

(organization name, location, logo)
Strategic Positioning 2009-2012

INTRODUCTION

What follows is a synthesis of work conducted in the late winter and spring of 2009 as part of (organization) 's periodic strategic planning process. In this particular planning cycle, our process drew on the work of Thomas McLaughlin as presented in his 2006 book, *Strategic Positioning: Decide Where to Be, Plan What to Do*.

Information is synthesized in six key areas: Demand for Services; Geography; Competitors and Collaborators; Funders; Labor Force; and Special Assets. This planning process resulted in a restatement of our desired strategic position and a summation of key initiatives to frame our management work plan for the next three years. This synthesis will guide and in some instances, perhaps, re-shape the direction of (organization) in the coming years.

MISSION, VISION and VALUES

(Organization) enriches the lives of children with complex medical and developmental needs, supports their families, and collaborates with other community providers to build a continuum of care.

(Organization) will be the model for best practices in the care and education of children with complex medical and developmental needs.

Our Guiding Values

- *We Provide Exceptional Care.* We strive to exceed expectations in the quality of our medical, therapeutic and educational programming and do so with warmth and caring in an effort to create a home-like setting for each and every child.
- *We Nurture Each Child.* We nurture children with complex medical and developmental needs and are passionate about providing all of our children the highest quality of life possible.
- *We Are a Valuable Community Resource.* We strive to be an important resource for children and their families, as well as members of our community, by offering resource information, training, support and services. We help families identify, choose, and sustain the best care option for their family at any given time.
- *We Value Relationships.* We value collaboration and partnerships. We are a voice for families with children with disabilities both at (organization) and in the community.
- *We Act With Dignity, Respect and Compassion.* We are respectful of the privacy of each child and family, treating them with dignity and respect and, above all else, compassion.
- *We Foster Trust.* We recognize the awesome responsibility we have in serving children and families. We commit ourselves to continuous quality improvement and serving with integrity. We encourage families to be active partners in their children's care.
- *We Are Fiscally Responsible.* We are committed to assuring the financial support necessary to provide optimal care for the children and to invest in our staff, programs and facility for current and future needs.
- *We Are Resourceful.* We make every effort to remain a cost-effective option for children and families.
- *We Support and Encourage Our Staff.* We actively promote mutual consideration of each other's views, opinions, and ideas ... listening to both hear and understand. We strive to provide fair and equitable wages and benefits to all (organization) employees. We encourage employee growth through educational programs offered at (organization) and in the community.

STATEMENT OF STRATEGIC POSITIONS

Demand for Service/Users.

- (organization) for Children with Disabilities will continue to serve as both an extended and short-term residential care option for children with complex medical and developmental needs.
- (organization) will continue to serve children from infancy through teen years. Necessitated by increasing survival rates among infants and the growing medical complexity of children being referred to the by providers, the will adapt
 - to serve children who depend on ventilators or require central line nutrition.
 - to serve a growing number of children with non-accidental traumatic brain injuries.
 - to support the increasing number of requests for short-term stays.
 - to support the increased numbers of families with complicated relationships and social needs.
 - to meet the educational needs of nursing professionals, educators, and caregivers who will require ever more sophisticated training in light of the growing complexity of children we serve.
- (organization) will collaborate with other community organizations and agencies to ensure a continuum of care for children with complex medical and developmental needs, by ensuring availability of training support for in-home caregivers as well as educational and therapy outreach and outpatient services.

Geography.

- (organization) will continue to focus on providing inpatient services to families and children from New Hampshire, extending services to children in other states as appropriate.
- (organization) will continue to raise awareness of its unique role and capabilities in serving children with complex medical and developmental needs and their families among medical professionals and human services professionals throughout the state and in the greater Boston area.
- (organization) will strengthen its support of families whose home communities are at significant distances from the to minimize transportation and housing barriers to their full participation as a partner in their child's care planning.

Competitors/Collaborators.

- (organization) continues to be unique in its licensure and range of services.
- (organization) will strive to position itself as an organization embracing a continuum of whatever care options are in the best interests of children and their families by fostering collaborative relationships for service delivery and supporting children who remain in their communities through its short-stay program.

Funders.

- (organization) will continue to seek ways to diversify its sources of funding to hedge against changes in Medicaid funding policies or school-district education policies that could negatively impact the 's income, by
 - building on the support of the community to expand voluntary contributions options.
 - exploring opportunities to provide training, outpatient, and outreach services.

Labor Force.

- (organization) will continue to invest in its staff (through wages, benefits, staff development, and position flexibility)
 - to maintain its history of low turnover and high job satisfaction.
 - to enable the to attract and retain nursing and therapy professionals in the midst of a general shortage of such professionals.

Special Assets.

- (organization) will use its current facilities and resources
 - to support families for whom travel to the is logistically difficult.
 - to provide age-appropriate residential options for older teens as they prepare to transition from (organization) to other living situations.
 - for community-focused options.

INITIATIVES. The Strategic Position outlined above suggests at least the following initiatives, based on the components summarized below.

■ **Continuum of Care.**

- Increased high-tech support (vents, IVs, central lines)
- Respond to changes in family circumstances (increased short-term respite and holiday stays)
- Increased survivability of infants (hospital to home transitions)
- Increased demand for community-based services (outpatient therapies, outreach therapies and training)
- Increased need for care options and transition planning for older teens

■ **Collaborations.**

- Focus on family support (transportation, accommodations, etc. when visiting)
- Training for families and caregivers (including support for those providing in-home care)
- Stronger role as a community resource (professional training and workshops; marketing our services more deliberately to providers and service coordinators)
- Responding to emerging service needs (especially where combined expertise or connections are needed)

■ **Sustainability and Stability.**

- Diversification of funding sources (requires development of a long-term endowment strategy as a hedge against Medicaid changes or school tuition interruptions, as well as continued pursuit of appropriate additional income sources)
- Increased targeted marketing efforts (reinforce (organization) brand as a collaborative of excellence and ensure meaningful market penetration)