of outstanding moral fiber, the time and money invested in advertisement are wasted. These attitudes are required to accomplish the mission of Boundless Miracles, LLC. | A. All staff will be trained on legal and ethical behaviors, best practices and corporate compliance.  B. All staff will be monitored by supervisors and peers to ensure that all staff behaviors are appropriate at all times.  C. Compliance issues will be reported, investigated, documented and reviewed by the Corporate Compliance officer and committee as well as the Quality Management Committee. | QDDP and/or Clinical  Director  QDDP and All staff  All Staff and Corporate Compliance Officer | This goal is continuing and will by no means expire or be fully accomplished while Boundless Miracles, LLC is in operation. | Ongoing |

***Objectives for Service Provision***

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Strategic Goal** | **Contribution to Organization’s Mission & Goal** | **Strategy for Realization of Goal** | **Responsibility for Completion** | **Timeline for Realization** | **Completion Date** |
| 1. All consumer rights will be upheld at all times. | Boundless Miracles, LLC is committed to upholding all human rights for all people. This is part of our Vision Statement and therefore is directly related to accomplishing our mission. | A. Each employee will be trained on Consumer Rights.  B. Each employee will be observed by administration and co-workers to ensure compliance.  C. Compliance issues will be reported, investigated, documented and reviewed by the Client Rights Committee as well as the Quality Management Committee. | Executive Director & Clinical Staff  Clinical Supervisor  and All Staff  All Staff & Corporate Compliance Officer | This shall be a continuing goal of Boundless Miracles, LLC and shall have no expiration. | Ongoing |
| 2. Services that are habilitative in nature will be provided in a manner that allows consumers to show progress on individualized goals and an increase in independence. | In order to assist consumers in realizing their dreams and goals, progress must be made on their individualized goals. This directly relates to the accomplishment of our Goal Statement. | A. Each employee will receive training on best practices and Core Competencies upon hire and annually thereafter to support the employee in assisting the consumer in goal achievement.  B. Consumer progress will be documented and reviewed on a monthly basis to ensure progress is being made on goals.  C. Consumer goals will be reviewed every 90 days and revised as needed as part of the Person-Centered plan that is developed and reviewed by the Treatment Team of each consumer. | Clinical Supervisor, QDDP  All Direct Care Staff & Clinical Supervisor  Any administrative staff involved in the Treatment Team | This shall be a continuing goal of Boundless Miracles, LLC and shall have no expiration. | Ongoing |
| 3. All legal and ethical standards, including best practices, will be observed during service provision by staff. | Boundless Miracles, LLC is committed to upholding all legal and ethical standards and best practices. Doing so assures an outstanding reputation and a lowered risk of complaints or grievances, therefore allowing Boundless Miracles, LLC to continue providing services for the community. | A. Each employee will be trained on Corporate Compliance and and the Code of Ethics which includes all aspects of the legal and ethical standards expected of all staff.  B. Each employee will be observed by administration and co-workers to ensure compliance.  C. Compliance issues will be reported, investigated, documented and reviewed by the Corporate Compliance officer and committee as well as the Quality Management Committee. . | Clinical Director  & Executive Director  Clinical Supervisor and All Staff  All Staff & Corporate Compliance Officer (Rhonda Cooper) | This shall be a continuing goal of Boundless Miracles, LLC and shall have no expiration. | Ongoing |

**Description of Strategic Planning Process Used**

Boundless Miracles, LLC conducted a SWOT (Strengths, Weaknesses, Opportunities, and Threats) study as part of the internal analysis in order to assist with the development of a comprehensive Strategic Plan. This internal SWOT analysis can be reviewed in more detail below.

All members of the administrative management team were involved in this process. The team discussed various items in the Strategic Plan during regular meetings. Notes on the discussions were kept by the Clinical Director who used them to compile this report. When the initial Strategic Plan was developed at Boundless Miracles, LLC, in 2009, the end result was eye-opening. It is our intention that this process continue to be utilized to identify areas in which improvements can be made in order to increase the probability that the company will prosper, thus touching more lives and impacting our community for many years to come.

Internal SWOT Analysis

The SWOT analysis is comprised of internal factors, Strengths and Weaknesses, as well as external factors, Opportunities and Threats. The table below is a visual representation of this idea.

|  |  |
| --- | --- |
| **Strengths** | **Weaknesses** |
| **Opportunities** | **Threats** |

INTERNAL FACTORS

EXTERNAL FACTORS

Through this SWOT analysis, the members of the administrative management team of Boundless Miracles, LLC compiled the following points about our Strengths, Weaknesses, Opportunities and Threats.

***Strengths***

After careful review, the following advantages over the competition were determined to be strengths of Boundless Miracles, LLC:

* + - Having knowledgeable and qualified administration and employees in the field of Mental Health/Intellectual and Developmental Disabilities/Substance Abuse, with a management team amassing a combined total of 58 years in the field of MH/DD/SA, including personal and professional experience;
    - Owning an excellent facility that has been completely renovated to provide the best accessibility possible for the disabled individuals we serve, decreasing the overhead expenses related to mortgage payments;
    - Having a first-rate training facility for employees, including video capabilities and sizeable seating availability;
    - Having an on-site facility to host activities for consumers and families, including birthday parties, fundraisers, consumer committee meetings, and activities that allow consumers to work on their habilitative goals;
    - Employing the most caring and compassionate staff available;
    - Maintaining strong relationships with professional individuals who can support the organization, including other Mental Health/Intellectual and Developmental Disabilities/Substance Abuse agencies, lawyers, politicians, and doctors; and
    - Employees committed to upholding a reputation of integrity and outstanding moral fiber.

***Weaknesses***

Boundless Miracles, LLC also assessed its limitations. It was determined that the following are weaknesses of Boundless Miracles, LLC:

* Being a small agency that is not able to offer as many benefits to employees as desired;
* Offering undifferentiated types of services from competitors;
* Having a lack of marketing expertise; and
* Experiencing a high turnover rate of newly hired employees in the field of MH/IDD/SA services.

***Opportunities***

Boundless Miracles, LLC believes in opportunities; opportunities for consumers, families, and the future of this company. Founded on the principles of opportunity, as part of the SWOT analysis conducted internally at Boundless Miracles, LLC, the following opportunities for growth and change have been identified:

* Developing strategic alliances, working with other agencies to develop additional services that offer improved profits and longevity.

***Threats***

The final component of the SWOT analysis is to acknowledge current and anticipate potential threats to the overall structure of the company, including financial, legal, and moral areas. Those threats have been defined as:

* + Persistent, and sometimes disreputable, competition from other agencies who may not hold the same values and beliefs about person-centeredness and consumer rights as Boundless Miracles, LLC does;
  + Medicaid rate reductions for the current services provided;
  + Total elimination of IDD services;
  + Undergoing unsuccessful audits of medical records or personnel files that result in paybacks or corrective action plans by the MCO or regulatory entities;
  + Inability to maintain national accreditation from CARF; and
  + Inability to continue enrollment with Partners Behavioral Health Management.

**Goals for Advisory Committee**

Boundless Miracles, LLC will have several committees to oversee the operations of our organization. The main committee will be known as the Advisory Committee whose responsibility will be to look at all aspects of the organization. The Advisory Committee will be responsible for the oversight of the finances and adherence to all policies and procedures as set forth in our policy and procedure manual.

The Advisory Committee will review all hiring of administrative staff and be informed of any revisions or additions to the policies and procedures manual. The Advisory Committee will be comprised of various members and will meet quarterly. The Advisory Committee will consist of persons affiliated with the organization who are knowledgeable in the field of intellectual and developmental disabilities as well as community members, consumers and advocates.

Members of the Advisory Committee will also serve on the Consumer Rights Committee and Intervention Advisory Committee. All three committees will meet consecutively on the same day with separate agendas. Minutes of each committee meeting will be kept accordingly. The Executive Director, Clinical Director and/or QDDP will serve on the Advisory Committee as well.

Issues to be discussed by the Advisory Committee:

* Financial statements;
* Personnel;
* Policies and procedures;
* General information regarding consumers served at Boundless Miracles;
* Corporate Compliance Issues; and
* Review reports from Client Rights Committee, Intervention Advisory Committee and the Quality Management Committee as well as the Corporate Compliance Committee.

**Budget Planning & Financial Reports**

Boundless Miracles, LLC generates revenue based solely on the services provided to consumers. Each of the consumers has been approved to receive Medicaid funding under the NC Innovations Waiver.

Based on data collected and ideas generated during the strategic planning process, it has become apparent that fundraising can be utilized to offset the costs of consumer activities and supplies. This method will also be used in conjunction with the generated revenue from service delivery to meet the financial needs of this company and allow successful application of the Mission Statement, Value Statement and Goal Statement of Boundless Miracles, LLC.

Financial Opportunities

As identified in the Internal SWOT Analysis the following can be considered financial opportunities of Boundless Miracles, LLC:

* Developing strategic alliances, working with other agencies to develop additional services that offer improved profits and longevity.

Financial Threats

Businesses are often exposed to many types of financial threats. Boundless Miracles, LLC has developed the following list of possible financial threats that may be encountered:

* Medicaid rate reductions for the current services provided;
* Total elimination of IDD services;
* Paybacks caused by incorrect documentation and/or billing; and
* Fines due to failed building inspections and/or fire/safety inspections.

Financial Reports

Monthly financial reports will be made available to the Quality Management Committee who will review and revise the budget as necessary. All financial functions will be handled by an outside accounting firm.

**Monitoring & Evaluation of Plan**

Responsibilities for Monitoring and Evaluation

It is the responsibility of the Executive Director to regularly report to the management team and the advisory committee about the status of implementation, including progress toward each of the overall strategic goals. As each member of the management team reviews the final copy of this Strategic Plan, each of the goals and time frames that the goals are to be met will be reviewed with them. It is the responsibility for each member of the management team to report to the other members of the management team at monthly meetings and the Executive Director regarding the status toward their achieving the goals and objectives assigned to them.

Evaluating Status of Implementation

The following key questions shall be utilized in monitoring and evaluating the status of implementation of the plan:

* Are goals and objectives being achieved or not? If they are, the staff shall be acknowledged, and rewarded, and the progress shall be communicated to other members of the management team.

If not, then the following questions will be utilized:

1. Will the goals be achieved according to the timelines specified in the plan? If not, then why?
2. Should the deadlines for completion be changed?
3. Does staff have adequate resources (money, equipment, facilities, training, etc.) to achieve the goals?
4. Are the goals and objectives still realistic?
5. Should priorities be changed to put more focus on achieving the goals?
6. Should the goals be changed?
7. What can be learned from our monitoring and evaluation in order to improve future planning activities and also to improve future monitoring and evaluation efforts?

Frequency of Monitoring and Evaluation

Since Boundless Miracles, LLC does not anticipate experiencing rapid change from inside and/or outside the organization at this time, it has been determined that the following guidelines for frequency of monitoring and evaluation will occur:

* Advisory Committee Members shall be informed of the status of implementation at least on a quarterly basis, at each meeting.
* Management Team Members shall be informed of the status of implementation at least on a monthly basis.
* The Executive Director will be informed of the status of each member of the management team’s progress on their individual goals on a monthly basis.

If at any point it is determined by the management team or the advisory committee members that Boundless Miracles, LLC is experiencing rapid change from inside and/or outside the organization, monitoring implementation of the plan shall occur at least on a monthly basis.

Reporting Results of Monitoring and Evaluation

All information regarding the status of specific goals or the overall status shall be communicated in writing. The reports will include:

1. Answers to the above key questions while monitoring implementation;
2. Trends regarding the progress (or lack thereof) toward goals, including which goals and objectives;
3. Recommendations about the status; and
4. Any actions needed by management.

Plan Deviation

Boundless Miracles, LLC understands that it is acceptable to deviate from the strategic plan. It is understood that this plan is only a guideline, not a strict roadmap which must be followed. Organizations often end up changing direction somewhat as it continues providing services over the years.

Understanding this, the most important aspect of deviating from the plan is knowing why it is necessary. Prior to deviation or changes in the plan, strategic planning meetings will be held to formulate understanding for all members of the management team regarding why deviation needs to occur and what changes will be made.

Celebration

Celebration is as important as accomplishing objectives -- maybe more. Without a sense of closure, acknowledgement and fulfillment from a job well done, the next planning cycle becomes a grind.

Understanding this, when accomplishments of goals are made by the management team and staff of Boundless Miracles, LLC, just as the progress of our consumers is acknowledged and celebrated, that progress and accomplishment shall be celebrated. It is only through positive reinforcements that people increase their self-worth and become fully actualized, whether in life or their careers.

**Communication of Plan**

The Strategic Plan shall be communicated with employees, consumers, guardians, and other stakeholders based on the types of information that is required for each. In order to protect confidential and/or sensitive information and understanding that not all information contained within the plan and appendices is necessary for consumers, guardians, or other stakeholders, distribution of the Strategic Plan shall adhere to the guidelines listed below.

Distribution Guidelines

* Each person of the Boundless Miracles, LLC management team, advisory committee, and quality management committee will receive a complete copy of the plan.
* Understanding that even the newest staff member can gain quick context, appreciation, and meaning from a review of this plan, each employee of Boundless Miracles, LLC will receive a copy of the Strategic Plan and the Action Planning section.
* The Boundless Miracles, LLC Mission Statement, Vision Statement, and Goal shall remain posted in the main office and training facility clearly where consumers, guardians, other stakeholders, visitors, and employees will be reminded for what we stand.
  + Each employee shall also receive a card with the Mission, Vision and Goal of Boundless Miracles, LLC on it.
  + The Strategic Plan shall be made available for review on the Boundless Miracles, LLC website, [www.boundlessmiracles.net.](http://www.boundlessmiracles.net.)
  + The same portions of the Strategic Plan that shall be available to individuals online shall be sent out to consumers and families of Boundless Miracles, LLC annually.
  + As noted above, the same information that will be made available on the Boundless Miracles, LLC website will be made available to consumers, guardians, and other stakeholders upon request.
  + Portions of the plan that will be included in new hire orientation training and the employee handbook include:
    - Mission, Vision & Goal Statements;
    - Goals & Strategies;
    - Expectations of Consumers & Guardians;
    - Expectations of Other Stakeholders; and
    - Action Planning Section.

