



# **Strategic Vision**

## **2014-2019**

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**PathWAYS of the River Valley**

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## *Our Mission*

*PathWays is dedicated to expanding the opportunities that enrich the lives of people with disabilities. Our passion is working together with children, adults and their families to create their own desired future in their own community. We provide services in the spirit of partnership and respect.*

## PathWays Strategic Vision

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### Executive Summary

Developing and articulating a clear strategic vision is important for every organization. When we understand our past and present we can examine the landscape and define where we want to be in the future. This allows us to develop a plan to broadly navigate towards that future and to map out the specific steps we need to take to get there. PathWays strategic vision is presented in this plan.

This plan was developed by the Board of Directors and Leadership Team in collaboration with individuals we serve, families and other community members. We were guided on this journey by John Carroll, who generously donated his time and wisdom along the way.

When planning began on this vision PathWays was emerging from two years of financial challenges which required significant redesign of how we provide services as well as the size and composition of our work force. Medicaid Managed Care is just being implemented and the specific impact on the area agency system remains unknown.

Even though there is uncertainty, planning for the future is essential to take advantage of opportunities over the coming five years.

Five goal areas were identified and work plans were developed for each of priority.

The five broad goal areas are:

1. PathWays will improve communication with all stakeholders and community members.
2. PathWays will maintain local services, decision-making and responsiveness by examining and evolving our organizational structure.
3. PathWays will collect information and customer feedback and use it to improve our services.
4. PathWays will provide employees with an excellent work experience including opportunities for learning, growth and advancement.
5. PathWays will strengthen its financial status.

On the following pages you will find detailed descriptions of our strategic vision including each goal articulated in a measurable format and all associated work plans.

PathWays will involve all of its stakeholders, including board and council members, self-advocates, employees, home providers, customers, and families, in the implementation of this plan.

## **Highest Priority Proposition Statements**

### **Business Plan**

- Develop a business plan for sustainability using collaborative and competitive strategies to succeed in a competitive marketplace.
- Address financial vulnerabilities by maximizing current and future revenue, developing new sources of funding and creating a sustainable business model.

### **Market Expansion**

- Expand to new markets, such as elder care, to respond to the managed care funding threat and to develop new sources of funding.

### **Communication Plan**

- Develop a public education plan to increase awareness of PathWays and improve constituent perception of the organization.
- Create a communication plan to increase transparency, share information, reshape constituent expectations and to become more responsive to the people we serve.

### **Quality Improvement**

- Partner with constituents to establish and implement measureable, realistic and achievable quality standards and expectations.
- Create and monitor best practices and quality standards to improve and expand services.

### **Talent Retention**

- Retain specialized talents while encouraging growth and development for employees across all service areas.

For a complete list of proposition statements see Appendix A.

## **Strengths, Weaknesses, Opportunities, Threats, Expectations and Best Practices (SWOT and SWEP Analysis)**

### ***SWOT Analysis: Board Top Three***

#### **STRENGTHS**

- Mission-driven staff and passionate families
- Model for leaner and flatter organization
- Organizational culture that values flexibility

#### **Weaknesses**

- Reliance on a single revenue stream
- Lack of people, tools and processes to maximize revenue
- Poor external communication- we don't "tell our story"

#### **Opportunities**

- Identifying and developing revenue diversification opportunities
- Strategic alliances for consolidated programming and cost reductions
- Integration of acute and long-term care

#### **Threats**

- Financial instability/smaller government
- Family fear and anger of uncertain future
- "Wait and see" attitude towards pending changes

## Strategic Goals

1. By 2016 PathWays constituents and the general public will have a clear understanding of our mission and services.
2. By 2016 Pathways will develop a plan to maintain local services, responsiveness and governance by exploring strategic alliances with other agencies and redesigning our organizational structure.
3. By 2017 PathWays will be practicing a system of continuous quality improvement.
4. By 2017 PathWays will increase the retention of its employees as evidenced by a 25% decrease in the turnover rate.
5. PathWays will become a fiscally stronger organization by decreasing reliance on Medicaid and increasing other sources of revenue. To do this we will develop the service technology necessary to expand to new markets. By 2019 PathWays will diversify its funding mix from 94% Medicaid and 6% from other sources to 80% Medicaid and 20% from other sources.

See Appendix B for detailed work plans.